

TOASTMASTERS
INTERNATIONAL

CEO REPORT

MARCH 2026



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

What has been the most valuable club meeting role for you?

When I first joined Toastmasters, I had done a reasonable amount of public speaking and teaching. I believed I had no fear—until it was time for my Icebreaker speech. In that moment, serving as a meeting speaker was the most valuable role because it taught me to overcome fear while preparing and delivering a speech.

Or was it? I remember struggling to keep within time, so perhaps it was the Timer role, which taught me to manage time, both by timing others and being timed myself. Others in my club struggled as well and together we stumbled and made progress.

To this day, I love Table Topics®. Taking on the role of Table Topics Speaker continues to help me learn how to answer and navigate difficult questions. I recall Table Topics role models I tried to emulate as I developed my own style.

Effectively leading a meeting is an important skill learned by being the Toastmaster of the Day. I also learned how to motivate my fellow club members to fill agenda gaps at the last minute.

As more seasoned Toastmasters, we may attend meetings and view each element of the meeting with casual acceptance. We may also forget that the person filling a role that day may be doing it for the first time or seeing it done for the first time.

Is my club—is your club—consistently conducting a model meeting by ensuring that each functionary role is being completed well? Are members prepared to effectively fill the roles?

Let's remember that every meeting is an experiential opportunity for every person in attendance, and that each person deserves to experience Toastmasters at its best. I invite you to strengthen your meeting experience by revisiting the responsibilities and accompanying skills of each role on the **Club Meeting Roles page**.



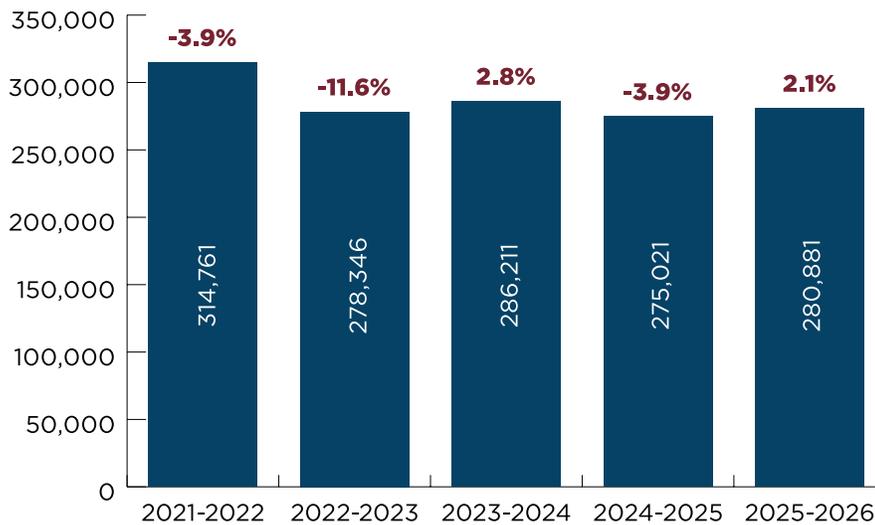
Daniel Rex

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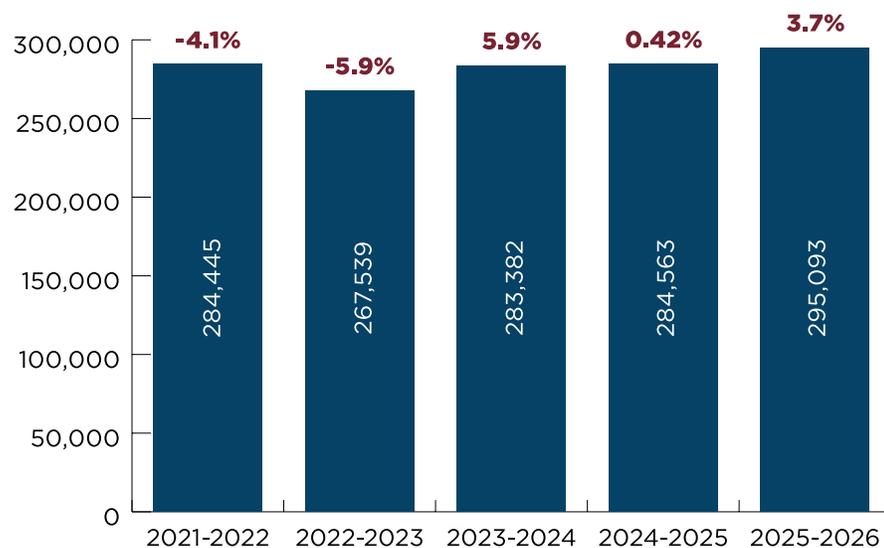
NUMERIC SNAPSHOTS

Total Membership as of September 30, 2025

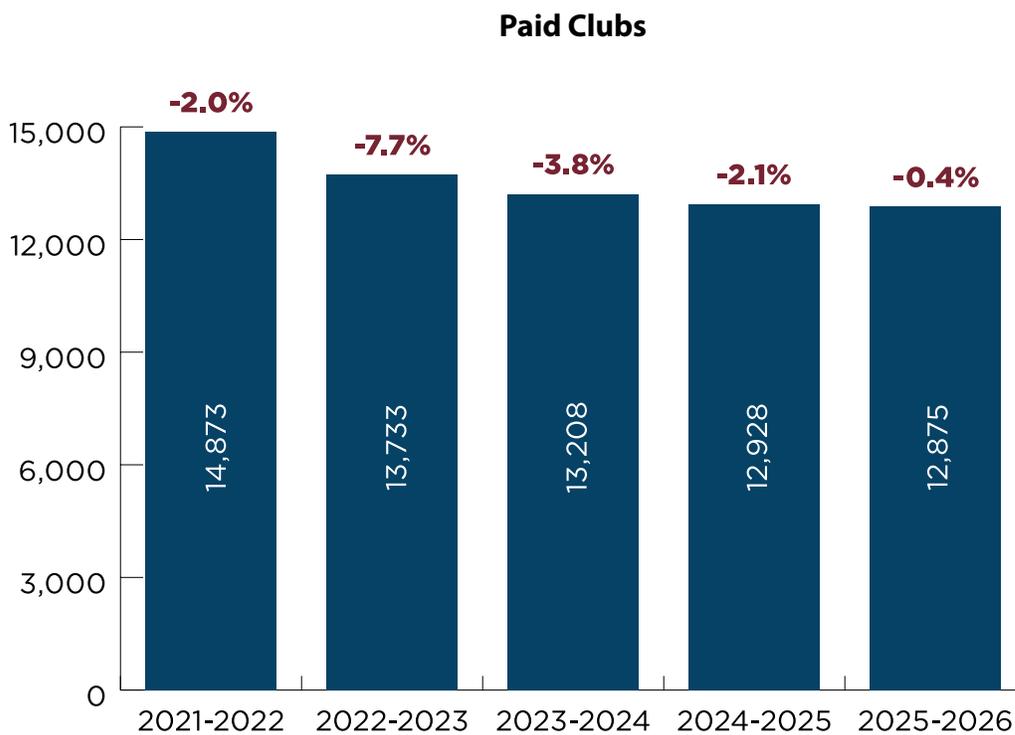


Total membership as of September 30, 2025, increased 2.1% compared to the previous year to 280,881.

Membership Payments as of December 31, 2025



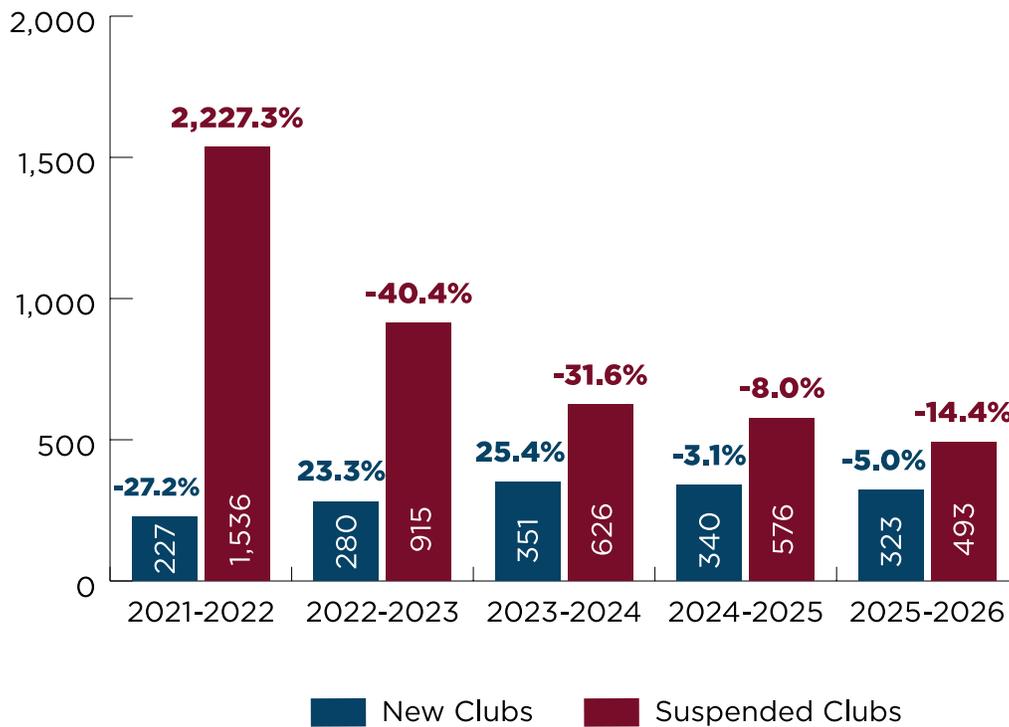
As of December 31, 2025, Toastmasters had received 295,093 membership payments for 2025–2026, an increase of 3.7%.



The close of 2025 had just 53 fewer paid Toastmasters clubs than existed in December 2024, with 12,875.

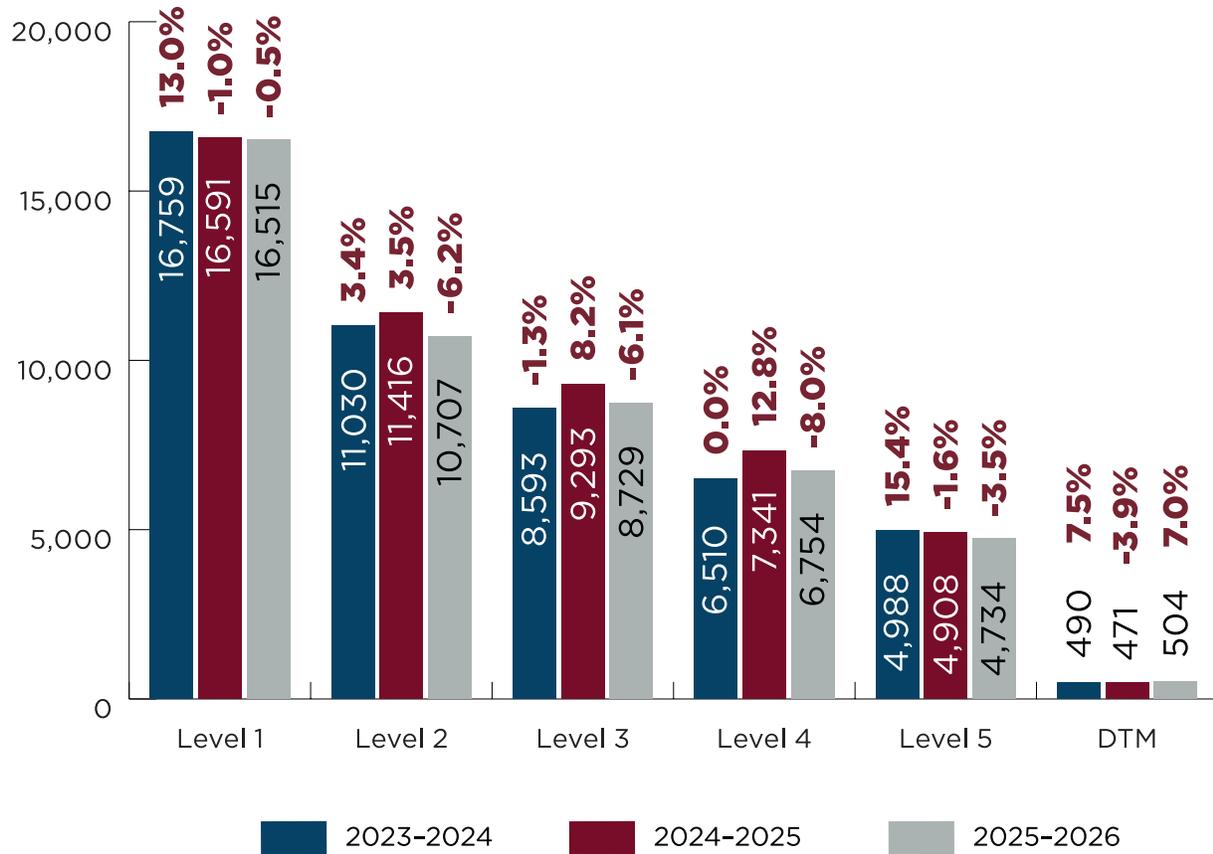
NUMERIC SNAPSHOTS

New and Suspended Clubs



To date, 2025–2026 club growth has been slow with only 323 new clubs organized by December 31, 2025. Club suspensions have also slowed, however, down 14.4%. Across the organization, this is a net difference of -170 clubs and an overall improvement compared to the first half of 2024–2025 (net difference of -236 clubs).

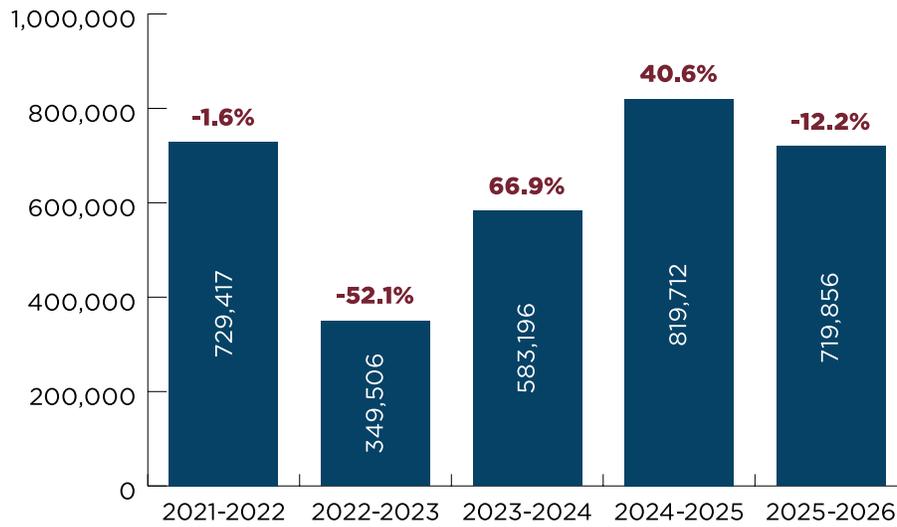
Education Achievements



In the first half of 2025–2026, members completed 47,943 education awards, including 504 Distinguished Toastmaster awards (an increase of 7.0%). The organization is on track for the most DTMs earned since 2019–2020.

NUMERIC SNAPSHOTS

Education and Product Sales



Education and product sales for July to December 2025 totaled \$719,856 USD, a decrease of 12.2% compared to the first half of the 2024–2025 program year. This value is the second highest since 2021–2022.

Numbers at a Glance



61

Number of countries in which new clubs were organized



25

Average number of charter members in new clubs



58.49

Net Promoter Score

District Realignment

Post-pandemic shifts in club and member growth patterns prompted a review of how Districts are structured. In some cases, existing boundaries no longer aligned with the best interests of Toastmasters Districts, clubs, and members.

To strengthen District effectiveness and long-term sustainability, the Board of Directors initiated a global District realignment process in 2024. In the interest of better supporting leadership development and day-to-day operations, the minimum number of clubs required to maintain District status was updated from 60 to 100, and a realignment process was approved to better reflect the future needs of Districts. The realignment and new District criteria will ensure that all Districts are better structured to support their clubs with the objective of having 120 to 180 clubs per District.

Effective July 1, 2026, new District boundaries will take effect across the organization, reducing the number of Toastmasters Districts globally from 129 to 93.

PATHWAYS UPDATES

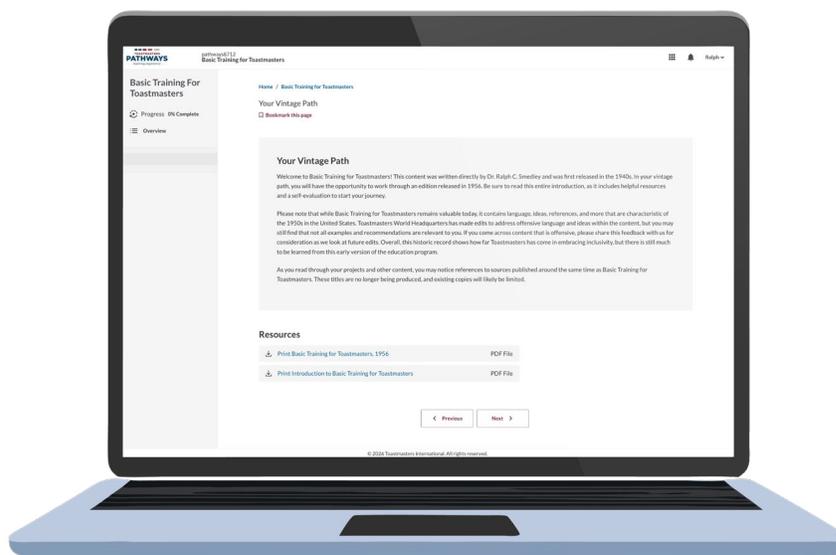
In October 2025, all current English paths were updated to better connect individual learning with active club participation and success. Dynamic Leadership, Engaging Humor, Motivational Strategies, Persuasive Influence, Presentation Mastery, and Visionary Communication all received Pathways enhancements.

Each updated path now includes a new section at every level that outlines required meeting roles and how those roles support the learning of the level. Levels 3, 4, and 5 also incorporate presentations from the Successful Club Series, the Better Speaker Series, and the Leadership Excellence Series.

Two additional educational offerings will expand the Pathways learning experience this year. The first, announced by the Board of Directors in August 2025, introduces vintage paths that allow members to earn credit for classic Toastmasters content that has not been available for many years.

Basic Training for Toastmasters features foundational material first introduced by Ralph C. Smedley in 1943. The Communication Series: Entertaining Speaker + Storytelling includes the *Competent Communication* manual along with *The Entertaining Speaker* and *Storytelling* advanced manuals. Both vintage paths will be available for purchase after the completion of Level 1 in any other path.

Members working in a vintage path will access content on Base Camp, where they can navigate materials digitally or download and print a copy. Projects are structured within the familiar five Pathways levels, with members earning Distinguished Club Program (DCP) credit, along with new credentials and badges, at each level. Participants in Basic Training for Toastmasters will earn the BT credential, while participants in The Communication Series: Entertaining Speaker + Storytelling will earn the CES credential.

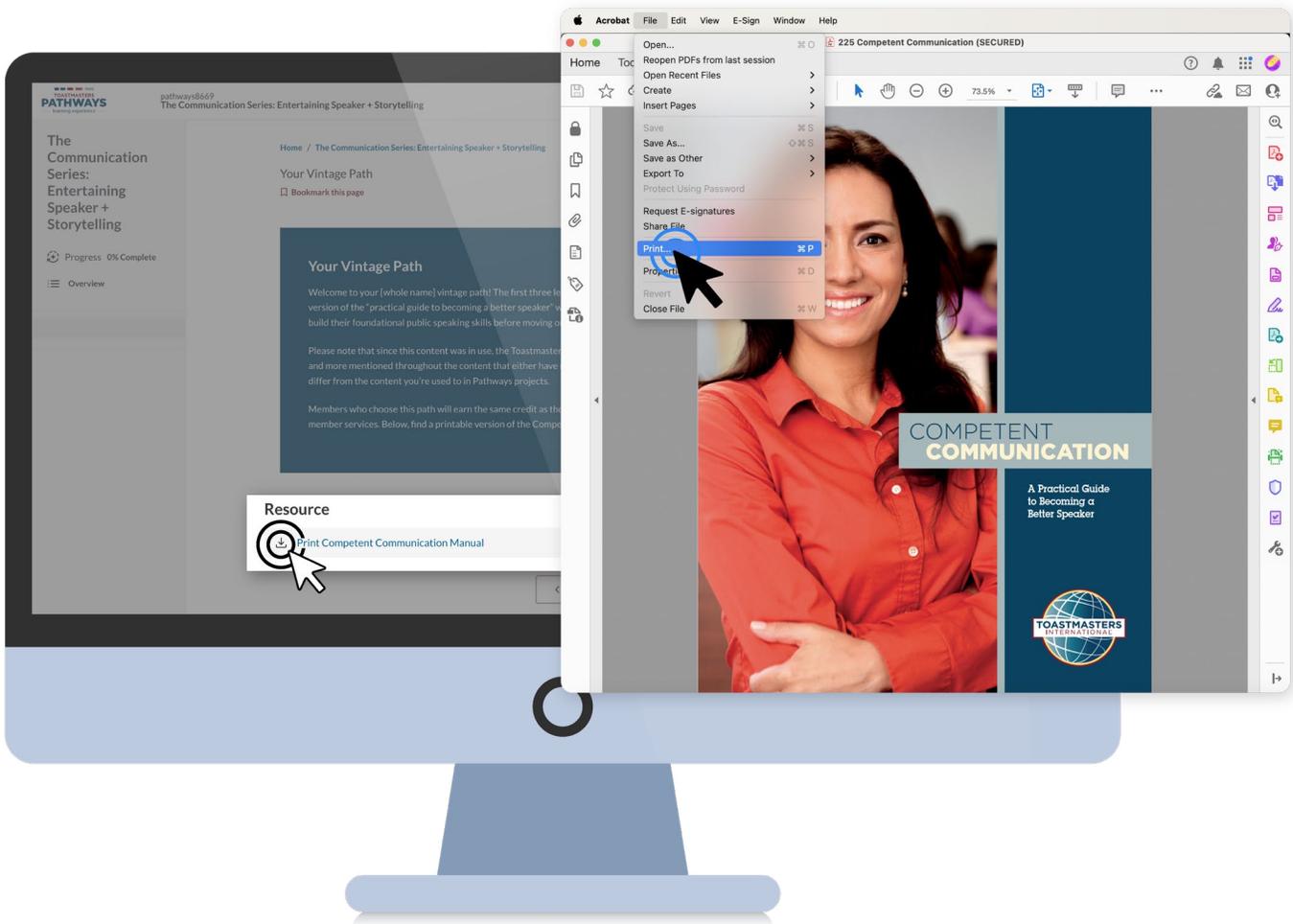


Later this year, Toastmasters will further expand Pathways with the introduction of explorations, an all-new educational product offering. Explorations are in-depth learnings, each comprising three projects that allow members to focus on multiple aspects of a specific topic.

The first exploration, Online Meeting Mastery, will include Attending Online Meetings, Delivering Online Presentations, and Leading Online Meetings. Completion

of an exploration earns DCP credit, with the Online Meeting Mastery exploration providing credit equivalent to a Level 2 completion.

With these recent and upcoming updates, Pathways continues to evolve as a flexible, member-focused learning experience—one that honors Toastmasters' rich educational legacy while supporting the skills members need to thrive in modern club environments.



MEMBER RESOURCES SPOTLIGHT

Over the past several months, new club and District resources have been introduced to highlight the transferable, real-world skills members develop through Toastmasters leadership and meeting roles. Clubs and Districts have shared that filling roles can be difficult; the **Club Meeting Roles**, **Club Officer Roles**, and **District Leader Roles** resources will help current leaders show their members the value that each role will bring, even beyond Toastmasters. Members can also get inspiration from these resources to showcase their Toastmasters experience on a resume or LinkedIn.

The content from these resources was also repurposed into shareable social media campaigns to extend reach and reinforce key messages. A downloadable PDF LinkedIn post engaged members and the public on this topic, increasing visibility around the benefits of participation and leadership development.



ONLINE MEMBER EXPERIENCE

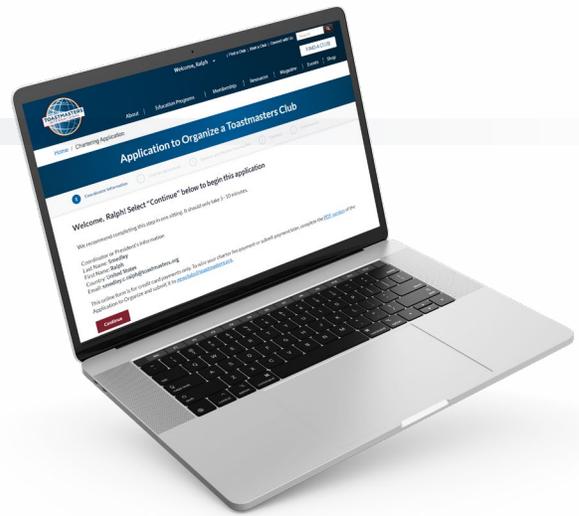
Over the past year, updates to key digital tools have enhanced data security, simplified workflows, and improved the joining process for both prospective members and club officers.

In November 2024, Toastmasters introduced several major upgrades, including the Prospective Member Management (PMM) tool, the Online Membership Application with Self-Pay integration, and enhancements to Find a Club and My Home. Since launch, these tools have continued to evolve. For example, club officers can now invite prospective members to be added to the PMM page, making it easier to track outreach, maintain timely follow-up, and stay connected with each prospective member, all from one platform.

One year after its launch, the PMM tool is making a big impact. Officers who use the PMM tool to update, track, or contact a prospective member significantly increase the likelihood that the individual will join their club. When an officer updates a lead even once, that prospective member becomes 35 times more likely to join. This highlights the powerful impact of timely, intentional follow-up for people interested in joining Toastmasters.

Data from a recent survey reinforce these findings. Prospective members are visiting clubs at higher rates, and more than 60% log in to toastmasters.org after contacting a club. These behaviors indicate that prospective members are engaging earlier, navigating the organization with greater confidence, and taking steps to join.

The Online Membership Application continues to streamline the joining process. Its use is associated with 3.5 percentage points higher



membership growth for clubs, and most applicants who complete the application proceed directly to Self-Pay to submit their international dues. This enables new members to begin their learning journey without delay.

In the meantime, the adoption of Self-Pay continues to grow. As of December 2025, 56% of clubs have enabled Self-Pay, and nearly 140,000 unique members have used the feature to pay their international membership dues. Clubs that use Self-Pay experience renewal rates approximately three percentage points higher than clubs that have not enabled it, suggesting that simple, digital payment options support smoother renewals and stronger membership retention.

In late October 2025, Toastmasters reached another digital milestone with the enhanced online Application to Organize, allowing prospective clubs to begin the chartering process online. This marks the first step in modernizing the new club experience and lays the foundation for a more streamlined, accessible, and efficient chartering process worldwide.

Collectively, these digital enhancements are helping prospective members take clear and confident next steps, equipping officers with better tools to guide them, and supporting clubs as they build and sustain healthy memberships. Toastmasters will continue to refine and expand these capabilities based on member feedback and evolving needs.

2025 CONVENTION RECAP

With the theme of “Envision y(our) next move,” the 2025 International Convention brought together nearly 1,700 attendees from 82 countries on August 20–23 in Philadelphia, Pennsylvania, United States. After a centennial celebration in 2024, attendees were inspired to envision what the next century of Toastmasters and communication excellence might look like. Large “Envision Boards” were scattered throughout convention, co-created with input from thought leaders, speakers, members, and peers, who tacked up images and words of shared and individual goals. The idea was to empower the group to “get the next 100 years started” as the organization and the Toastmasters community move together into a new era.

The event included traditional convention attractions and unique networking opportunities, and introduced new attendee favorites, such as the Toastmasters Journey Workshops, which were led by Toastmasters who delivered practical tips to fellow members and leaders. The workshops proved to be a big hit; in a survey of attendees, nearly 90% reported to be interested in attending more—and they will be able to—at the 2026 International Convention, where more workshops are on the agenda.



In the wide-open spaces of vibrant Vancouver, British Columbia, Canada, the theme of “Wide-Open Communication” sets the tone for the upcoming 2026 International Convention on August 19–22, 2026, at the Vancouver Convention Centre. The event will offer favorite highlights, as well as over seven hours of education

sessions and workshops, more than 20 hours of networking opportunities, and a club meeting experience from the main convention stage. Attendees are invited to explore, learn, and network with peers from around the globe who share a vision to take public speaking, presenting, and storytelling to an extraordinary level.





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