



FY 2024 Environmental, Social, and Governance (ESG) Report

Contents

	From Our CEO	2
01	About Toast	3
02	Toast.org	6
03	Environment	11
04	People and Culture	14
05	Governance	19
06	Appendices	25

About This Report

This report contains disclosure of environmental, social, and governance (ESG) information and performance data we consider to be relevant to our business, covering the period January 1, 2024, through December 31, 2024, unless otherwise noted. Toast leverages leading sustainability standards and frameworks in the collection and monitoring of ESG information, including the International Financial Reporting Standards Foundation’s Sustainability Accounting Standards Board (SASB) standards for the Software and IT Services industry, the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), and the United Nations Sustainable Development Goals (SDGs).

Forward-Looking Statements

This document contains “forward-looking statements” within the meaning of the Safe Harbor provisions of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact could be deemed forward-looking, including, but not limited to, statements about Toast’s ESG commitments and goals, expectations or plans regarding Toast’s investment in certain research and development areas, Toast’s strategy and action plans regarding climate change and diversity and inclusion, future events, and financial performance of Toast. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause Toast’s actual results, performance, or achievements to differ materially from results expressed or implied in this document. Risks that contribute to the uncertain nature of the forward-looking statements include, among others, risks listed or described from time to time in Toast’s filings with the Securities and Exchange Commission. Any forward-looking statements contained in this document are based on assumptions that Toast believes to be reasonable as of this date. Except as required by law, Toast assumes no obligation to update any statement included in this document.



FROM OUR CEO

CEO Letter

DEAR TOAST COMMUNITY,

Since founding Toast more than a decade ago, we’ve remained dedicated to our mission to empower the restaurant community to delight their guests, do what they love, and thrive. From the beginning, we aimed to solve the needs of restaurants better than anybody else in the world, because we deeply understand the thousand little things that add up to improve the lives of everyone who works in this business. This commitment has propelled us to serve approximately 140,000 locations* globally, from local mom-and-pop favorites to Michelin-starred establishments.

As we look to the next decade and as we continue to grow, we recognize the immense opportunity—and responsibility—to shape a more sustainable and inclusive hospitality industry. We focus our social and environmental efforts where we can make the biggest difference: by partnering with our customers and industry experts and using our technology platform to help address systemic challenges and drive widespread change.

Our FY2024 ESG Report details our ongoing commitment to fostering a thriving food ecosystem, while simultaneously advancing sustainability and an inclusive workplace at Toast.

Some of our 2024 highlights include:

- **Combating food insecurity:** We addressed food insecurity through strategic philanthropy, employee engagement, and product innovation. Our employees directed over \$500,000 in donations to more than 100 hunger relief organizations during our Season of Giving. We also enabled EBT SNAP benefits for Toast retail customers, and we’re working to increase customer adoption of this feature nationwide.
- **Investing in industry prosperity:** We deepened our commitment to supporting the restaurant community through initiatives like discounted technology for nonprofit restaurants, and a \$500,000 donation to Culinary Careers Program (C•CAP) to support culinary career pathways for historically underserved youth. Toast employees also volunteered their time to culinary skills training and workforce development programs like C•CAP, Café Reconcile and Future Chefs.

- **Driving sustainable food systems:** In addition to achieving net-zero Scope 2 emissions from electricity in Toast workplaces for the third consecutive year, we’re tackling packaging and food waste through product innovations for Toast customers. Our new Packaging Preferences feature led to over 2.3 million to-go orders opting out of unnecessary packaging. We also invested \$1 million in six grantees through ReFED's Catalytic Grant Fund, directly supporting organizations piloting innovative food waste reduction solutions.

I'm incredibly proud of what our community achieved in 2024. Building on that momentum, we recently committed \$5 million over the next five years to combat food insecurity, starting with a partnership in the U.S. with No Kid Hungry, a national campaign from Share Our Strength.

Together with our customers, we’re shaping a more sustainable and inclusive hospitality industry. Thank you for being part of the journey, and we look forward to continuing this important work together.



Aman Narang
Chief Executive Officer

* As of March 31, 2025



About Toast

Toast is a cloud-based, all-in-one digital technology platform purpose-built for the entire restaurant community. Toast provides a comprehensive platform of software as a service (SaaS) products and financial technology solutions that give restaurants everything they need to run their business across point of sale, payments, operations, digital ordering and delivery, marketing and loyalty, and team management.

We serve as the restaurant operating system, connecting front of house and back of house operations across service models including dine-in, takeout, delivery, catering, and retail.



Restaurant Grade Hardware

Our custom-designed hardware is created to be restaurant grade and to withstand the rigors of a kitchen. [Learn more about our hardware recycling here.](#)



Software Solutions for Restaurants

Toast’s software solutions support restaurants of all types and sizes, and food and beverage retailers. Learn about [product innovations like our fundraising feature](#), empowering restaurants to use Toast technology to drive impact in their communities.



Payment Processing

In addition to hardware and software, Toast provides fast and secure, integrated payment processing through its devices. Learn about our [feature supporting Electronic Benefits Transfer \(EBT\) payments](#) for Supplemental Nutrition Assistance Programs (SNAP) benefits, launched in 2024 with Toast retail customers.

~140k
locations*

~\$160B
gross payment volume**

~\$5B
in revenue**

* As of March 31, 2025
** For Fiscal Year 2024



Our Recipe

Purpose

To enrich the food experience for all.

Mission

To empower the restaurant community to delight their guests, do what they love, and thrive.

Toast refreshed our values in 2024 to better reflect our evolving company culture and the increased complexity and diversity of our customers, communities, and aspirations. Our values guide how we work together, how we show up for our customers and our communities, and how we ensure Toast is a place where everyone can thrive.

Toast Values



We're all in customer success

We seek to understand our customers' diverse needs and goals, deliver them exceptional products and services, and work hard to earn and keep their trust.



We're hungry to build and learn

We create lasting success with boldness, innovation, and a growth mindset. We place bets and run experiments to build for the future. Mistakes will happen when we push the boundaries...and when they do, we treat each other with grace, learn the root cause, and build for better.



We're driven by purpose and impact

We get stuff done with agility, integrity, and a sense of urgency. We dive deep, regardless of our job or level, and understand the details. We create focus with clear goals aligned to our mission and purpose, and clarity on the path to achieve them.



We embrace an ownership mindset

We each play a role in the success of Toast. We're decisive, we own the outcome, and when we see a problem, we jump in to help solve it. We seek frontline perspectives and consider the impact of our work beyond our direct team. We spend the company's finite resources on what matters the most. We care about the big picture, and the small details that get us there.



We're one team

We lead with empathy and treat others with respect. We play a team sport, and our success is dependent on all of us working together and lifting each other up. We help each other however we can, push each other to excel, and pick each other up when we fall.



We lead with humility

We seek out diverse perspectives and bring them to the table regardless of title, level, or background. We prepare and bring strong perspectives to every conversation, and then listen carefully. We speak up and challenge respectfully, and communicate with honesty and humility. We act on helpful feedback with gratitude, no matter where it comes from.



We raise the bar

We know that bar-raising teams produce bar-raising results. So we hire extremely talented people, coach them early and often, and empower them to do great work.



ESG Milestones

At Toast, we are committed to building a culture of sustainable practices both within our company, as well as with our customers and partners. The ESG focus areas included in this report address Toast’s ESG-related impacts, dependencies, and opportunities connected to our business model and corporate strategy.

As we concluded our third full year as a public company, we reached several milestones that illustrate our commitment in action.



Toast as a force for positive social and environment impact



Environmental footprint



Culture and Belonging



Ethical and transparent business practices



Privacy and security protections

2021-2023

- Started our ESG journey as a public company September 2021.
- Joined Pledge 1%, making our first stock contribution to the Toast.org Impact Fund.
- Achieved Scope 2 net-zero emissions from electricity in our workplaces.
- Launched innovative products through Toast.org, including Toast Fundraising, enabling restaurants to fundraise and support causes in their communities, and our Food Waste Reduction features, helping restaurants measure and reduce food waste in their operations.

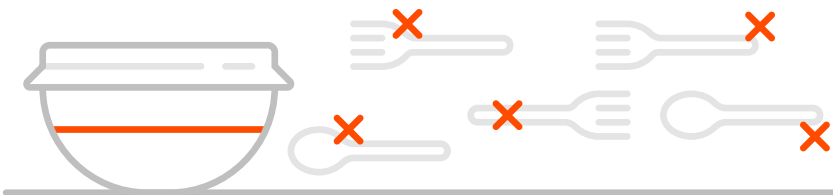
2024

\$3.5M

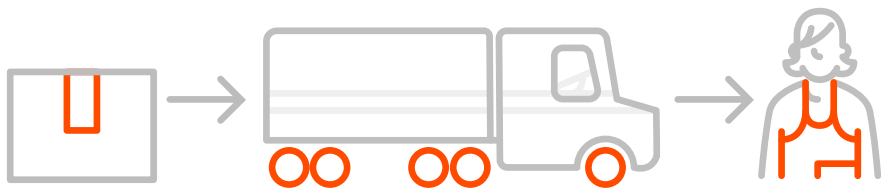
in **total charitable cash contributions** from Toast, the Toast.org Impact Fund, and Toasters



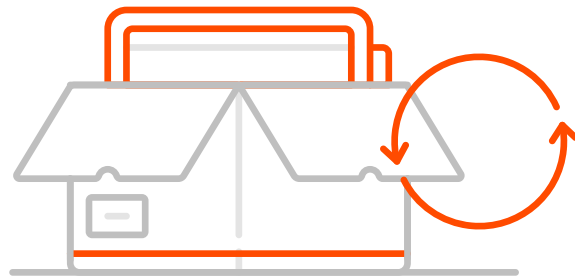
Supported the [Petaluma Reusable Cup Project](#), a first-of-its-kind pilot that switched out single-use cups for reusable alternatives throughout Petaluma, CA



Launched the [Toast.org Packaging Preferences feature](#), allowing restaurant guests to opt-out of over **3.9 million** single-use packaging items for take out orders



Adopted the [Responsible Business Alliance \(RBA\) Code of Conduct for hardware suppliers](#) of Toast-designed products



Expanded [hardware recycling](#) to all Toast products through a global take-back program

60%

of Toasters participated in our employee matching gifts and donation rewards programs, **supporting over 3,000 causes** throughout the year



Toast.org

Toast.org is Toast’s social impact engine, powered by philanthropy, people, and products to address societal challenges connected to the restaurant community. We know the backbone of our industry is the restaurant operators and leaders who act as changemakers every day, serving as heroes in their local communities.

Our initiatives focus on three key pillars:



Food Insecurity

Addressing hunger and aiding access to healthy and nutritious food.



Industry Prosperity

Cultivating a diverse, thriving workforce of restaurant operators and employees.



Environment

Catalyzing the future of environmental sustainability in the restaurant industry.

To bring this vision to life, Toast invests in community partnerships, grant-making, employee giving and matching programs, volunteer initiatives, and innovative software solutions that empower restaurant operators and leaders to be changemakers in their communities.

Toast Fundraising

[Toast Fundraising](#), a cornerstone of Toast’s Changemaker Product Suite, is a product feature that enables Toast restaurants to create campaigns for causes they care about. Available to Toast customers* at no additional cost, Toast Fundraising allows guests to round up their check to the next dollar and donate the difference to the restaurant’s selected cause or contribute a flat donation at checkout.

In 2024, in response to customer feedback, Toast continued enhancing Toast Fundraising by:

- Increasing the speed of fund disbursal to charities by disbursing active campaigns on a monthly basis
- Adding fundraising capabilities to self-order Toast Kiosks
- Helping large, multi-location restaurant groups quickly create campaigns across all locations

Pledge 1%

Toast has pledged 1% of equity to philanthropic pursuits. Since joining Pledge 1% in 2021, **Toast has contributed over \$44 million of transfer-date fair market value Toast stock to the Toast.org Impact Fund**. The Toast.org Impact Fund provides grants aligned with Toast.org’s key impact pillars.

2024 Highlights

~\$3.4M

raised for almost **1,800** distinct causes

4,500+

locations and nearly **5 million** guest donations

*At this time, the Fundraising Product is not available in the state of California or outside the United States.



01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

Food Insecurity

We believe all individuals deserve universal access to nutritious and culturally-appropriate food. In 2024, we engaged in strategic grantmaking, employee engagement, and product innovations aimed at creating lasting, positive change within the communities where our restaurant partners operate and our employees live.

Philanthropy and Partnerships

In 2024, Toast supported [No Kid Hungry](#), a national campaign to end childhood hunger in the United States. Building on our existing philanthropic efforts, in 2025 Toast will continue evaluating opportunities to increase our investment in organizations that provide critical support to communities facing hunger.

Employee Giving and Volunteering

In 2024, Toasters around the world participated in food packing events, volunteered with local food insecurity organizations, and contributed to global virtual food drives. During Toast.org’s fourth-annual Season of Giving, a month-long campaign focused on supporting food insecurity initiatives, Toasters directed over \$500k to support more than 100 different hunger relief organizations located where Toasters work and live.

Product Innovation

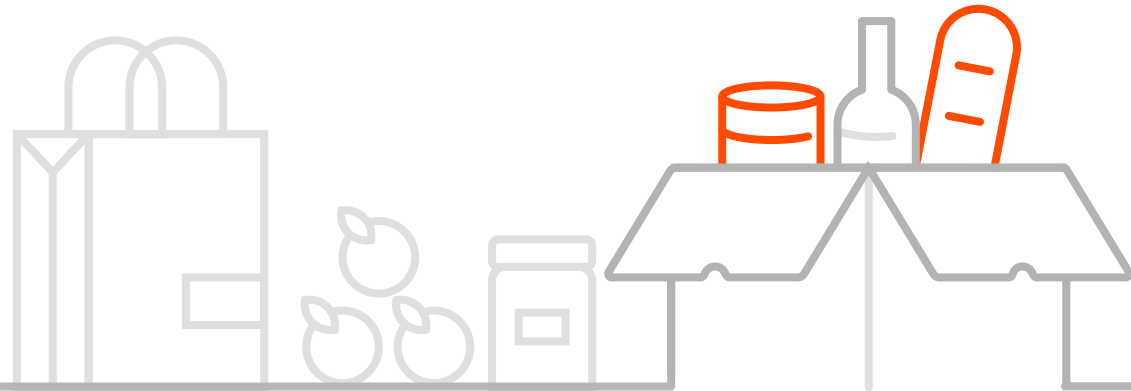
In September 2024, Toast.org and third-party processing partner Forage [launched a new product](#) that allows Toast retail customers to accept EBT Supplemental Nutrition Assistance Program (SNAP) benefits as a payment method. We are focused on increasing customer adoption of this feature nationwide.

During Toast’s Season of Giving, we activated our network of restaurant partners to combat food insecurity through Toast Fundraising. To amplify this effort, Toast.org matched the funds raised by participating restaurants. This initiative resulted in nearly 190 Toast restaurants actively engaging their communities and over 55,000 restaurant guest donations directly supporting organizations dedicated to alleviating food insecurity.



“At Toast, hospitality is in our DNA. This means many things to us, starting with helping our customers welcome all guests, including those who use EBT SNAP benefits.”

Omri Traub
General Manager of Retail, Toast





Industry Prosperity

The culinary industry can be a welcoming career path for individuals who have historically faced barriers to employment. At Toast, we envision a restaurant industry where all workers have the opportunity to develop their skills and gain economic mobility.

Philanthropy and Partnerships

In early 2024, Toast announced our two-year, \$500,000 partnership with [Culinary Careers Program \(C•CAP\)](#). C•CAP is a U.S.-based nonprofit that provides culinary training and career readiness skills primarily to underserved middle school and high school students, 90% of whom identify as people of color. The funds will help cover general operating support as well as the development and implementation of an alumni program for the 350,000 individuals who have participated in C•CAP programs, many of whom are now successfully employed in the restaurant and hospitality industries.

We also deepened our commitment to industry prosperity through a \$250,000 grant to Catalyst Kitchens, which connects and supports over 100 locally-based organizations across the U.S. at the intersection of culinary job training, hunger alleviation, and social enterprise. Through Toast.org’s vendor partnership with Catalyst Kitchens, Toast provides donated and discounted hardware and software to enterprises within Catalyst Kitchens’ network. The affordable pricing helps keep overhead costs low, promotes efficient operations, and gives program participants real-world experience with the Toast platform.

Employee Giving and Volunteering

Our commitment to contributing to culinary career paths and supporting the next generation of restaurant leaders is enhanced through skills based volunteering programs for employees. Toasters support culinary skills training and workforce development programs like C•CAP, [Café Reconcile](#) and [Future Chefs](#) by participating in workshops and offering resume reviews, career insights, and job skills training.

Product Innovation

Toast offers discounts on hardware and software to nonprofit restaurants designated as 501(c)3 charitable organizations. We offer a free first core point-of-sale terminal, free self- service onboarding, additional terminals, and SaaS modules at a discount, among other benefits. This offer helps advance the mission of nonprofit restaurants, enabling nonprofits to scale and grow by using Toast tools at lower cost.





01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

Sustainable Food Systems

At Toast, we know that building a more sustainable restaurant industry isn’t just good for the environment, it’s good for the bottom line. Our 2024 sustainability efforts focused on reducing single-use packaging and food waste with our restaurant partners.

Food Waste

The impacts of food waste on our climate and environment are significant, and around the world, food waste has been recognized as an urgent issue requiring immediate action.

According to research by Toast partner ReFed, **nearly 31%** of the United State’s food supply - 120 billion meals’ worth of food, worth roughly 1.4% of U.S. GDP - **went unsold or uneaten in 2023**. ReFed estimates that surplus food was responsible for roughly 230 million greenhouse gas emissions (as measured in metric tons of CO2 equivalents) in 2023, **about 4% of total U.S. greenhouse gas emissions**. Thirteen million tons of surplus food was generated by the food service industry in 2023, with less than 1% of surplus donated.

Tackling food waste in restaurants is critical for addressing a global challenge - and for helping Toast customers to reduce cost of goods sold.

Philanthropy and Partnerships

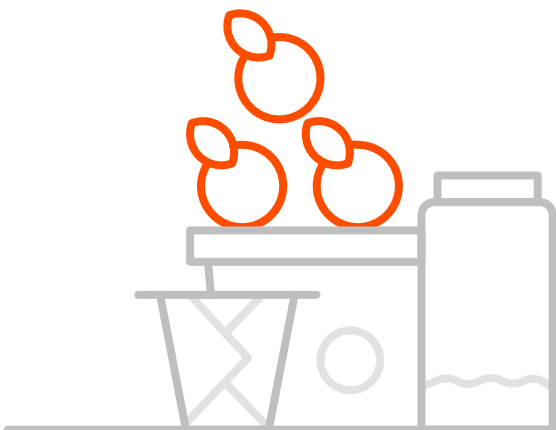
In 2023, Toast.org and ReFED entered into a \$1M partnership to accelerate the development and adoption of food rescue solutions for restaurants through the [ReFED Catalytic Grant Fund](#).

In 2024, [the fund selected six grantees](#) with innovative, cost-saving, and pilot-ready solutions to restaurant food waste across the spectrum of prevention, recovery and recycling.

Product Innovation

[Food Rescue US](#), a grantee of ReFED's Catalytic Grant Fund, addresses the operational and logistical barriers to food donation with an integrated, user-friendly solution. By creating an API endpoint that connects directly with restaurant point-of-sale (POS) systems, Food Rescue US enables chefs to easily schedule, itemize, and manage food donations within their existing workflows. Food Rescue US is working towards an integration with Toast POS, which will enable Toast restaurants to donate food marked as excess by pushing it to the Food Rescue US platform, where it can be routed to a local volunteer for pick up, and delivered to a local agency serving the food insecure.

Following participation in the ReFED Catalytic Grant Fund, according to ReFED, the six grantees have secured an additional \$1.4M in follow-on funding and developed over 40 new partnership and customer relationships. Collectively, ReFed reports that their interventions diverted more than 300,000 pounds of food waste from landfills, as of March 2025. For more details on the ReFED Catalytic Grant Fund, read the report [Beyond the Plate: Turning Food Waste from a Cost to an Opportunity](#).



Toast’s Food Waste Reduction features

Toast’s [Food Waste Reduction features](#), launched in 2023, empower restaurants to eliminate the mystery around food waste. Our tools track food waste to help identify patterns, reduce waste, optimize procurement and menu planning, and help increase visibility into cost of goods sold. Toast will continue to explore ways to reduce friction for restaurants wishing to donate excess food. Known friction points today for restaurants donating excess food include time, liability, storage, partner reliability, and tax compliance.

4,000+
restaurants tracking
food waste

\$56.6M+
in retail value of
food waste logged

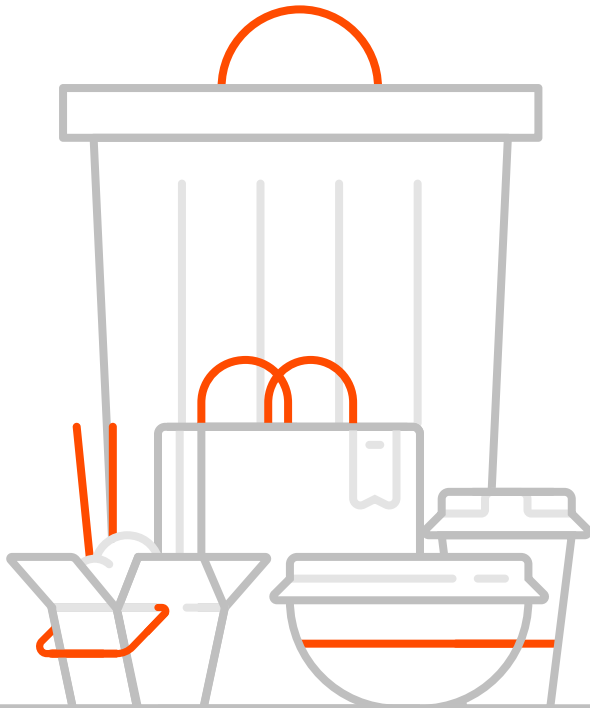
~12 million
items of restaurant
food waste logged



Packaging Waste

According to Upstream Solutions, nearly 1 trillion individual pieces of disposable foodware and packaging are used by U.S. restaurants and food service businesses each year, equating to \$24 billion spent by restaurants and food-service businesses on disposables.

And with around 44% of the plastic waste found in our oceans linked to takeout food and beverages, according to [a study published in Nature Sustainability](#), it’s clear the restaurant industry has a critical role to play in helping to reduce plastic packaging waste that is harmful to our environment.



Philanthropy and Partnerships

In 2024, Toast joined the [NextGen Consortium](#), an industry collaboration managed by the Center for Circular Economy at Closed Loop Partners, which aims to address single-use foodservice packaging waste by advancing the design, commercialization and recovery of packaging alternatives.

Toast.org bolstered its commitment through \$350,000 in grant funding to support the work of [Closed Loop Foundation](#), the nonprofit arm of Closed Loop Partners. Among the initiatives supported by this grant funding was the [Petaluma Reusable Cup Project](#), a first-of-its-kind, citywide reusable cup program. Throughout the duration of the project, 30 businesses in Petaluma, California –from national brands to local restaurants– switched out single-use cups for reusable alternatives as the default option, at no cost to the customer.

The NextGen Consortium reported consumers returning cups from day one, with returns climbing rapidly in the first few weeks. The Petaluma Reusable Cup Project provides businesses, cities, and innovators with key data on how to scale successful reuse models, amidst a pressing waste crisis.

Product Innovation

[Toast’s Packaging Preferences feature](#) enables Toast customers to help reduce unwanted disposable plastic packaging waste by enabling guest packaging preferences at digital order checkout. In 2024, over 5,000 restaurants turned on the functionality after September launch, allowing restaurant guests to opt-out of over 3.9 million single-use packaging items for take out orders.

Highlights from the Petaluma Reusable Cup Project¹:

82% **88%** **80%**

of consumers were aware their cup was intended to be reused of customers said they knew how to return the cup of participants would like the project to continue in Petaluma

51% of reusable cups - **over 220,000** - were returned, surpassing the environmental break-even point (meaning the reusable cups were better for the environment than single-use cups)

¹As reported in the NextGen Consortium’s paper [Making Reuse an Everyday Reality](#)



“Utensils are a necessary expense in take out, but can be wasteful and expensive when guests don’t actually need them. Toast’s Packaging Preferences Feature lets each guest let us know ahead of time if they need them or not. We have seen a **75% drop in utensil usage** in the first month alone, saving us hundreds of dollars and unnecessary waste into the environment.”

Matt Parker
Grillbird



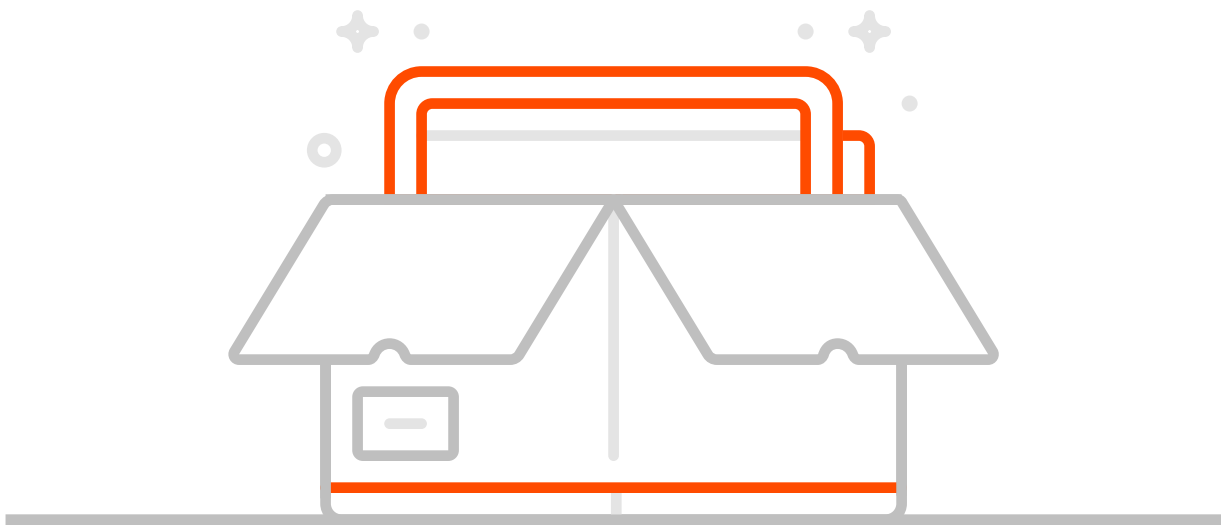
Environment

Toast is committed to minimizing the environmental impact of our facilities and products. We identify and manage priority environmental impacts, risks, and opportunities related to climate change, energy use, and waste reduction.

Toast utilizes key assessments to identify and prioritize environmental risks and opportunities, including:

- Our annual Greenhouse Gas (GHG) inventory, whereby we track and report emissions for our entire carbon footprint across our operations and value chain. In 2024 we received limited assurance of our Scope 1 and 2 GHG inventory and **net-zero Scope 2 emissions from electricity**. Our verification statements can be found on our [ESG Investor Relations webpage](#).
- Our 2023 climate-related risk and opportunity assessment, which aligned with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. The results of this analysis were incorporated into our Enterprise Risk Management program, and the identified risks are now regularly assessed.

While Toast does not currently consider climate-related risk to be a material enterprise risk, we are committed to ongoing monitoring and assessment of climate risks within our Enterprise Risk Management framework. See more details in our [Task Force on Climate-Related Financial Disclosures \(TCFD\) Index](#) in the Appendix of this report.



Hardware Recycling

Toast offers [free recycling for 100% of Toast hardware](#) sold in the United States, Canada, Ireland, and the United Kingdom. We engage third-party electronics recyclers with 100% landfill-free commitments and Responsible Recycling (R2v3) Certification, which establishes standards for environmental impact, data erasure and sanitization, and ethical labor practices. For retired hardware (Elo V1 and Toast Go® 1), Toast also provides customers with carbon-neutral shipping labels to send their devices to Toast recycling partners at no cost.








Climate and Energy

Toast proactively works to assess and meaningfully reduce the climate impact and risk profile of our operations. We invest in opportunities to help mitigate climate change through our platform and products.

In 2024, while Toast's overall greenhouse gas (GHG) emissions grew slightly, **our emissions intensity (emissions generated for every dollar the company earns) fell by more than 10%**. We continued to improve our use of primary data, including for workplaces and vendors. Our most significant emissions come from the purchased goods and services we use to run our business and from product use by our customers.

This past year we focused on reducing our impact through the following:

Emissions	mtCO2e		
Scope 1	436		Low impact buildings: Our Scope 1 emissions have continued to decrease year-on-year as we’ve shifted to a hybrid work model and prioritized energy efficiency in our office spaces. As of year-end 2024, five of our office buildings are certified to a LEED or Energy Star green building standard. We have also installed reduced-flow fixtures and other water-saving measures to maximize water efficiency in our corporate offices.
Scope 2			Renewable energy: We reinforce our commitment to 100% renewable energy by encouraging our landlords to buy green power, while we purchase Energy Attribute Certificates (EACs) to offset electricity consumption in markets where we are unable to purchase green power.
Market-based	27		
Location-based	1,334		
Scope 3	155,983		Vendor engagement: We are working to identify which of our vendors in our supply chain have climate goals and report their energy use and emissions. Toast considers ESG- and climate-related criteria in new vendor selection. Toast also requires suppliers of Toast-designed hardware to adopt the Responsible Business Alliance Code of Conduct .
			Transportation and Distribution: The majority of Toast's third-party transportation and distribution partners have set net- zero goals by or before 2050, and we are working to incorporate their reported emissions into our inventory.
			Hardware recycling: We work with third-party recyclers with zero-landfill commitments to recycle Toast retired hardware to reduce our end-of-life emissions.





01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

People and Culture

At Toast, we prioritize a supportive and inclusive work environment. Toasters (our employees) are at the heart of our success, and we're committed to fostering their growth and well-being through a welcoming culture where everyone can thrive. We strive to attract, retain, and advance top talent, empowering them to achieve their full potential.

Toast's People Leadership Team partners with leaders across the company to make strategic talent and organizational decisions, advocate for our Toasters' needs and well-being, and cultivate an environment where every Toaster feels empowered, valued, and inspired to do their best work. At the Board level, Toast's Compensation Committee is responsible for human capital management policies and practices.

Our employee handbook—known as our Recipe Book — outlines our expectations for employees, emphasizing our [Toast values](#). These values guide all our actions and are supported by equitable policies and programs. We provide regular training on these policies, including workplace respect, preventing discrimination and harassment, voicing concerns, and fostering an inclusive culture.



Our Toasters in 2024

~5,700

Toasters

8

Toast offices

7

regions

Awards and Recognition





01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

Culture and Belonging

Great companies succeed because of their people. By creating employee experiences that value contributions and fully leverage the unique talents of our Toasters, we strengthen our ability to serve customers with excellence. A workforce built on diverse backgrounds, perspectives, and experiences isn’t just the right thing—it’s a strategic advantage that drives better service, innovation, and results.

Our approach to creating a diverse, equitable, and inclusive workplace is not about creating advantages for some, it is about removing barriers so that all Toasters can do their best work for our customers. To that end, we have built a global framework that is based on four fundamental principles:



We want great talent

To attract and retain top talent, we must broaden our reach to include qualified individuals with diverse backgrounds, perspectives, and experiences.



We must be innovative

Innovation demands challenging the status quo—and it starts by embracing diverse perspectives that fuel fresh ideas and keep us competitive.



We aim to meet the needs of our customers

We serve one of the most diverse industries in the world. To remain relevant, we must represent and understand the communities we serve.



We want to be the best place to work for our Toasters

Our success depends on our people. By removing barriers and fostering an inclusive environment, we enable all Toasters to thrive.

We believe upholding these principles enables us to better serve the diverse needs of the restaurant industry, and enriches our relationships with customers, partners, and fellow Toasters. Ultimately our goal is to embed these principles within our DNA—because we know that when differences are valued, we unlock greater innovation, stronger teams, and better results for our customers. Likewise, detailed throughout this section, we leverage objective, data-driven decision-making in our people processes to strive for fairness and consistency across employee experiences.



Serving a Diverse Restaurant Community

The restaurant industry is one of the most diverse sectors in the U.S., and at Toast, we know our success depends on our ability to understand and serve this dynamic community. That’s why we’ve embedded diversity, equity, and inclusion into our sales and marketing strategy—to better meet the unique needs of our customers and grow alongside them.

In 2024, we launched a targeted strategy to engage our culturally rich customer base. We set out with intention to support restaurant owners by creating opportunities to grow their businesses and by demonstrating our commitment to their long-term success. Through partnerships with organizations like [BLASTFEST](#), [Taste of Asia](#), and [The Family Reunion](#), we not only helped generate revenue opportunities for our customers but also strengthened our relationships with both current and future restaurant leaders.



Employee Engagement

Employee Engagement Survey results

The Refining Our Recipe (ROR) survey is an annual Toast-wide engagement assessment distributed to all Toasters. It helps us understand Toaster experiences, track trends, and proactively address emerging needs and opportunities. The survey covers a wide range of topics including employee engagement, growth and development, compensation and benefits, belonging, technology, collaboration, and workload.

2024 Survey Results

83%

participation in survey

94%

feel supported by talented colleagues

87%

are happy being a part of Toast and experience a strong sense of belonging within their teams

87%

feel their managers are committed to fostering collaboration





01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

Toast Connection and Recognition

Creating a culture where all Toasters can do their best work is fundamental to our success. Throughout the year, we provide meaningful opportunities for Toasters to engage with one another, explore their role in building inclusive spaces, and connect to our mission and values. At the same time, ongoing initiatives foster a strong sense of belonging and alignment.

Highlights include:



Thrive Annual Event

A company-wide virtual gathering to connect on our mission, vision, and values, reflect on the past year’s achievements, and share big-picture goals and priorities for the year; with industry keynotes, growth-focused breakout sessions, and networking opportunities.



Celebrating Toaster Achievements

Recognition of individual and team accomplishments through programs like the annual Founders Awards, peer-nominated Toasty and Toast.org Impact Awards, Toastiversaries, and ongoing peer recognition through the Bonusly kudos system.



Cultural Upskilling

Comprehensive resources to equip our teams with the tools to build an equitable, inclusive, and speak-up culture. In 2024, we continued applying the Emtrain Workplace Color Spectrum, with over 96% of Toasters completing the training in 2024.



Fostering Industry Community

Toast-sponsored participation in events like the Latinas in Tech Summit and AfroTech Conference give Toasters the opportunity to connect with industry peers, build networks, and elevate underrepresented voices in tech.

Employee Resource Groups (ERGs) and Clubs

Toast’s fifteen employee-driven resource groups and clubs empower Toasters to build community, connect a diverse array of backgrounds and experiences to the business, and support the personal and professional development of members through leadership opportunities and mentorship from senior-level Toasters.

Highlights in 2024 include:

- **Updated our ERG operating model** to focus on four pillars—People, Culture, Leadership, and Customer—to better position ERGs for a broader impact on the business.
- Cultural awareness months and **more than 100 ERG-sponsored events** with over 2,800 cumulative attendees.
- **Hosted our inaugural ERG Summit**, which gathered leaders of Toast’s seven ERGs from around the world, developed a roadmap for ERG growth and impact, and aligned ERGs with Toast's inclusion strategy and overall business goals.



"I've been a member of Mi Gente since joining Toast in 2019. It's a space where I can celebrate my culture, grow professionally, and help create a workplace that values diverse perspectives while showing others they belong here too."

Geraldine Diaz
Customer Trainer | Mi Gente



Growth and Development

Empowering Toasters to grow and develop is critical to create our winning recipe. Toast aims to attract and retain the best talent in the industry through:



Onboarding
for Success



Talent
Planning



Learning and
Development



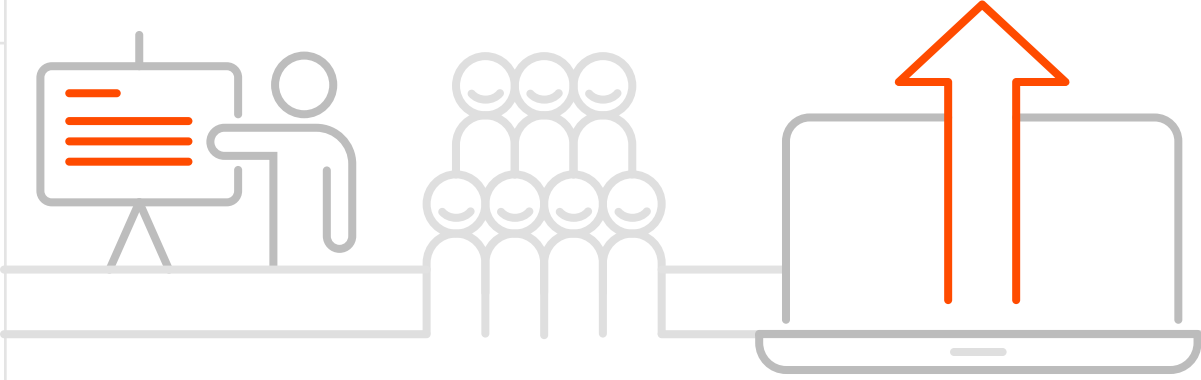
Regular
Performance
Check-ins



Competitive
Total Rewards

Onboarding for Success

At Toast, our onboarding program is designed to set every new Toaster up for success from day one. New Toasters are provided a thorough introduction to our organization, culture, and values, as well as role-specific training at the departmental level to equip them with the tools and knowledge to build confidence and competence in their roles.



Talent Planning

Building an innovative, diverse, and high-performing workforce is central to Toast's talent strategy.

Recruitment

Our 2024 hiring initiatives prioritized structure, fairness, and long-term talent development. Our use of structured evaluation scorecards and competency-based interviewing advanced fairness and consistency in hiring. We also invested in early career programs, providing paid opportunities for interns and co-ops across key functions.

Internal mobility and advancement

Our 2024 internal mobility initiatives focused on transparency, opportunity, and career growth. We launched an internal careers website to promote advancement opportunities, applied data-driven insights to improve retention, and maintained employee and manager resources that ensure all Toasters have the opportunity to advance and grow within the company.

Succession Planning

In 2024, we strengthened our succession planning by aligning leadership development efforts with the skillsets most critical to Toast’s continued success. We also invested in the development of VP+ Toasters with specific focus on business acumen, succession readiness, and values-aligned capabilities.

24% of our **job openings were filled internally** in 2024, up from 19% in 2023.

Learning and Development

Learning is rooted in experience at Toast, where Toasters are exposed to new and challenging opportunities to make a lasting impact. Our Learning and Development team focuses on four areas: talent foundations, building confident People Leaders, creating customized development for key audiences based on business needs, and creating experiences and rituals unique to Toast.

Learning and development opportunities in 2024 included:

- **10-week New Manager Training** for newly hired managers, and 1:1 coaching services for new managers and directors
- **Free access to learning libraries** for every Toaster, including thousands of on-demand, self-paced training on the platforms detailed below.
 - **Emtrain** – Focuses on driving inclusive behaviors; respect and workplace harassment; and ethics and compliance.
 - **ExecOnline** – Provides access to courses from top-tier business schools.
- **A professional development stipend** available to all full-time employees that can be used for tuition reimbursement, online learning, books, certifications, and more.



Regular Performance Check-ins

Every Toaster participates in a formal annual review covering achievements, feedback, and future expectations. This process includes self-reflection, a manager evaluation, an assessment of alignment with Toast values, and a calibration process to ensure fair performance ratings. Every Toaster has at minimum a quarterly performance check-in with their manager supplementing the annual review process.

A key component of our performance management approach is our competency framework, which defines five critical competencies for success, outlines expectations at each job level, and helps guide performance evaluations and development. Alongside formal annual reviews, we support continuous growth and development through regular check-ins, career conversations, promotions, and development opportunities.

In 2024, we launched our first-ever Upward Feedback Survey for people managers, giving team members a meaningful opportunity to share feedback about their manager and support stronger, more inclusive leadership. We also introduced a new initiative to ensure our performance and recruiting debriefs are conducted with greater consistency, structure, and objectivity—reducing the influence of personal assumptions and helping us make more equitable and informed talent decisions.



Competitive Total Rewards

Toast provides market-competitive, locally relevant rewards programs tailored to the needs of Toasters worldwide. Our total rewards include cash compensation (base salary, overtime, bonuses/commissions), equity, and comprehensive benefits. We review compensation annually as part of our performance cycle, aligning incentives with both individual contributions and company success. We also reward innovation, excellence, and impact with differentiated compensation.

Transparent and Equitable Pay

Toast is committed to fair and equitable compensation. To ensure accountability, we:

- Regularly review pay to ensure fair and equitable compensation for employees in the same role, skill level, and performance tier.
- Conduct annual pay equity studies by gender, and for U.S. based Toasters, by race/ethnicity, reviewed by our CEO and Chief People Officer.
- Engage with a third party to assess compensation practices and address discrepancies.
- In regions like the U.S., where most Toasters are based, we publish salary ranges in job postings and share ranges for employees’ own roles.

In December 2024, we published our second annual [Ireland Gender Pay Gap Report](#), pursuant to local regulations.

Benefits Programs

[Toast is proud to offer benefits](#) that are highly competitive and respond to a broad range of health and well-being needs. In every country where we have employees, Toast:

- Provides and contributes to savings programs for retirement.
- Offers subsidized health care to full-time employees and their dependents (except in regions where national health care provides adequate coverage and there is no need for additional private health care insurance).
- Offers family-supportive benefits to full-time employees, featuring inclusive benefits to support the addition of Croutons (children) to their family.
- Provides competitive paid time off, holidays, and sick/family leave programs, in compliance with local regulations and reflecting our global philosophy to support well-being.
- Provides a paid sabbatical to full-time employees, offering 4 weeks paid time off after five years of service.

Please refer to the [ESG Performance Data](#) in the Appendix for more detail on benefits offered to U.S.-based employees.



Governance

Toast’s governance structure emphasizes ethical business conduct, data and information security, and responsible supply chain management, all overseen by a framework of dedicated working groups and board-level oversight.

Corporate Governance

Our Board is composed of a majority of independent directors with diverse perspectives and the expertise required to provide guidance and informed oversight of Toast’s operations and risks. The Board has three standing committees with delegated responsibilities:



[Audit Committee](#)



[Nominating and Corporate Governance Committee](#)



[Compensation Committee](#)

A strong foundation of responsible governance is crucial to furthering our goal of serving our shareholders, customers and employees. This foundation is built upon several key strategic approaches:

- Separate CEO and Board Chair
- A majority of independent directors on the Board and 100% independent directors on each Board committee
- Significant stock ownership guidelines for our Board members and executive officers
- Annual Board and committee self-evaluations and periodic reviews of Board composition
- Annual review of corporate governance policies and Board committee charters
- Clawback policy
- No poison pill

Enterprise Risk Management

Toast maintains an ERM program that identifies, measures, mitigates, monitors, and reports the company’s risks and compliance with legal and regulatory requirements.

Toast’s ERM team works in collaboration with relevant functional teams to ensure risks, including ESG-related risks, are assessed regularly and mitigation actions are identified and executed, as needed. Please refer to the the [TCFD Index](#) in the Appendix of this report for more detail on climate-related financial risks and opportunities.

Risk-management activities and relevant updates are reported to senior leaders through our management-level Enterprise Risk and Compliance Committee and ultimately reported to and overseen by the Audit Committee of the Board on a quarterly basis. Two of our Board members have self-identified as having relevant knowledge and skills relating to risk management and/or security matters.





Business Conduct and Ethics

Toast’s [Code of Business Conduct and Ethics](#) defines the minimum expectations for Toast directors, officers, and employees to follow in the conduct of company business. Toast monitors and enforces compliance with the Code of Conduct and reports violations with respect to accounting, internal accounting controls, auditing, or securities law matters (whistleblower claims) to the Audit Committee of the Board. Our General Counsel serves as the designated compliance officer under our Code of Business Conduct and Ethics.

Supplementing our Code of Business Conduct and Ethics and core to our culture of ethical conduct are the following policies:

- ✔ Foreign Corrupt Practices Act (FCPA) and Anti-Corruption Policy to facilitate compliance with the FCPA, and similar anti-corruption laws (e.g., UK Bribery Act), by all Company personnel, agents, and consultants
- ✔ [Community Philosophy](#), which is also a component of Toast’s [Merchant Agreement](#), and provides guidelines of what is considered acceptable behavior by external parties towards Toast employees
- ✔ [Prohibiting Harassment and Discrimination Policy](#)
- ✔ Respect in the Workplace Policy, which sets the standard for expected behavior by Toast employees
- ✔ Stock Trading Policy
- ✔ Corporate Communications Policy and Handbook
- ✔ Speak Up Policy
- ✔ Related Persons Transaction Policy
- ✔ Commitment to Equal Employment Opportunities

Reporting Misconduct and Whistleblower Claims

Our Code of Conduct outlines the process for reporting misconduct, offers multiple channels for anonymous communication, and emphasizes our zero-tolerance policy for retaliation. Toast treats complaints concerning behavior inconsistent with our values and policies as serious and confidential, and has structures in place to process whistleblower reports.

Internally, employees can report concerns directly to their managers, through Employee Relations, on the anonymous AllVoices platform, to their designated People team resource, or to a Leadership team member. The anonymous AllVoices platform is available in the local languages of where Toast employees are located, including English, Spanish, French, and Mandarin.

Depending on the nature of the complaints, the Global Employee Relations team, the Legal and Compliance team, and other teams as needed (e.g., Security), working together or separately as needed, promptly reviews and investigates complaints from these channels through a fact-finding process and logs each case in its case management system. The confidential investigation process typically entails interviewing the reporter, witnesses (if any), the subject, managers, and reviewing relevant evidence.

Ethics Training

All full- and part-time Toasters undergo business ethics training at onboarding and annually thereafter, and must sign an attestation to reviewing our policies and committing to abide by them. The sessions cover workplace expectations and behaviors, and public company policies, including insider trading, ethics guidelines, and bribery and corruption. The training aims to reinforce expectations regarding workplace conduct, relevant regulations and compliance, and how to speak up and contribute to a positive culture.

Political Activities

Toast did not engage in any lobbying or political finance activities in 2024.

Toast does not maintain a political-action committee or memberships in lobbying-focused organizations. Our policy on political contributions is outlined in our Code of Business Conduct and Ethics and is overseen by our General Counsel, who serves as the Chief Compliance Officer under the Code of Conduct.



Data Privacy and Information Security

We are committed to implementing appropriate data protection standards to responsibly manage stakeholder information. When a customer, guest, employee, or any other stakeholder provides data to us, we want them to feel assured their personal information will be handled and safeguarded in accordance with their expectations and all legal requirements. Our dedicated team of privacy and security professionals adhere to applicable data privacy laws and security best practices and continuously update our suite of privacy and security programs.

Data Privacy

Toast’s Privacy Office upholds our data privacy and security standards through the implementation of a core set of privacy principles that guides our collection and management of personal information, complemented by privacy-specific policies, standards, and annual privacy training for all employees.

Privacy Statement

Our [Privacy Statement](#) outlines the way Toast manages the personal information we collect and applies to the majority of Toast’s business lines and subsidiaries. The Privacy Statement covers customers (restaurants; termed “merchants” in the statement), their employees, their guests, and individuals who visit our websites. It transparently outlines the information we collect to deliver our services, how it is used, and with whom it is shared. The statement offers guidance for individuals to contact our Privacy Office for privacy-related queries or complaints. Additionally, it explains how in-scope individuals can exercise their rights requests, including the right to access, right to rectification, and right to deletion.

Privacy Oversight

Toast’s Privacy Office is responsible for the development of the privacy program and for establishing, communicating, and enforcing privacy policies and requirements within the organization. The Privacy Office is overseen by Toast’s Assistant General Counsel of Privacy, who reports to our General Counsel. Data privacy risks are reported to and overseen by the Audit Committee of the Board as part of the enterprise risk-management program. Our approach is strengthened by regular privacy risk and impact assessments as well as regular reviews of products and services that process personal information. Risks are presented to the Audit Committee quarterly, and a data privacy update is provided at least annually.

Information Security

Our information security program consists of technical, physical, and administrative policies and controls. These measures are in place to responsibly manage the technology assets, data, and services we are trusted to protect. Toast received unqualified opinions for our 2024 Sarbanes-Oxley (SOX) IT audit and our 2024 System and Organization Controls (SOC) assessments:

- **Toast Core/Point-of-Sale: SOC 1 Type I**
- **Toast Core/Point-of-Sale: SOC 2 Type I**
- **Toast Capital: SOC 1 Type II**
- **Toast Capital: SOC 2 Type**

To adhere to standards including SOX, SOC, Payment Card Industry (PCI), and internal security policies based on National Institute of Standards and Technology (NIST), Toast implements a number of product security strategies, technologies, and controls that follow the NIST control framework.

We define structure and responsibility using the American Institute of Certified Public Accounts (AICPA) three-lines-of-defense model, which outlines the responsibilities for risk ownership, assessment, and monitoring by internal teams and external auditors. Our software development teams follow a secure software development framework (SSDF) to reduce the risk of potential software vulnerabilities.

Security Oversight

Toast’s Information Security team, responsible for development and enforcement of the information security program, is overseen by Toast’s Chief Information Security Officer and Chief Technology Officer. The team collaborates internally across the company, establishing and reinforcing security and technical compliance goals and objectives under the oversight of Toast’s management team. Information security risks are reported quarterly to the management team and the Audit Committee of the Board, in accordance with our enterprise risk management program. In addition, Toast undergoes annual audits by internal and third-party auditors to ensure compliance with the SOX, PCI, and SOC 2 Type 1 standards. The scope of these audits encompasses Toast systems, products, and practices.



01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

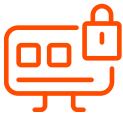
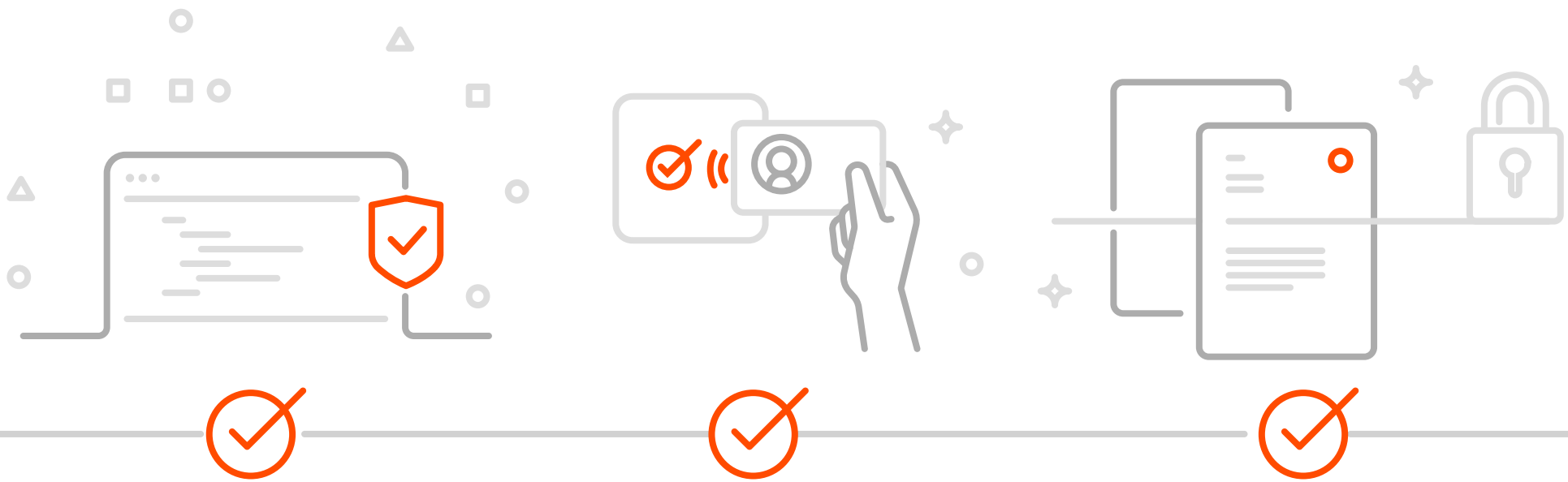
Cybersecurity Testing, Detection, and Response

Toast systems undergo cybersecurity testing at least annually, including external penetration (“breach”) tests, security code composition analysis, vulnerability management programs, and red and purple (attack and defend) team security testing. The information security team also administers a cybersecurity assessment of all third-party technologies used at Toast to monitor the security posture of our active third-party technology solutions. Internal, customer, and partner-facing systems are all protected by industry standard identity and access management tools and controls, including multi-factor authentication.

Toast deploys, operates, and monitors a variety of cybersecurity detection and response capabilities, including network-traffic monitoring, intrusion detection, prevention systems, and user authentication systems. In our facilities, we employ closed-circuit television (CCT) monitoring as well as physical building entry that is protected by key-card entry systems. Our office spaces feature labs that are secured and isolated by firewalls from other network segments within the facilities. Toast solutions and licensed third-party products do not require on-site production equipment beyond network equipment and Toast point-of-sale devices inside development lab environments.

Our security operations center monitors and alerts personnel to anomalous events in our environment, responds to incidents using a defined incident response policy, and proactively tests and scans for emerging threats. Our Cybersecurity Incident Response Plan guides our management of cybersecurity incidents and measures to address breaches, including but not limited to compliance with applicable legal and regulatory obligations (e.g., notifying data subjects and regulatory bodies in a timely manner). Any material breach will be reported to regulators and would be disclosed in our Form 10-K.

Toast maintains a vulnerability disclosure program through [BugCrowd](#) focused on server-side vulnerabilities, high-impact client-side vulnerabilities, and infrastructure vulnerabilities. By encouraging feedback from independent security researchers and end-users, we continue to push to make Toast the most secure system for Toast restaurants to handle their business and customer data.



Customer Security Awareness and Controls

A robust cybersecurity strategy is one that actively engages all stakeholders. Toast customers are able to report issues through Toast’s customer support channels or email. Additionally, Toast regularly distributes bulletins and newsletters to advise customers on ways to protect themselves and their businesses from cybersecurity threats, attacks, and social engineering.

We help our customers maintain their PCI Compliance as a Toast Merchant using a shared responsibility matrix and offer them dedicated support to assist them in fulfilling their responsibilities.



01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

Employee Awareness and Training

Toast requires mandatory training for all Toasters in data privacy and security policy awareness at the time of their hire and at least annually thereafter, and employees must sign an attestation to reviewing our policies and committing to abide by them. The security training curriculum addresses phishing, social engineering, and the current top cyberthreats across industries. Software engineers are additionally required to undergo security training specific to secure software application development practices.

Toast’s security team conveys our security standards to contractors during onboarding, at which time they commit to adhere to our policies via signed attestation. Security standards are conveyed to and reviewed with integration partners during diligence. We regularly share guidance and news with employees, business partners, and contractors on emerging threats in the industry and strategies to avoid falling victim to cybercrime.





Hardware Supply-Chain Governance

Toast requires hardware suppliers to comply with ethical, labor, human rights, data security, and environmental operating standards via our contracts and agreements.



Specific to hardware manufacturing and fulfillment, Toast conducts site visits prior to engaging with suppliers. These visits focus on capabilities and include assessments of safety, labor practices, and human rights risks and conditions.

Toast engages with our supply chain to collect information about the use of conflict minerals in Toast hardware, and submits an annual Conflict Minerals Report to the U.S. Securities and Exchange Commission.

In 2024, Toast adopted the [Responsible Business Alliance \(RBA\) Code of Conduct](#) for hardware suppliers of Toast-designed products, with the goal of 100% of suppliers committed to abide by the Code in 2025. The RBA Code of Conduct, developed for the electronics industry, sets standards for ethical, safe, and sustainable supply chains. It covers five key areas:

- ✓ **Labor** – ensuring fair treatment and prohibiting forced or child labor
- ✓ **Health and Safety** – requiring safe working conditions
- ✓ **Environment** – mandating pollution control and responsible resource use
- ✓ **Ethics** – enforcing anti-corruption and fair business practices
- ✓ **Management Systems** – ensuring compliance through oversight and accountability

By adopting this Code, Toast commits to responsible business practices and sustainability in our supply chain.



Sustainability Accounting Standards Board (SASB) Index



Toast is committed to sharing ESG information with investors and other stakeholders. The table below references the IFRS Foundation SASB standards for the Software and IT Services industry. Unless otherwise specified, the data and descriptions are current as of year-end 2024.

Metric Code	Metric	Response
Environmental Footprint of Hardware Infrastructure		Toast does not own or operate data centers or hardware manufacturing. Data reported below is based on Toast workplaces, which include our offices and configuration centers.
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) 19,792 GJ (2) 66% (3) 66% - Toast consumes 100% renewable electricity for our workplaces — offices and configuration centers (Scope 2) — through a combination of utility green power purchase programs and Energy Attribute Certificates (EACs).
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed	(1) ~30 TCM (2) ~0 TCM - Almost all water is discharged except for trace amounts consumed in the offices.
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Toast does not own or operate data centers. We use a third-party cloud provider as our infrastructure platform and capacity utilization is variable. Our cloud provider has demonstrated progress towards its net-zero by 2040 commitment.
Data Privacy and Freedom of Expression		
TC-SI-220a.1	Description of policies and practices relating to targeted advertising and user privacy	Toast manages the personal information entrusted to it in line with the practices described in our external-facing Privacy Statement which includes language on targeted advertising and general user privacy. See Toast’s 2024 10-K .
TC-SI-220a.2	Number of users whose information is used for secondary purposes	Toast’s Privacy Office maintains governance and policies around how Toast manages the personal information of individuals entrusted to it. Specifically, this includes limitations on how that information can be used and the use of that information for secondary purposes. Operationally, Toast seeks to ensure that personal information is used in the manner communicated to the individual via our privacy statements and notices. Also see Toast’s 2024 10-K .
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Any material losses occurring as a result of legal proceedings would be reported in our public filings with the SEC. As of March 2025, Toast has not reported any material monetary losses of this nature.
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Toast does not operate in any markets where we believe the core products or services are subject to government-required monitoring, blocking, content filtering, or censoring. As part of our information security program, Toast takes additional measures to protect the accuracy and quality of information transferred within our ecosystem from third-party interference.
Data Security		
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Any material data incidents would be disclosed as part of our public filings with the SEC. As of March 2025, Toast has not reported any material data incidents.
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	We maintain active cybersecurity vulnerability, risk, and compliance governance aligned with PCI, NIST and ISO 27001 framework standards. Please refer to the Data Privacy and Information Security section of this report for information on our data security management approach.



01
About Toast

Metric Code	Metric	Response
Recruiting and Managing a Global, Diverse, and Skilled Workforce		
TC-SI-330a.1	Percentage of employees that require a work visa are (1) foreign nationals and (2) located offshore	As of December 31, 2024, Toast had ~5,700 employees, with approximately (1) 4.5% foreign nationals and (2) 17.7% located offshore, primarily in Toast’s Ireland and India offices.
TC-SI-330a.2	Employee engagement as a percentage	We disclose employee engagement survey results in the Employee Engagement section of this report.
TC-SI-330a.3	Percentage of (1) gender and (2) diversity racial/ethnic group representation for (a1) executive management, (b2) non-executive management, (c) technical staff, and (d3) all other employees	We disclose workforce representation metrics in the ESG Performance Data section in the Appendix of this report.
Managing Systemic Risks From Technology Disruptions		
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Please refer to the Risk Factors section of Toast’s 2024 10-K .
Activity Metrics		
TC-SI-000.A	(1) Number of licenses or subscriptions, (2) percentage cloud based	(1) ~134,000 locations use Toast’s POS platform, as of December 31, 2024 (2) 100%
TC-SI-000.B	(1) Data processing capacity, (2) percentage outsourced	(1) Toast uses a third-party cloud provider for all infrastructure. Data processing is elastic and scales based on customer traffic patterns usage. (2) 100% third-party cloud provider.
TC-SI-000.C	(1) Amount of data storage, (2) percentage outsourced	(1) Data stored in third-party cloud provider infrastructure with variable size and retention policies. (2) 100% third-party cloud provider.

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices



01
About Toast

02
Toast.org

03
Environment

04
People and Culture

05
Governance

06
Appendices

Task Force on Climate-Related Financial Disclosure (TCFD) Index

→ Toast integrates the risks associated with climate change into our enterprise risk-management process, as well as the risks and opportunities associated with progressing toward a low-carbon economy.

Governance

TCFD Recommendation

Disclosure

Board oversight of climate-related risks and opportunities

Since our public offering in 2021, our Nominating and Corporate Governance (NCG) Committee, a board-level committee, has overseen ESG, including climate. By its charter, the NCG Committee has overarching oversight of corporate social responsibility and sustainability, including ESG, climate, and corporate citizenship, and periodically reports on ESG to the full Board. The NCG Committee receives periodic ESG-related updates, including internal ESG and climate initiatives, and external developments, regulations, and voluntary standards.

The NCG Committee discusses ESG strategy, including our climate risks, opportunities, and strategy, at least once a year, and additionally as appropriate, and subsequently provides a report to the full Board. While our NCG Committee has overall oversight for ESG, including climate, our Audit Committee receives quarterly updates on risks and oversees compliance around securities rules and regulations, including periodic updates on applicable ESG and climate-related regulatory requirements.

Management’s role in assessing and managing climate-related risks and opportunities

Toast’s ESG Working Team, led by Toast’s Vice President of Investor Relations, Treasury, and ESG, works cross-functionally across the business to craft ESG strategy, meet company commitments on ESG topics, and achieve regulatory compliance in ESG areas. Toast’s ESG Disclosure Strategy group, which features representatives from Toast functions, such as Legal, Investor Relations, SEC Reporting, and Corporate Communications, ensure the rigor and validity of Toast’s ESG disclosures.

Toast’s Corporate Social Responsibility Executive Committee, composed of C-suite executives including Toast’s CEO and Co-Founders, provides broader oversight on ESG strategy, roadmap and goals.

Strategy

Climate-related risks and opportunities the organization has identified over the short, medium, and long term

Toast's 2023 climate risk assessment and scenario analyses indicated that the physical and transition risks of climate change are primarily low, with a few that are low to moderate impact. Based on the results of Toast's 2023 climate risk assessment Toast does not consider climate-related risk a material enterprise risk.

Toast considers the following time horizons when assessing climate-related risks and opportunities:

- Short term: 0-1 years
- Medium term: 1-3 years
- Long term: 3-5 years

We currently consider the following risk types:

- Current regulations
- Emerging regulations
- Legal risks
- Technology risks
- Market risks
- Reputation risks
- Acute physical risks (brief and high impact)
- Chronic physical risks (ongoing impacts)



06 Appendices

TCFD Recommendation	Disclosure	
Impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	<p>Assessing climate-related risks and opportunities have influenced our business strategy and offerings in the following ways:</p> <ul style="list-style-type: none">• Products and services: As of 2024, Toast offers free recycling for 100% of Toast hardware sold in the United States, Canada, Ireland, and the United Kingdom. We engage third-party electronics recyclers with 100% landfill-free commitments and Responsible Recycling (R2v3) Certification, which establishes standards for environmental impact, data erasure and sanitization, and ethical labor practices.• Supply chain: Toast considers ESG and climate-related criteria in new vendor selection, including for hardware manufacturing and packaging. In 2024, Toast adopted the Responsible Business Alliance (RBA) Code of Conduct for hardware suppliers of Toast designed products.	<ul style="list-style-type: none">• Investment in research and development: Toast currently commits resources to developing products for social and environmental impact. We expanded our investment in developing products that address both customer and societal needs, including those that contribute to climate impact reduction, including our Food Waste Reduction and Packaging Preferences features.• Operations: in 2024, Toast invested in energy attribute certifications (EACs) for facilities that do not currently participate in utility green-power programs or invest in EACs directly. Toast has certain energy-efficient practices and technologies in its facilities, and we are implementing electric submetering at certain offices to better understand our energy usage. As Toast continues to grow, environmental criteria will be important in the due diligence and site selection process.
Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Toast performed a climate scenario analysis in 2023 with cross-functional stakeholders to evaluate the effects of different climate risks. This analysis included identification of core sources of emissions, projection of emissions growth over time, and development of emissions reduction strategies aligned with a 1.5 degree pathway. The results of this analysis were incorporated into the Enterprise Risk Management (ERM) Program, and the identified risks are now regularly assessed.	
Risk Management		
Describe the organization’s processes for identifying and assessing climate-related risks	Risks are identified through various means, including by risk owners, risk committees, regulatory requirements, external advice, changes to businesses or processes, and industry guidance and best practices. Identified climate-related risks are documented in our enterprise risk register, which serves as the inventory of known risks at Toast, and are categorized in accordance with the enterprise risk taxonomy. Toast performs Enterprise Risk Assessments for risks across Toast, including relevant climate-related risks, on a quarterly basis primarily focused on short-term exposures.	The risk-assessment process evaluates the magnitude of impact should the risk materialize and the likelihood the risk will materialize, and determines whether any risks have the potential to have substantive impact on the company. As a part of the overall enterprise risk-assessment process, risks, including climate-related risks, are assessed quarterly by relevant business and corporate functions, such as people and places, supply chain management, customer success, product development teams, finance, etc.
Describe the organization’s process for managing climate-related risks	Starting in 2021, Toast identified and incorporated a number of ESG-related risks into the Enterprise Risk Assessment process. These risks are integrated into our Enterprise Risk Management process and assessed quarterly with relevant stakeholders. In 2023, working with a third-party consultant, the ESG Team conducted a more in depth assessment of climate-related risks and opportunities covering short, mid and long-term time horizons, to support identification and risk assessment of climate risks in alignment with the TCFD framework. The findings were shared with the NCG Committee and Audit Committee.	Toast has also identified some opportunities and potential opportunities, however, these are not likely to reach the threshold to be considered substantive, based on criteria of revenue thresholds, market share gain, and potential impact to the business.



01 About Toast		
02 Toast.org		
03 Environment		
04 People and Culture		
05 Governance		
06 <u>Appendices</u>		

TCFD Recommendation	Disclosure
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management	Toast maintains an enterprise risk program that identifies, measures, mitigates, monitors, and reports the company's risks and compliance with legal and regulatory requirements. Toast's ERM team works in collaboration with senior leadership, with the business units, and with the legal, privacy, finance, people and security teams to ensure risks, including climate-related risks impacting the business, are assessed regularly and mitigation actions are identified and completed. Risk management activities and relevant updates are reported to senior leaders through the Enterprise Risk and Compliance Committee and ultimately reported to and overseen by the Audit Committee.
Metrics and Targets	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Toast calculates and annually discloses its GHG emissions inventory, by scope and category. Toast also calculates and reports key performance indicators, such as energy consumption, renewable energy, waste generation, and water consumption. These metrics support our efforts to assess areas of climate-related risk.
Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Please refer to the GHG Inventory in the Appendix of this report for the disclosure of our GHG emissions inventory, which includes Scope 1, Scope 2 (both market and location-based reporting), and relevant streams of Scope 3 emissions.
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	<p>In 2022, we achieved our first greenhouse gas reduction goal - net-zero Scope 2 emissions from electricity consumption - and we have maintained this in 2023 and 2024. We achieved our target through our 100% renewable energy commitment through green power purchases and energy attribute certificates (EAC).</p> <p>Please refer to the GHG Inventory in the Appendix of this report for more detail on our renewable energy purchases, and standards and frameworks used.</p>



United Nations Sustainable Development Goals

→ At Toast, we believe we are responsible for creating and enabling positive impacts that bring value to the society within which we operate. The United Nations has defined 17 Sustainable Development Goals (SDGs) and we've aligned our actions to the SDGs we are uniquely and genuinely positioned to support.



#2 Zero Hunger

In 2024, Toast.org awarded Impact Grants to organizations that share in our commitment to creating a more resilient food ecosystem by addressing food insecurity in local communities, such as Second Helpings Atlanta and Sunday Breakfast/Philly House. During Toast.org’s fourth-annual Season of Giving, a month-long campaign focused on supporting food insecurity initiatives, Toasters directed over \$500k to support more than 100 different hunger relief organizations located where Toasters work and live. We also invested in products focused on food insecurity, including enablement of EBT SNAP benefits for Toast retail customers and supporting an integration with Food Rescue US's web-based app to connect volunteers, donors, and agencies to rescue and distribute excess food.



#5 Gender Equality

We strive to help Toasters see themselves reflected in our leadership and represent the customers we serve. Approximately 45% of all Toasters in FY24 identified as women, with 48% of leadership identifying as women during the same period.



#8 Decent Work and Economic Growth

Toasters are at the heart of our success, and we are committed to fortifying our strategies to attract, retain, and advance top talent. We describe how Toast supports the growth, wellness, and career aspirations of Toasters in the [People and Culture section](#) of this report.



#10 Reduced Inequalities

At Toast, we know that when differences are valued, we unlock greater innovation, stronger teams, and better results for our customers. We describe our efforts to ensure fairness and consistency, and the principles behind them, in the [People and Culture section](#) of this report.



#12 Responsible Production and Consumption

We incorporate environmental sustainability across our business and help our customers do the same with specialized products and solutions. In 2024, our hardware recycling program, adoption of the Responsible Business Alliance Code of Conduct for Toast-designed hardware, and suite of Toast.org Product features focused on food and packaging waste supported our ambition to help create a more sustainable restaurant industry. Our sustainability efforts are reported in both our annual ESG Report and [Proxy Statement](#).



#13 Climate Action

Toast proactively works to assess and meaningfully reduce the climate impact and risk profile of our operations. We achieved net-zero emissions from electricity at our workplaces (Scope 2) and achieved 100% renewable energy through direct procurement and the purchase of Energy Attribute Credits (EACs) that support the production of green power.



#16 Peace, Justice, and Strong Institutions

Toast is committed to conducting our business with transparency and accountability through a robust governance framework, which includes oversight committees for key risk areas with reporting to and oversight from our Board of Directors. The framework cultivates trust, promotes innovation, enables strategic decision-making, facilitates risk and compliance management, and unlocks long-term value for our shareholders, customers, and employees. Our annual ESG report provides a public record of how we deliver on our commitments to stakeholders for ongoing transparency and accountability.



Greenhouse Gas Inventory

Toast is committed to accuracy, credibility, transparency, and accountability in corporate reporting on greenhouse gas emissions, recognizing that effective climate action depends on effective reporting. Toast works with a third-party consultant to conduct its greenhouse gas inventory. Toast’s GHG inventories in our ESG reports can be found on our [ESG Investor Relations webpage](#).

Standard: Toast’s Scope 1, 2, and 3 emissions are calculated annually using the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, Scope 2 Guidance, and Corporate Value Chain (Scope 3) Standard.

Data Collection: Primary data were used to calculate Toast's Scope 1 and 2 emissions whenever available. When primary data were not available, estimates were calculated using energy intensity factors (e.g. kWh/facility square foot) and/or spend. Primary data inputs were used to calculate Scope 3 emissions whenever possible, and estimation methods for Scope 3 varied by category depending on the relevant activity data.

Boundaries: Toast used the GHG Protocol's operational control approach to set the boundary of our greenhouse gas inventory. In this approach, 100% of direct and indirect emissions from operations for which Toast has the authority to introduce and implement operating policies were included in the inventory. This included all of Toast's global leased office and configuration facilities.

Emissions Factors and Global Warming Potentials: Toast used emission factors from the US EPA, UK DEFRA, and IEA in our emissions calculations, as well as other vendor- or supplier-specific sources. Toast used the 100-year IPCC Fifth Assessment report (AR5) global warming potentials (GWPs) in calculations.

Assurance

Toast received limited assurance of Scope 1 and 2 of our 2024, 2023, and 2022 GHG inventories and net-zero Scope 2 emissions from electricity in accordance with the International Standard on Assurance Engagements (ISAE) 3000. Our verification statements can be found on our [ESG Investor Relations webpage](#).

*Methodology Refinements and Restatements

Certain values in Toast’s 2023 GHG inventory have been restated to reflect improvements in calculation methods and more comprehensive data availability. This includes, but is not limited to, the following scopes/categories that have changed from prior disclosures:

2023 Scope 3, Purchased Goods and Services: From 2023 to 2024 we continued to refine our GHG inventory methodology from a spend-based estimation to a hybrid, vendor-specific method. We are working to identify which vendors in our supply chain have climate goals and report their energy use and emissions.

2023 Scope 3, Employee Commute and Remote Work: We have updated our source for emissions assumptions, as well as use of well-to-tank emissions, for work-from-home energy consumption to improve data accuracy in 2023 and 2024 calculations.

Greenhouse gas emissions (mtCO2e)

	FY22	FY23	FY24
Scope 1	509	459	436
Scope 2 - Market-based	137	21	27
Scope 2 - Location-based	918	1,022	1,334
Total Scope 3	210,937	135,632*	155,983
Category 1: Purchased goods and services	156,745	64,817*	69,361
Category 2: Purchased capital goods	3,616	996	1,929
Category 3: Fuel- and energy-related activity	394	453	620
Category 4: Upstream transportation and distribution	940	2,819	5,094
Category 5: Waste generated in operations	83	102	98
Category 6: Business travel	5,748	6,711	6,700
Category 7: Employee commuting and remote work	4,203	1,597*	2,052
Category 8: Upstream leased assets	40	33	42
Category 11: Use of sold products	39,090	57,991	69,983
Category 12: End-of-life treatment of sold products	78	113	106

Total GHG Emissions (mtCO2e)	211,583	136,112*	156,446
GHG Emissions Intensity (mtCO2e/\$000,000 revenue)	77.47	35.22*	31.54

Note: Totals may not sum due to rounding.



Statement of Voluntary Climate-Related Claims (California AB 1305) and Net-Zero Goal

Toast set and achieved an annual goal of net-zero Scope 2 emissions from electricity consumption starting in 2022. We achieve this through a combination of renewable energy use via utility green power purchase programs and the purchase of Energy Attribute Certificates (EACs) equivalent to remaining energy used by these workplaces. We measure progress towards Toast’s Scope 2 electricity net-zero goal through the ongoing accounting of Scope 2, purchased energy, and the acquisition and application of RE100 qualified renewable energy in an equal amount. The total MWh of our purchased EACs were equal to or greater than our use of non-renewable electricity, both by region and overall.

Toast received limited assurance of our 2024 GHG inventory and net-zero Scope 2 emissions from electricity in accordance with the International Standard on Assurance Engagements (ISAE) 3000. Our verification statements can be found on our [ESG Investor Relations webpage](#).

Toast's net-zero Scope 2 electricity emissions target aligns with the criteria of two third-party frameworks:

RE100: Toast uses energy from renewable sources that meet the technical criteria of RE100—a global corporate renewable energy initiative comprising companies committed to 100% renewable electricity—(version 4.1 released on December 12, 2022) as listed in Section Three (3). Consumed renewable energy is sourced through a combination of EACs, which align with RE100’s criteria of acceptable types of renewable energy procurement listed in Section Four (4) of the same document, and utility green power purchase programs.

Science Based Targets initiative (SBTi): Toast's net-zero Scope 2 electricity emissions target using 100% renewable energy aligns with the SBTi’s near-term (version 5.1 released in April 2023) and net-zero (version 1.1 released in April 2023) criteria. The criteria require companies that are already sourcing renewable electricity at or above the set thresholds (80% by 2025 and 100% by 2030) to continue to maintain this level or to increase their renewable electricity use.

Toast Location	Total Electricity Use	Total Renewable Electricity Use through green power purchase		Green Power Purchase Source	Total Non-renewable Electricity Use		EAC Type	Purchased Project	EACs in Excess of Consumption	Project Location	Project Type	Total Renewable Electricity via GPP or EACs	
	(MWh)	(MWh)	% of total		(MWh)	% of total		(MWh)	(MWh)			(MWh)	% of total
United States	2,571	47	2%	CleanPowerSF; San Francisco Public Utilities Commission*	2,524	98%	REC Green-e certified	2,770	246	United States	Wind	2817	110%
Ireland	509	357	70%	Energia 100% renewable energy certificate**	152	30%	GO	167	15	Ireland	Solar	524	103%
India	393	-	-	-	393	100%	I-REC	406	13	India	Wind	406	103%
Taiwan	148	-	-	-	148	100%	T-REC	155	7	Taiwan	Biomass	155	105%
Total	3,621	404	11%		3,217	89%		3,498	281			3902	108%

Note: Totals may not sum due to rounding.

* See [2024 Prospective Power Content Labels for Supergreen Saver and Supergreen](#)

** See [Energia's Supplier Fuel Mix Disclosures](#)



01

About Toast

02

Toast.org

03

Environment

04

People and Culture

05

Governance

06

Appendices

About Toast	FY22	FY23	FY24
Revenue (\$000,000)	2,731	3,865	4,960
Number of Toasters worldwide	~4,500	~5,500	~5,700
Number of customer locations	~79,000	~106,000	~134,000
Gross Payment Volume (\$000,000,000)	91.7	126.1	159.1

Environment	FY22	FY23	FY24
Total waste generated in operations (metric tons)	310	484	283
Total water withdrawn (thousand cubic meters)	15	15	30
Total water consumed (thousand cubic meters)	~0	~0	~0

Employee Engagement and Training	FY22	FY23	FY24
Employee engagement rate	89%	84%	79%
Internal Survey - "I am happy being part of Toast"	N/A	92%	87%
Independent Great Place to Work survey - "Toast is a great place to work"	92%	92%	85%*

Community Engagement and Social Impact	FY22	FY23	FY24
Total monetary value of charitable giving (\$000)	2,000	3,400	3,480
Total monetary value of employee-directed giving (\$000)	620	1,190	1,349
Percent of Toasters who participated in Matching Gifts and donation rewards programs	48%	59%	60%
Number of local Toast.org committees	40	55	72
Number of volunteer events	~150	205	212
Number of donations to Toast Fundraising campaigns (\$000)	225	3,200	4,977
Total monetary value raised through Toast Fundraising (\$000)	100	1,700	3,370

*As of May 2025

Total Rewards Benefits for U.S.-Based Full-time employees

Retirement savings	401(k) program with an employer match and a Roth option
Stock Purchases	After-tax payroll deductions to acquire shares of Toast at a discount
Insurance	<ul style="list-style-type: none">Comprehensive medical coverage, subsidizing over 70% of the cost of health insurance plans for all full-time employees and their dependents, and contribution to Toasters’ Health Savings AccountsDental, vision, and tax-advantaged savings accounts (Dependent Care FSA, Flexible Spending FSA, HDHP Health Savings Account)Short-and long-term disability insuranceLife insurance for the employee, as well as optional dependent coverage to support Toaster financial well-being
Family support	<ul style="list-style-type: none">16 weeks of parental leave for the birth, adoption, or foster care placement of a childSubsidized backup care allotment and professional caregiver network memberships to support caregiving for dependent family membersInclusive fertility and family-forming benefits, including adoption, pregnancy, surrogacy, fertility treatmentsPaid bereavement leave
Mental health and well-being	<ul style="list-style-type: none">Comprehensive mental health care: external partner platform with tools and training, including 12 paid sessions per year with a licensed mental health practitioner or coach for Toasters and their dependentsQuarterly wellness stipend for individual needsFinancial literacy and 1:1 sessions with certified financial planners
Time off	<ul style="list-style-type: none">Flexible paid time off policy: gives Toasters the freedom to take the time they need to balance the responsibilities of their work and personal livesPaid sabbatical program: For every five years of service, Toasters may take up to four consecutive weeks away from work while receiving full pay and benefits11 annual paid holidaysPaid time off for jury duty and military serviceThe opportunity to take paid time off to participate in volunteer days and events
Commuter Subsidy	Commuter subsidy for U.S.-based hybrid Toasters, as of April 1, 2025



Toaster Representation*

Race/Ethnicity		FY22	FY23	FY24	Gender		FY22	FY23	FY24
Leadership (Director+)	Asian	14.1%	16.3%	13.2%	Leadership (Director+)	Men	57.6%	54.3%	50.7%
	Black or African American	2.8%	4.3%	3.2%		Women	42.4%	45.2.%	48.3%
	Hispanic, Latinx, or Spanish origin	2.2%	2.8%	2.6%		Nonbinary	N/A	0.2%	0.3%
	Middle Eastern or North African	0.3%	1%	1.1%		Not declared	0.3%	0.2%	0.8%
	White	67.0%	70.7%	74.4%	Technical Staff	Men	75.7%	74.4%	74.3%
	Something not listed	0.6%	0.3%	0%		Women	22.3%	23.8%	24.5%
	Two or more races	4.7%	0.8%	0.9%		Nonbinary	0.7%	0.5%	0.3%
Technical Staff	Not declared	8.3%	5.5%	5.5%		Not listed	0.1%	0.1%	0%
	American Indigenous or Alaska Native	0.3%	0.4%	0.5%	Toast Overall	Not declared	1.2%	1.2%	0.9%
	Asian	19%	22.7%	23.0%		Men	55%	54.2%	54.0%
	Black or African American	4.2%	5.6%	5.0%		Women	43.3%	44%	44.5%
	Hispanic, Latinx, or Spanish origin	2.9%	5.7%	5.7%		Nonbinary	0.8%	1%	0.9%
	Middle Eastern or North African	0.5%	1.3%	1.4%		Other	0.2%	0.1%	0.1%
	Native Hawaiian or other Pacific Islander	0.2%	0.1%	0.2%		Not declared	0.7%	0.8%	0.5%
	White	53.7%	58.6%	60.6%					
	Something not listed	0.3%	0.7%	0.3%					
	Two or more races	9.7%	1.1%	1.3%					
Toast Overall	Not declared	9.3%	8.1%	6.9%					
	American Indigenous or Alaska Native	0.1%	0.7%	0.7%					
	Asian	9.8%	11.7%	11.1%					
	Black or African American	5.7%	8.4%	8.7%					
	Hispanic, Latinx, or Spanish origin	6.7%	8.7%	9.4%					

*Based on Toast internal data, as of Dec. 31, 2024, as self-reported by employees. Gender includes all of Toast, US and non-US employees. Race/ethnicity includes US employees only.

Percentages reported may not tie due to rounding. Toasters who selected two or more races/ethnicities are reflected in each selected category vs being counted in the "two or more races" category, which is a legacy category no longer available for selection. Because of the potential for one person to be in multiple categories, the total percentages do not sum to 100%.

Toast reports on employee representation for the categories above in alignment with the Sustainability & Accounting Standards Board Software and IT Services standard methodology and using the categories and groups that we feel best reflect the diversity of our employees' identities. Leadership refers to director-level Toasters and above.

Board Representation

		FY22	FY23	FY24
Gender	Men	80%	80%	80%
	Women	20%	20%	20%
Race	Asian	20%	20%	20%
	Black or African American	20%	20%	20%
	White	60%	60%	60%
Tenure	3-5 years	50%	50%	50%
	6-10 years	50%	50%	50%
Age	40-49	40%	40%	40%
	50-59	20%	20%	20%
	60+	40%	40%	40%