



May 26, 2026

OFFICERS

SUBJECT: Immediate Restrictions on Non-Essential Spending

As you are aware, we are currently experiencing a temporary cash-flow shortage that requires us to take decisive steps to manage our available resources responsibly. To protect core operations and ensure we can continue meeting all essential obligations, we are implementing immediate restrictions on non-essential spending across all departments.

To ensure clarity and consistency, we are outlining below the specific categories of expenses that must be minimized or paused, along with the expectations for approvals and documentation.

1. Travel

Effective immediately, all non-essential travel—both domestic and international—is suspended. Essential travel may be approved only if it meets one of the following criteria:

- Required to fulfill a contract, regulatory requirement, or audit.
- Directly tied to revenue generation or revenue protection.
- Critical to ongoing operations where no virtual alternative is possible.

All essential travel must receive written pre-approval from an employee's Vice President before booking. Any travel scheduled but not yet paid for should be canceled unless it meets the criteria above.

2. Supplies and Materials

Please pause all discretionary purchasing of office supplies, equipment, or materials. Examples of items to defer include:

- Office furniture, décor or non-urgent office enhancements.
- Promotional items, branded merchandise, or giveaways.
- Electronics or peripherals not required to maintain business continuity.
- Bulk supply orders beyond near-term need.

Routine supplies necessary to maintain daily operations may continue but should be minimized, consolidated, and purchased only as needed.

3. Professional Services and Consultants

Engagement of consultants, contractors, or external service providers should be deferred unless:

- They provide essential operational support;
- Their work is required to meet a statutory or contractual obligation; or
- Canceling their services would trigger financial penalties greater than continuing.

All renewals, extensions, or new agreements must be reviewed by VP, Finance & Planning, prior to execution.