toast

2026 Gender Pay Gap Report

Ireland

November 2026



The restaurant industry is one of the most diverse industries. We embrace and are excited by this diversity, believing that only through authenticity, inclusivity, high standards of respect and trust, and leading with humility will we be able to achieve our goals. We drive inclusivity and connection in a hybrid/remote/global organisation by baking inclusive principles into our practices and equity into our designs, embracing unique identities, and leveraging the strength of diversity to achieve the best results.

We believe in the power of building diverse teams. We are committed to inclusive hiring, engagement, and team-building practices, and to creating equitable opportunities for our Toasters. Our commitment to diversity, equity, and inclusion strengthens our ability to serve an incredibly diverse industry.

As a result of The Gender Pay Gap Information Act 2021, Irish organisations with over 50 employees are required to report on their hourly gender pay gap across a range of metrics. This is an initiative that Toast welcomes as it aligns closely with our goals and values.

This is not the first effort that Toast has made in our commitment to pay transparency for employees. In 2022, we released pay ranges for all Toasters in Ireland to help cultivate a community built upon trust, fairness, and transparency. We believe in providing employees with clarity around their pay range, how their pay is determined, and Toast's compensation programs.

Toast is committed to fairness and equity in our compensation program design and delivery.

- We regularly review compensation to ensure we are paying employees who are doing the same job at the same skill and performance level fairly and equitably.
- We undertake an annual review of pay equity (relative to gender) during our annual compensation cycle.
- We provide Toasters in Ireland with the salary ranges for their own job.

Throughout this report, and as a result of Ireland regulations, our reporting is completed based on an identification of employees' sex, which is limited to males and females. As an organisation, Toast recognizes that there is a difference between sex and gender identity that is not reflected here, which also includes our non-binary population.

We recognise that there is always work to be done. As an organisation, we are committed to providing equitable opportunities for our employees and our customers alike and fostering a culture of belonging.

Mike Gutner

Chief People Officer

Gender Pay Gap vs. Equal Pay

Equal pay and pay gap reviews are very different and essential components of achieving fair compensation in the workplace. While equal pay addresses wage disparities for the same job, a pay gap analysis addresses the compensation of males and females in jobs that may be dissimilar.

Equal Pay: This refers to the principle that individuals performing substantially equal work should receive equal pay, regardless of their gender, race, or other protected characteristics. It ensures that people are paid the same for the same job, with the same qualifications and experience.

Gender Pay Gap: This refers to the overall difference between what males and females are paid in the workforce, regardless of level, experience, skill set, or any other factors that would influence compensation.

A further examination of pay gap addresses broader issues, at a high level, related to the undervaluation of roles that are predominantly held by specific demographic groups.

*This report evaluates the median and mean pay gap between males and females as of a snapshot date of June 18, 2026, as set by the Act.

Statistics

Our stats as of June 18, 2026 are below. As Toasttab Ireland has no part-time employees these statistics only include full-time employees.

Mean Pay Gap

11.68%

Median Pay Gap

16.96%

Mean Bonus Gap

10.4%

Median Bonus Gap

-3.6%

Proportion Receiving a Bonus

49%
Female

51%
Male

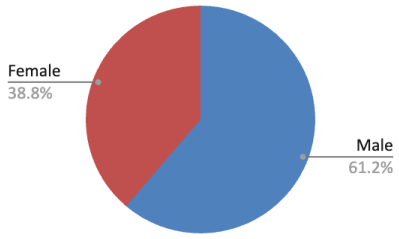
Proportion Receiving a Benefit in Kind (BIK)

100%
Female

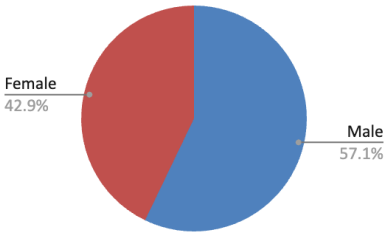
100%
Male

Hourly Pay Quartiles

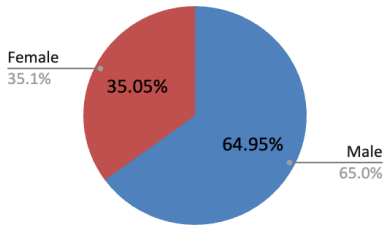
Lower Quartile



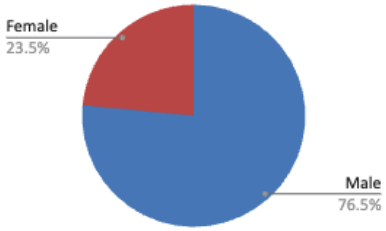
Lower Mid Quartile



Upper Mid Quartile



Upper Quartile



Our Pay Gap Explained

Our pay gap is primarily driven by the smaller percentage of females that hold leadership positions in our Ireland organisation and the imbalance of female representation in our Research and Development (R&D) function.

We have seen a positive shift in our gender split, with female representation in the overall organization increasing from 20% to 35.2% since last year's report .

At the macro level, STEM continues to be a male-dominated industry with higher demand and pay for specialized skills. Our Research and Development function accounts for the majority of our employees in Ireland.

We are committed to a continued focus on gender pay equity as detailed in the next section.

Driving Change to Close the Pay Gap

As an organisation we are committed to meaningful action towards closing our pay gap by investing thoughtfully in solutions that make a difference. While this journey takes time, we believe these initiatives will create a lasting impact.

Our goal is to elevate female representation in leadership and STEM roles by empowering leaders to understand and address the gender gap.

Fueling a Culture of Belonging

To create an inclusive environment Toast prides itself in our work to facilitate a culture of belonging. We do so through a variety of measures in partnership with internal stakeholders to build a community that represents the diversity of Toasters' backgrounds.

We will continue this work by strengthening employee connections with our internal Employee Resource Groups and Communities.

- We will continue to invest in our ToastHer Employee Resource Group that supports women's empowerment at Toast. This group is open to all employees, including allies, and provides

opportunities for members to connect, learn, and grow alongside one another and outside of their professional roles here at Toast. We will look for opportunities to drive innovation and create networking opportunities for members.
- We plan to continue our partnerships with local diversity, equity, and inclusion organisations and engage in initiatives that are impactful within our community.
- We will maintain our support of diversity among Ireland-based customers and female-owned businesses, especially those with strong diversity, equity, and inclusion commitments.

Globally, we launched our new Common Grounds initiative that seeks to drive greater connection across differences, delivering a more inclusive environment and, ultimately, breakthrough results. This initiative includes programming that helps increase empathy, competency and accountability. In 2026, we launched The Forge Your Impact series is an immersive learning experience at Toast designed to provide development opportunities by featuring external experts.

These efforts will continue and expand in 2027.

Increased Awareness, Accountability, and Development

To create better awareness of our pay gap and how we can close said gap, we will continue to take steps to enhance our commitment to transparency with the below course of action:

- We will invest time in ensuring our People Leaders are thoroughly educated and have the enablement needed to understand our pay gap report, as well as what role they play in driving toward a more equitable organisation. We will continue our practice of regularly auditing pay and promotion decisions. We will always provide transparency in how employees' salaries are decided and how ranges are developed. This will help us to further embed a pay-for-performance culture throughout our organisation.

We are committed to furthering equity in professional development across our employee population through the following measures:

- We will review our leadership team and bench in order to acknowledge, understand, and build succession pools across the business and specifically within the region. During the annual review cycle, we will equitably assess the development needs and refine development strategies.
- We will do a detailed review of our top-performing talent. On a quarterly basis we will monitor progress on hiring, promotion, and retention of our employees by various demographics. These insights will allow us to build upon our approach and enhance development opportunities.
- We will partner with our employee resource group supporting women in the workplace to provide development opportunities.

Inclusive Recruitment Practices

A key factor in managing our pay gap will be to hold more accountability in our recruitment process. This will ensure that we have an equitable process when sourcing new talent and continue our efforts in hiring highly qualified diverse talent.

- We will continue to hold our Talent Acquisition teams and hiring teams accountable to have a diverse slate of highly qualified candidates during the sourcing stages in hiring efforts for all roles.
- We will continue to maintain a diverse panel of candidates for all open positions.
- We will promote the use of inclusive language in all communications and job advertisements. This will ensure that we accommodate linguistic and cultural inclusion across the region.
- We will utilize partner job boards to expand postings to a broader and more diverse candidate pool on a regular basis.

Our Path Forward

As an organisation, Toast is committed to continued focus on gender pay equity. We are proud of the efforts we have made over the last several years to invest time and energy into our pay transparency and pay equity efforts within the region. We recognise that there is still work to be done and look forward to making progress in our diversity, equity, and inclusion initiatives.