

CEO REPORT

AUGUST 2026

A stylized line drawing of a multi-story building with several windows. A small green plant with four leaves is growing from a window box on the left. In the top left corner, there is a light blue cloud with a black outline. The background is a light gray gradient.

OUR CORE IDEOLOGY

Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

District Mission

We build new clubs and support all clubs in achieving excellence.

Club Mission

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Envisioned Future

Toastmasters is a thriving and diverse global community. We enhance the personal lives and careers of individuals, enabling them to positively impact their communities. We empower people to develop communication and leadership skills through a welcoming, high-quality, experiential learning environment, resulting in greater self-confidence and personal growth.

Brand Promise

Empowering individuals through personal and professional development.

Core Values

Integrity—We match our actions with our words, demonstrate honesty and trustworthiness, communicate with sincerity and thoughtfulness, have the courage to acknowledge our mistakes, and always strive to do the right thing.

Respect—We treat all with dignity, welcome diverse perspectives, acknowledge all contributions, believe that all have positive intent, practice mutual accountability, and critique but never demean.

Service—We strive to provide high-value, exceptional support by being responsive, attentive, and passionate in fulfilling our duties as individuals and as an organization to all.

Excellence—We consistently strive to meet or exceed expectations by upholding the Toastmaster's Promise, nurturing a collaborative environment, innovating to deliver creative solutions, and optimizing quality to produce superior service.

MESSAGE FROM THE CEO



The Toastmasters Club which has the right sort of program does not lose its members.”

-Dr. Ralph C. Smedley

It all comes down to your club meetings. You know your club is conducting excellent meetings when it is fulfilling the expectations of the Club Mission:

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

The Club Mission describes what happens when club officers and members create an environment where members learn, grow, and have a high-value experience.

“How can you possibly measure that?” you might ask. *Consistently* is the answer, using the **Distinguished Club Program** (DCP) as a framework. The DCP measures, as best we can, the individual outcomes, administrative steps, and necessary membership growth that show the club is performing at an acceptable level during the program year.

“Wait right there!” you might say. “My club meetings are excellent, although we’re not typically a Distinguished club.” With this sort of statement, we answer our own question. Distinguished clubs demonstrate excellence when they meet DCP goals: Members progress in the education program, officers attend training to improve their leadership skills, and the quality club experience brings in new members. Clubs performing acceptably, or higher, are recognized at the levels of Distinguished, Select Distinguished, President’s Distinguished, and Smedley Distinguished, respectively.

How is your club performing? Below the Distinguished level? Then it’s time to improve. Use **these resources** to get started, and your Area Director is there to help, too. Take advantage of the opportunity to lift your club to a new level.

A handwritten signature in black ink, appearing to read 'Daniel Rex'.

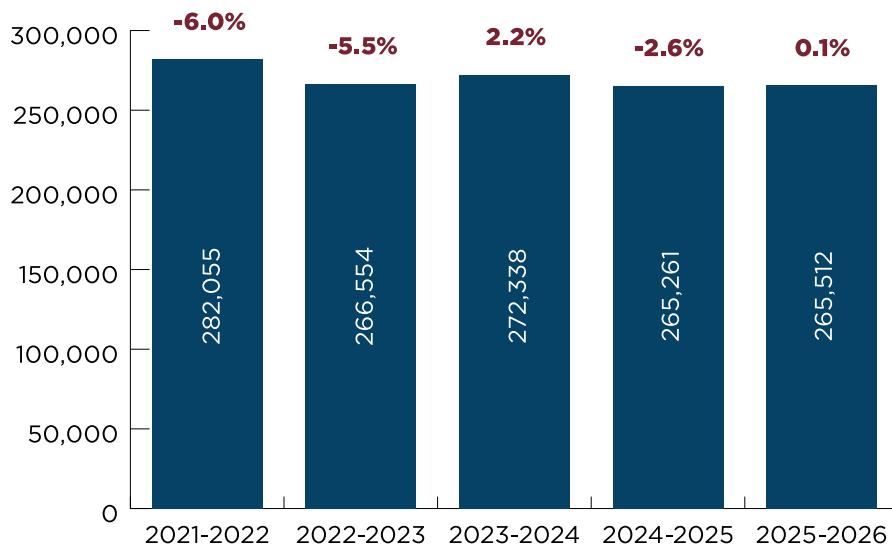
Daniel Rex

TABLE OF CONTENTS

Numeric Snapshots	1
Total Membership	1
Membership Payments	1
Members by Country	2
Paid Clubs	3
New and Suspended Clubs	3
Clubs by Country	4
Average Club Size	5
District Reformatations	5
Membership Building Awards	6
Education Awards	7
Education Awards by Country	8
Distinguished Clubs	9
Distinguished Districts	9
Education and Product Sales	10
Pathways Updates	11
Member Experience	12
Social Media	13
Smedley Fund	14

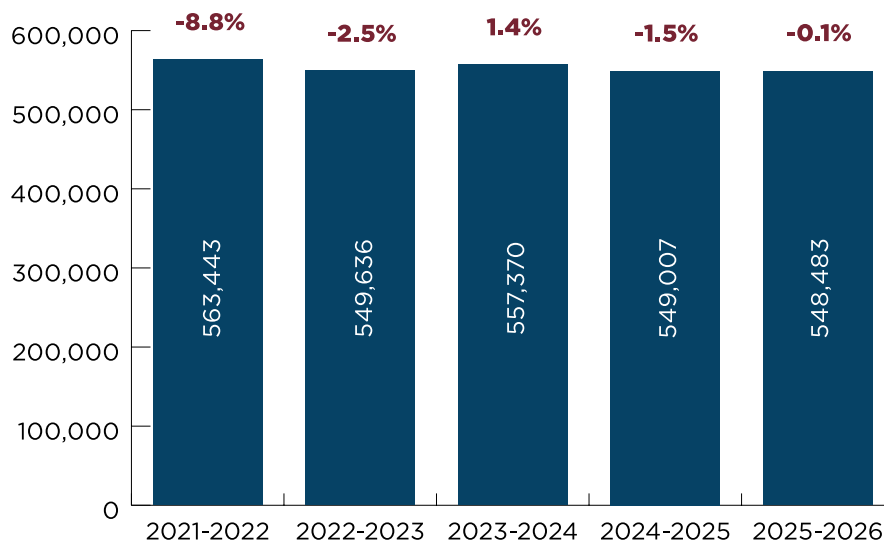
NUMERIC **SNAPSHOTS**

Total Membership as of March 31, 2026



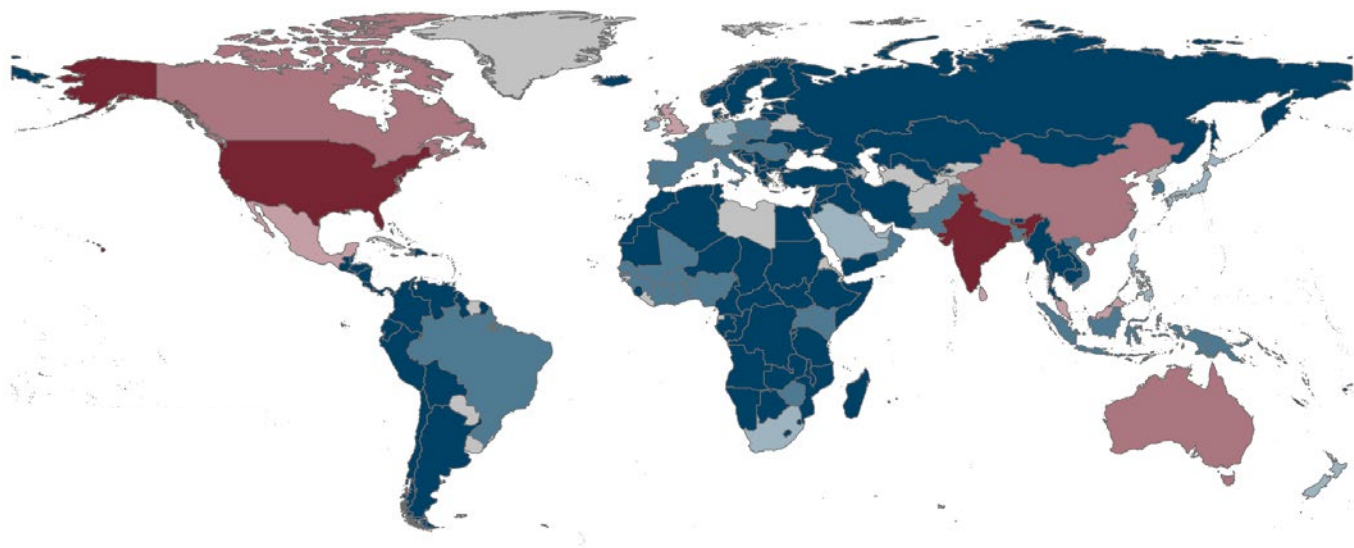
Total membership for the period ending March 31, 2026 was 265,512.
This is an increase of 0.1% over the period ending March 31, 2025.

Membership Payments as of June 30, 2026

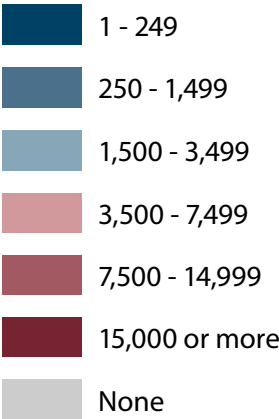


At the end of June 2026, there were 548,483 membership payments for the 2025–2026 program year, a decrease of 0.1% compared to last year.

Members by Country



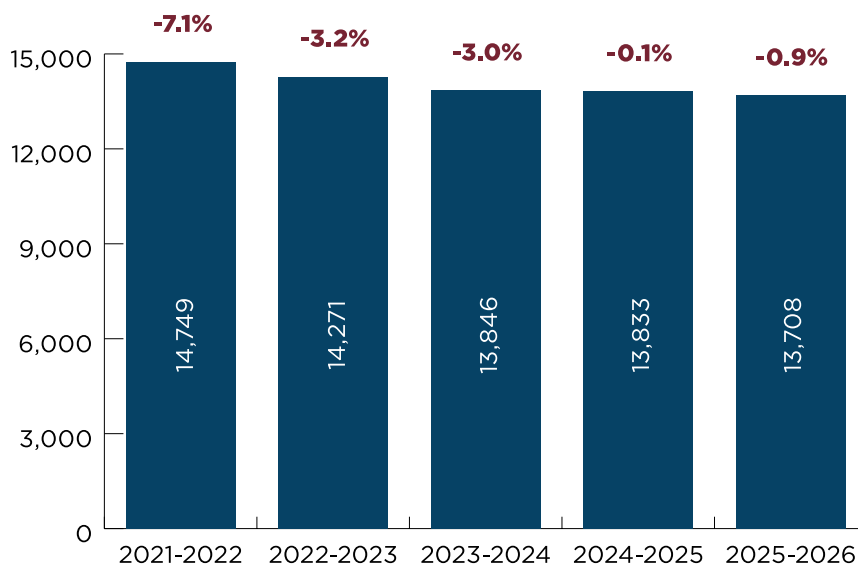
Members by Country



265,512
Members

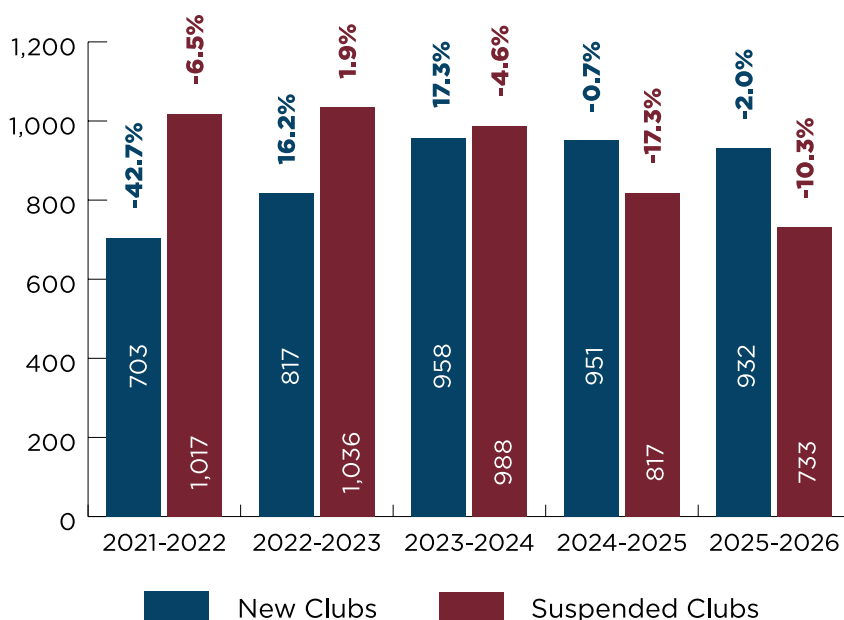
NUMERIC SNAPSHOTS

Paid Clubs as of June 30, 2026



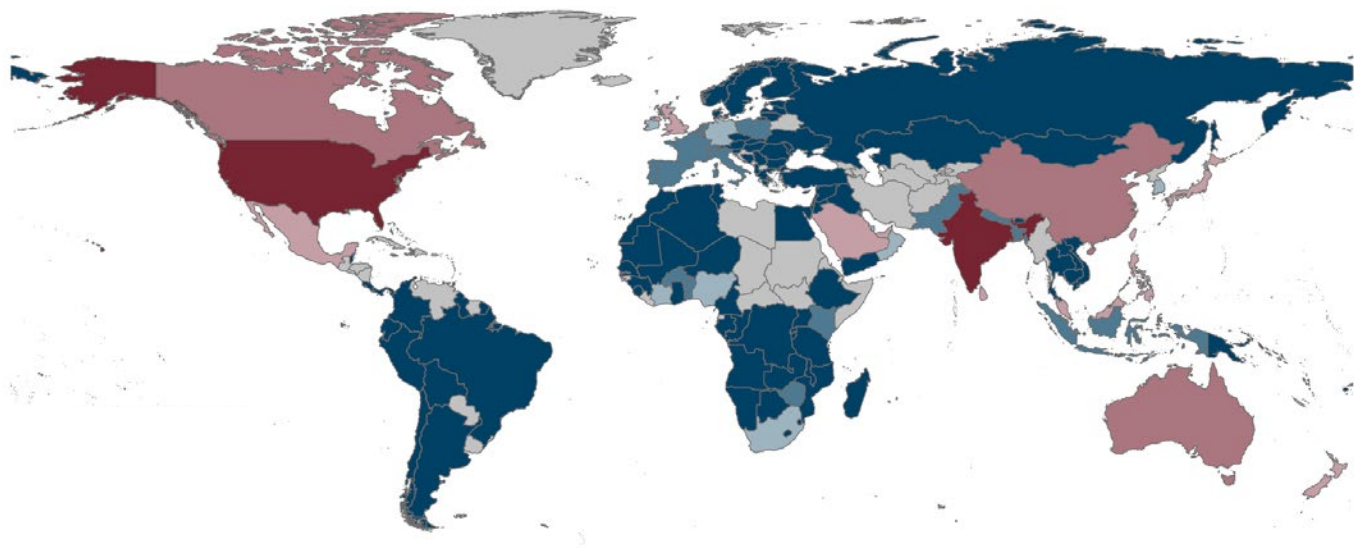
The total number of paid clubs decreased to 13,708 during the year. This is a decrease of 0.9%.

New and Suspended Clubs as of June 30, 2026

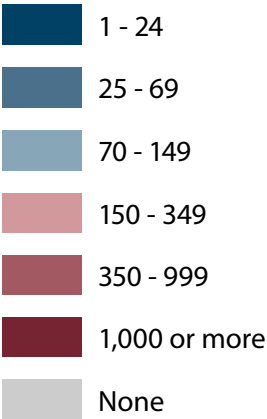


During the 2025–2026 program year, there were 932 new clubs organized and 733 suspended. This is a decrease in new (2.0%) and in suspended (10.3%) clubs compared to 2024–2025.

Clubs by Country

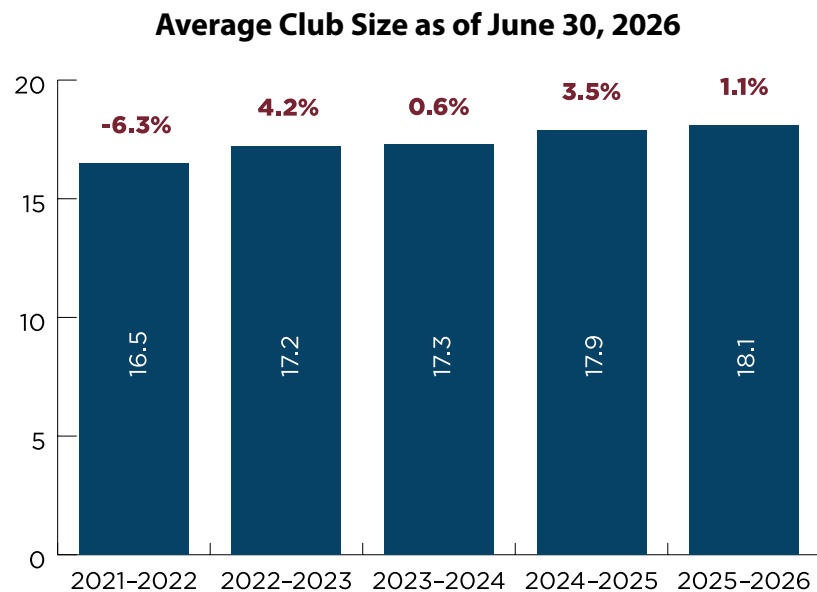


Clubs by Country



13,708
Clubs

NUMERIC **SNAPSHOTS**



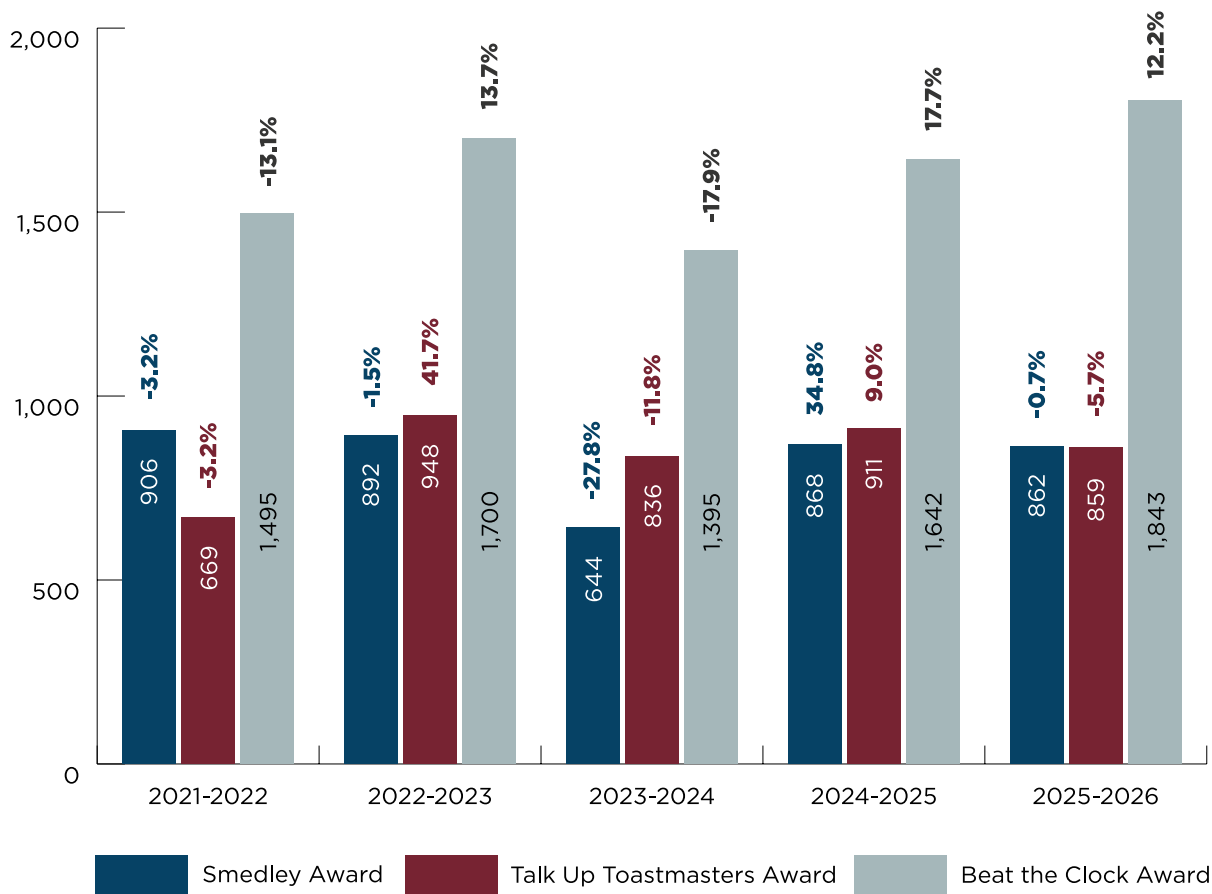
The average Toastmasters club on June 30, 2026, had 18 members, continuing a five-year trend of increasing club sizes. This is the strongest average club size since 2018–2019 (19.9).

District Reformations

Effective July 1, 2026, the organization reformed to 93 Districts. Districts are structured to serve an ideal range of 120 to 180 clubs. With the reformations, new District numbers between 201 and 231 have been assigned. Current alignment maps can be found on toastmasters.org/Regions.

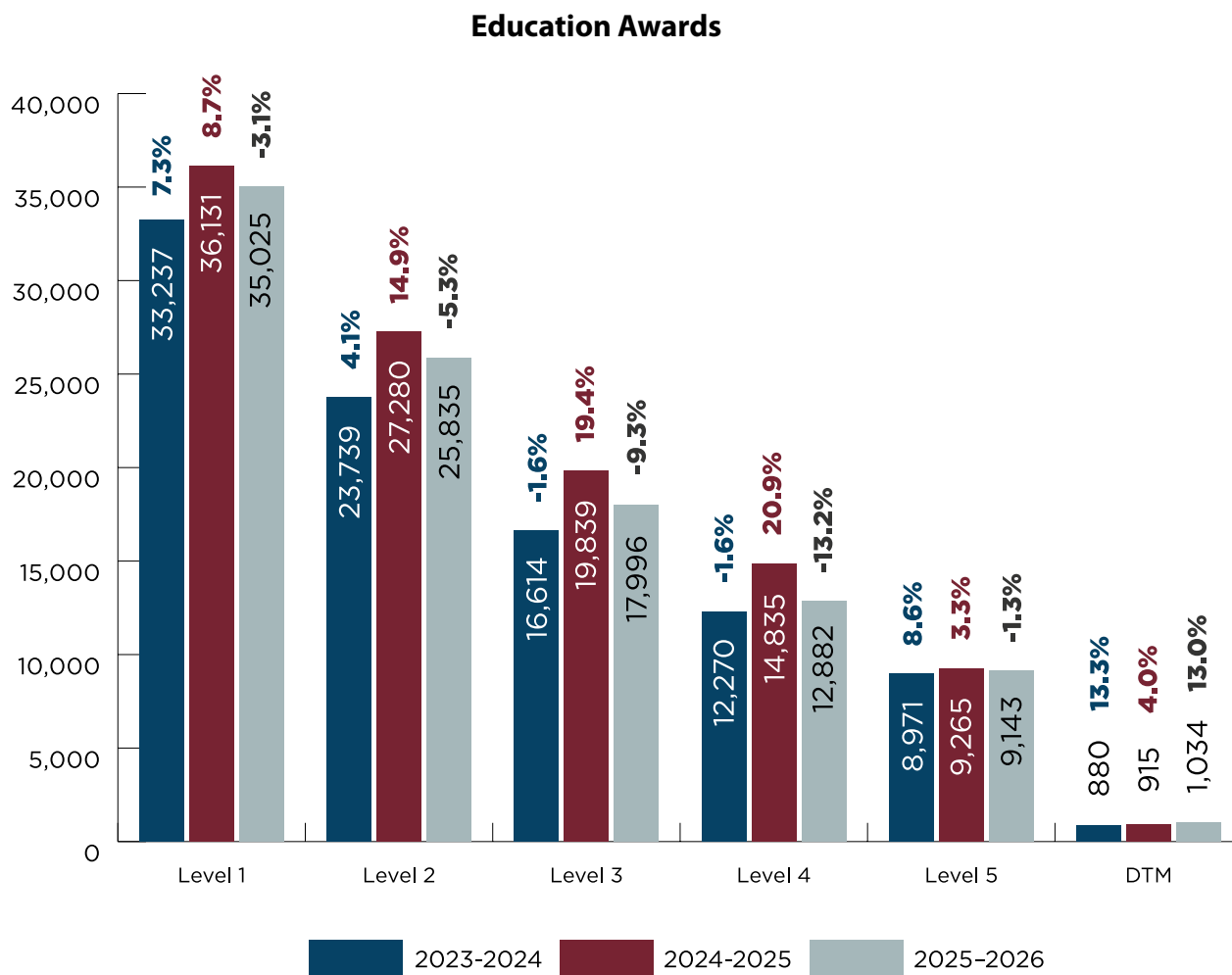


Membership Building Awards



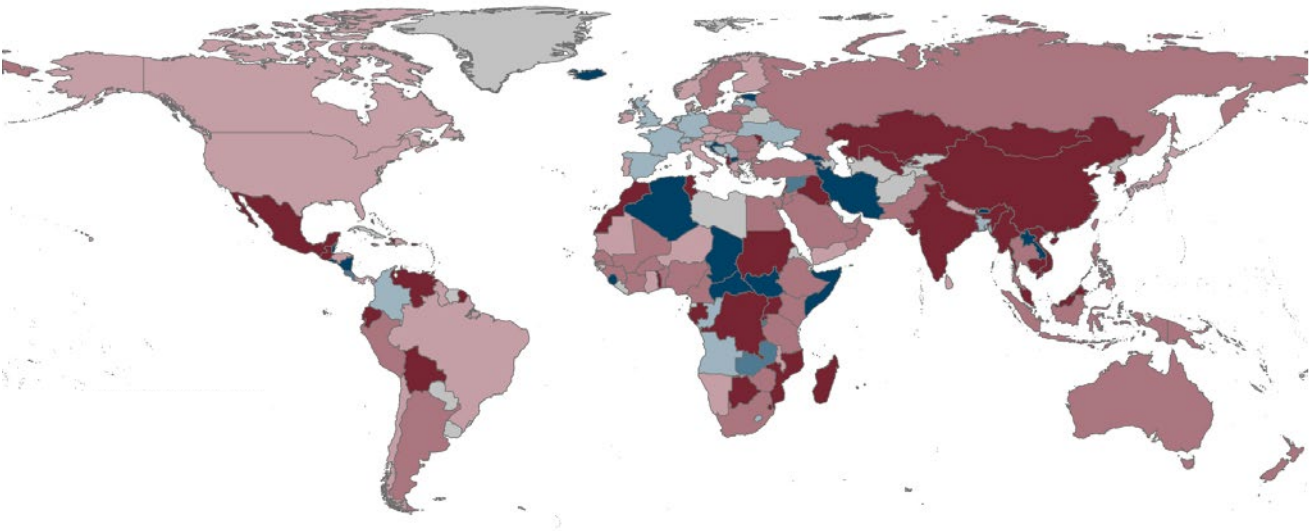
There were 3,567 Toastmasters membership building awards earned during the 2025–2026 program year, an increase over last year of 4.2%, driven primarily by 1,843 Beat the Clock Awards.

NUMERIC SNAPSHOTS

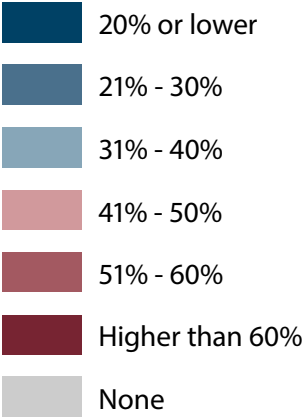


Members earned 101,916 total education awards during the program year. There were 1,034 Distinguished Toastmaster awards in 2025–2026, an increase of 13.0% over 2024–2025 and the most awarded in the last five (5) years.

Education Awards by Country



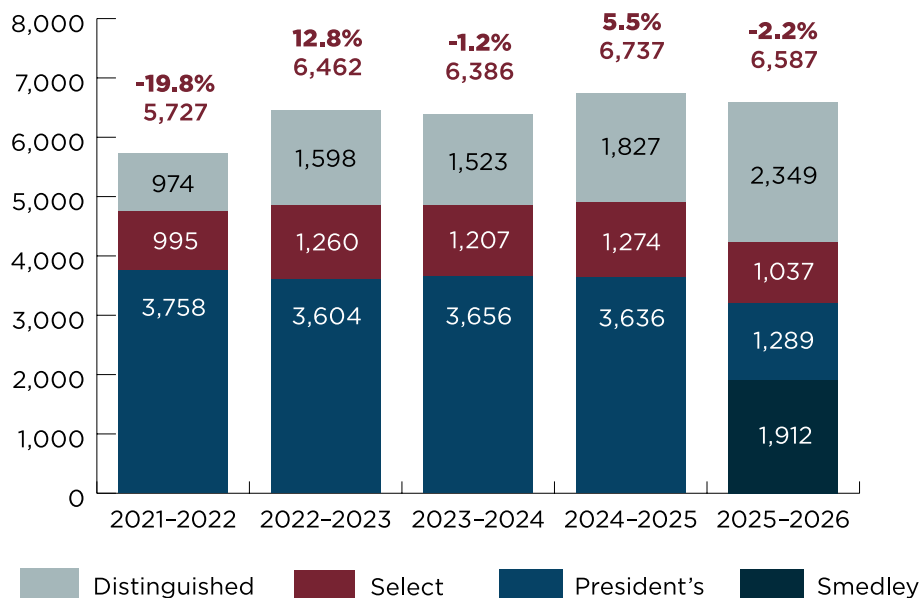
Education Awards Earned by Country (percentage of the country's membership)



101,916
Education Awards
Earned

NUMERIC **SNAPSHOTS**

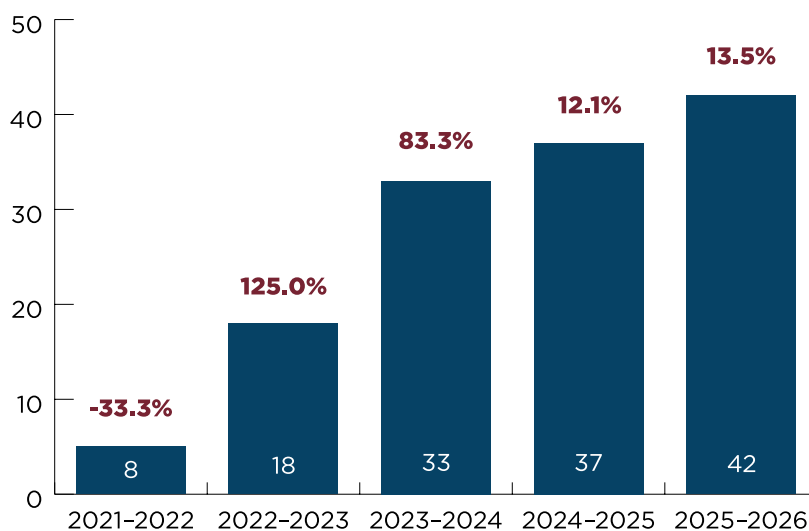
Distinguished Clubs as of June 30, 2026



This program year was the first time clubs could reach a Smedley Distinguished level in the Distinguished Club Program. Clubs that achieved this milestone submitted a Club Success Plan, totaled at least 25 members by June 30, and achieved ten (10) DCP goals.

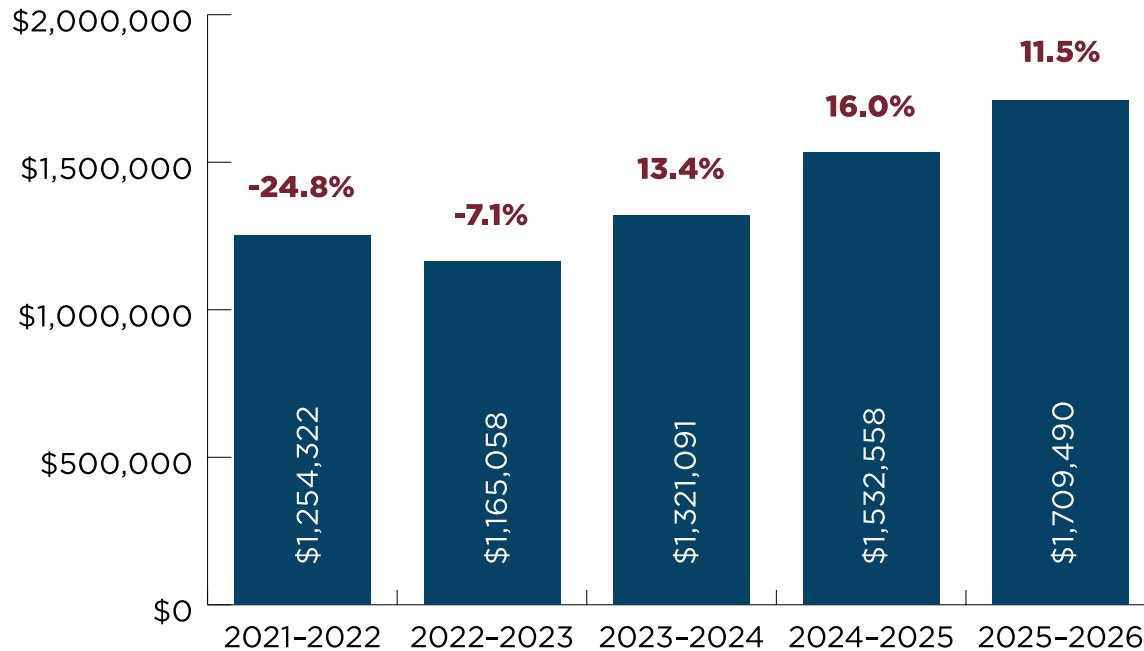
A total 6,587 clubs were Distinguished, Select Distinguished, President's Distinguished, or Smedley Distinguished, representing 48.1% of paid clubs.

Distinguished Districts



Forty-two Districts, one-third of the total number of Districts, were Distinguished or better at the end of the 2025-2026 program year, an increase of 13.5%.

Education and Product Sales as of June 30, 2026



Education and product sales for the program year were up by 11.5% to \$1,709,490 USD. This category includes path purchases and was affected by the new offering of Toastmasters vintage paths (Basic Training for Toastmasters and The Communication Series: Entertaining Speaker + Storytelling) as well as the announced increase of path prices, effective July 1, 2026.

81.5%

Overall Pathways Adoption Rate

107,860

Total paths worked on in 2025-2026

13,479 (12.50%)

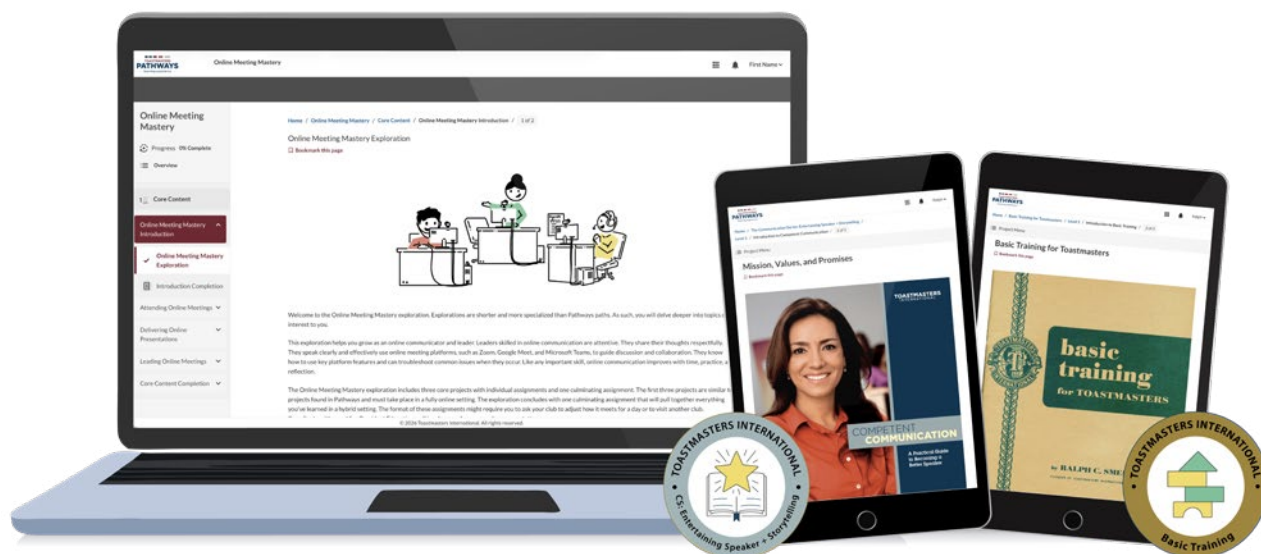
Non-English Paths

PATHWAYS **UPDATES**

The Pathways learning experience continues to evolve, expanding this year to include content that falls outside of the typical path product. In April 2026, Toastmasters revisited its history and classic content by launching two vintage paths: Basic Training for Toastmasters and The Communication Series: Entertaining Speaker + Storytelling. Both paths, featuring content that hasn't been available for many years, offer a chance to return to the organization's roots as well as reflect on the way Toastmasters has changed.

Though both vintage paths launched with the requirement that users first complete Level 1 in another path, this restriction has since been removed. That step simplifies the process and allows all members to experience the charm and educational insights of Toastmasters' past.

In August 2026, Toastmasters debuted an all-new educational product: explorations. These in-depth learnings feature fewer projects than a path, and each project challenges members to explore different aspects of the topic more fully. The first exploration, Online Meeting Mastery, includes three projects: Attending Online Meetings, Delivering Online Presentations, and Leading Online Meetings. Completion of the Online Meeting Mastery exploration can be applied toward goals 2 or 3 of the Distinguished Club Program, in place of a Level 2 completion in a path.



MEMBER EXPERIENCE

Members are increasingly happy with the service they receive from the Club Quality and Member Support (CQMS) Team.

Customer satisfaction scores rose from 89% in the January–June period of 2025 to 91% over the same six-month period in 2026.

The CQMS Team has many responsibilities to support the member experience, including providing service on the calls, emails, and chats they receive. So far this calendar year, CQMS has managed over 62,000 cases, keeping volume largely in line with last year's performance.

By simplifying common tasks for members and pointing them to Toastmasters' expanded self-service, CQMS is able to help individuals with membership management,

new club chartering, and payment support, the three areas that produce the most inquiries. The continued development of Ora Tor, the chatbot on **toastmasters.org**, is also helping significantly. The AI tool provides answers that are more accurate and complete than ever before. **This year, Ora Tor has had more than 36,000 conversations with people.**

CQMS is focusing more intently on the clarity and quality of each interaction with members, as well as providing early help on issues such as renewal and chartering milestones to prevent problems before they arise. The ultimate goal is giving members and clubs support that is consistent and complete.



SOCIAL MEDIA

Toastmasters continues to strengthen its social media strategy by leveraging analytics to better understand what audiences prefer, and to produce content that performs well. By focusing on the topics and formats that resonate most with members and prospective members, the organization has increased engagement and expanded its digital reach.

Content focused on communication skills, leadership development, public speaking guidance, and member experiences continues to deliver strong results across platforms. Analytics also show that images, carousels, trending reel concepts, and member-focused reels perform best.

During the first six months of 2026, high-performing Toastmasters posts across social media channels reflected an interest in communication- and member-centered content. The top-performing post on LinkedIn, which generated more than 41,000 impressions, shared a practical tip for remembering people's names while speaking. On Facebook, the most successful post highlighted a member's love for Toastmasters, while a "Why I Stay a Toastmaster" carousel that was shared to raise awareness of membership renewals was the top-performing post on Instagram.

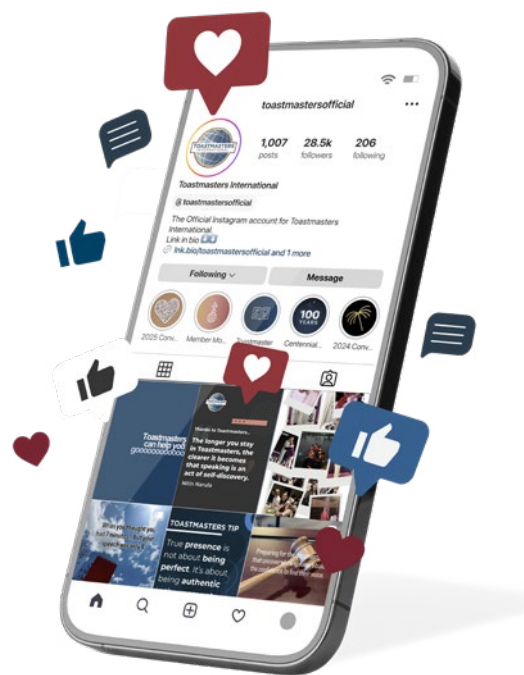
Instagram has also proven to be a valuable platform for testing trending reels and emerging content formats. Reels inspired by popular Instagram trends have generated more than 10,000 views per post and have been shown primarily to non-followers, helping to introduce new

audiences to Toastmasters. These results demonstrate the platform's potential to spur long-term audience growth.

The 2025–2026 LinkedIn Global Advertising Campaign increased visibility significantly, generating close to 29 million impressions, nearly 10 million more than in 2024–2025, despite fewer participating Districts.

Audience engagement increased substantially, with an average dwell time (the amount of time a user pauses while looking at an ad) of 18.34 seconds, compared to 9.34 seconds in the previous year's campaign. This improvement suggests the ad was more effective at capturing and holding audience attention.

As of July 2026, the organization's official social media accounts now have over 640,000 followers across all social media platforms: 323,926 on LinkedIn, 234,032 on Facebook, 55,800 on TikTok, and 28,455 on Instagram.



SMEDLEY FUND

Toastmasters took new steps this year to further improve the Ralph C. Smedley Memorial Fund. First, a new feature on the **Smedley Fund page** makes it easy for a member to find out if their employer will financially match the member's volunteer hours.

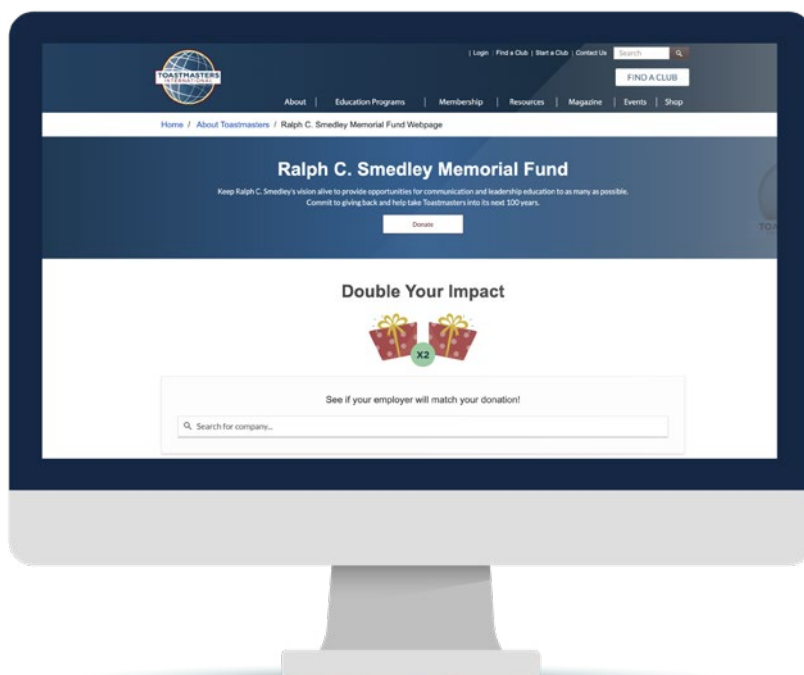
In addition, it is now easier to make online donations to the Smedley Fund via PayPal, Venmo, Apple Pay, and Google Pay. These options will help donors contribute quickly, whether making a one-time gift, honoring someone through a memorial or honorary donation, or setting up recurring financial support. Because Toastmasters uses Smedley Fund contributions where the need is greatest, unrestricted gifts—ones not tied to a particular spending purpose—give the organization the flexibility to respond to time-sensitive needs.

Donors to the Smedley Fund are honoring Dr. Ralph C. Smedley's vision by expanding access to communication and leadership education.

Recent uses of the fund include:

- ▶ Covering the cost of materials and shipping to support a Youth Leadership Program in Sacramento, California, United States.
- ▶ Covering membership dues for members affected by Storm Kristin in Portugal (District 107) and members affected by Hurricane Melissa in Jamaica (District 81).

To see the full history of the Smedley Fund disbursements, visit the Smedley Fund page and click on "History of Fund Uses."





AUGUST 2026 CEO REPORT

©2026 Toastmasters International. All Rights Reserved.