

Jigsaw – National Centre for Youth Mental Health

Gender Pay Gap Report

1st July 2024 – 30th June 2025



1. Introduction

We are Jigsaw, the national youth mental health charity in Ireland. We are a community of professionals, supporters, and volunteers with a shared belief in an Ireland where every young person's mental health is valued and supported. We offer a listening ear and give advice and support to young people aged 12 – 25 years-old through in-person and online therapy. We also give families, teachers, and those who support young people's mental health ways to cope and skills to be there for young people. Here at Jigsaw, we are committed to creating a supportive and inclusive culture, where people feel a sense of belonging.

The following report outlines some of the key findings of the gender pay gap in Jigsaw. The snapshot date used for this report is 30th June 2025 resulting in a reporting period of 1st July 2024 to 30th June 2025. This report has been prepared in line with the Gender Pay Gap Information Act 2021.

The report includes the following:

- Employment Profile Breakdown
- Gender Gap Analysis including mean and median gender pay gaps for all employees, part time employees and employees on temporary contract as well as gender breakdown by quartile
- Factors driving the gender pay gap
- Measures to address the gender pay gap

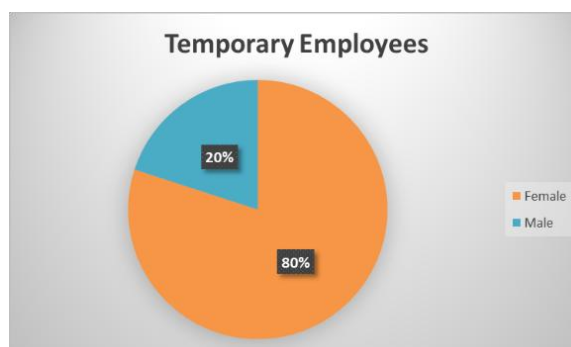
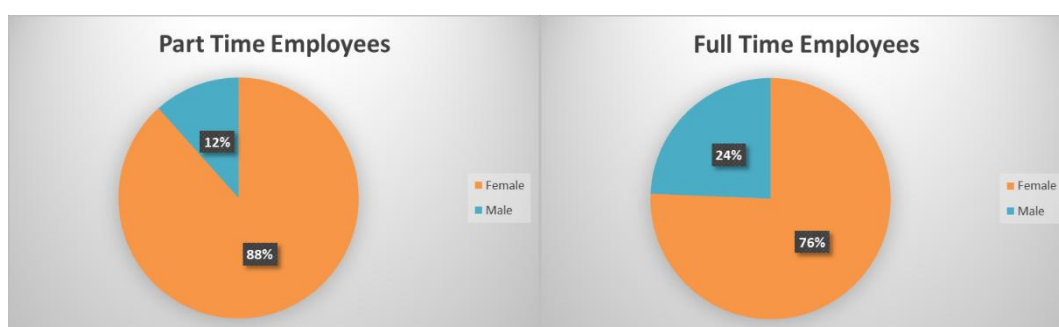
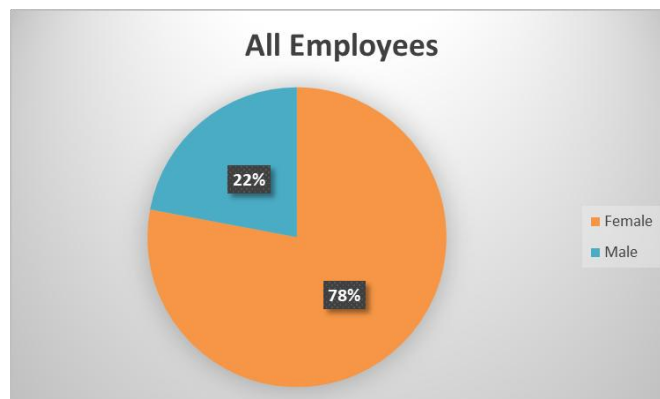
2. What is the Gender Pay Gap (GPG)?

The gender pay gap is usually represented as the average difference in gross hourly earnings of men and women, expressed as a percentage. When the gap is represented by a positive percentage, this indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is represented by a negative percentage, this indicates the reverse - that, on average, men are in a less favourable position than women. Gender Pay Gap Reporting compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience. In Ireland, in 2022 the government introduced legislation for mandatory gender pay gap reporting for businesses. In that year, the Central Statistics Office reported a 9.6% national average gender pay gap on favour of men.

The total headcount of Jigsaw on our snapshot date was 236 employees; this was made up of 184 female employees representing 78% of our headcount and 52 male employees representing 22% of our headcount. In preparing our Gender Pay Gap analysis, and in line with regulations, four employees were excluded due to being on a career break for 12 months on the snapshot date. At 30th June 2025, there were no employees who identified as non-binary.



1. Employment Profile



Department	Female	Male
Senior Management (incl. CEO)	28.57%	71.43%
Jigsaw Service National & Regional Management	68.89%	31.11%
National Office Management	63.64%	36.36%
Jigsaw Services Clinical Staff	86.27%	13.73%
Jigsaw Services Operational/Service Staff	87.50%	12.50%
National Office Staff	67.74%	32.26%

3. Gender Pay Gap Analysis

What is mean and median?

The mean and median are two different ways of calculating the average or middle value.

- The **mean** is the result when the sum of values is divided by the number of values (what is usually referred to as average)
- The **median** is the middle value when a set of values are ordered from the lowest to the highest.

The Gender Pay Gap is the difference in the average hourly wage of males and females across a workforce. It does not consider any other factors (for example, years of service, grade or any period of statutory leave). The Gender Pay Gap using the mean hourly rate for the reporting period was 9.91% in favour of male employees. The Gender Pay Gap using the median hourly rate was 5.18% in favour of male employees.

The GPG legislation requires reporting on the GPG in relation to staff bonuses and staff benefit in kind. As no Jigsaw staff are in receipt of bonuses or benefit in kind, the gap is zero.

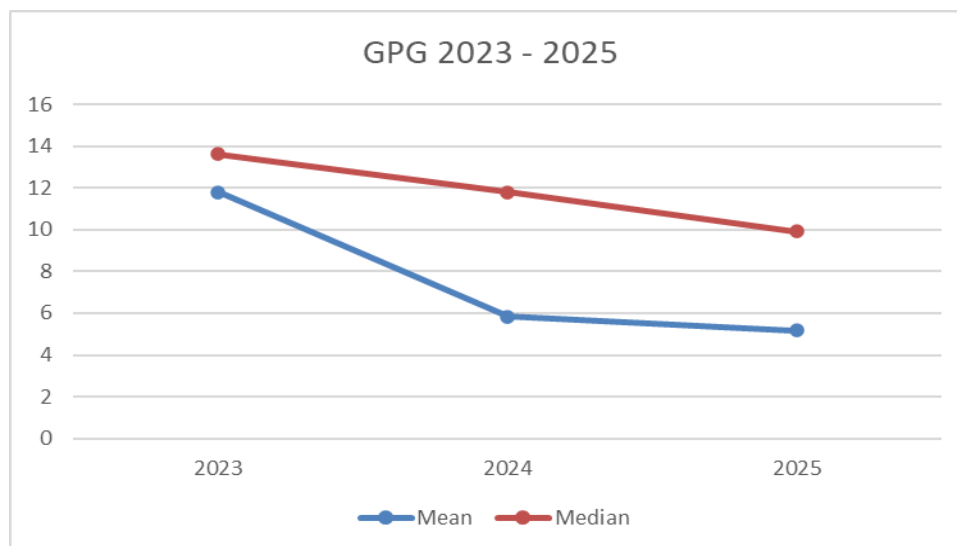
Number of employees	Female	Male
All employees	184	52
Part time	38	5
Temporary	12	3

All Employees	Mean	Median
Hourly Rate	9.91%	5.18%
Bonus	N/A	N/A
Benefit in Kind (BIK)	N/A	N/A

Part Time Employees	Mean	Median
Hourly Rate	0.59%	3.02%
Bonus	N/A	N/A
BIK	N/A	N/A

Temporary Employees	Mean	Median
Hourly Rate	(7.22%)	(7.98%)
Bonus	N/A	N/A
BIK	N/A	N/A





Overall, our mean gender pay gap and median gender pay gap have both gradually decreased since we started reporting on this data. Our 2025 report shows that the mean gender pay gap was 9.91% in favour of men and the median gender pay gap was 5.18% in favour of men i.e. both the average and middle hourly rate of pay was higher for males than females.

When we look at the mean and median pay gaps for part time employees there has been a significant drop from 15% to .59% (mean gender pay gap) and 16% to 3.02% (median gender pay gap). Both gaps are still in favour of men.

This is the first year we are reporting on those employed on temporary contracts and for this reporting period both figures are negative, with a mean gender pay gap of (7.22%) and a median gender pay gap of (7.98%). This means that in this cohort women earn more than men on an average basis.

Gender Breakdown by Quartile

For this report, employees are categorised in quartiles based on hourly remuneration of all female and male employees from lowest to highest. The quartiles are lower, lower middle, upper middle and upper. The proportion of male and female employees in each quartile is expressed as a percentage in the below table.

Population by Pay Quartiles	Count of Gender	Percentage Breakdown	Quartile
Lower	58		1
Female	45	78%	
Male	13	22%	
Lower Middle	58		2
Female	48	83%	
Male	10	17%	
Upper Middle	58		3
Female	50	86%	
Male	8	14%	
Upper	58		4
Female	38	66%	
Male	20	34%	
Grand Total	232		

Bonus and Benefit in Kind Remuneration Gap

As a publicly funded organisation Jigsaw ensures transparency and equity across all financial transactions. Jigsaw does not provide bonus payments, BIK or unvouched expenses.

4. Factors driving the gender pay gap

- Females make up the core demographic of employees in Jigsaw, most likely due to various social factors relating to the healthcare and charity sectors. The split between males and females in the lower, lower middle and upper middle quartiles is significantly in favour of women however in the upper quartile, whilst not an even split between males and females it is not as wide a split as the other quartiles. Given the higher hourly rate of pay in the upper quartile, this has a significant impact on our gender pay gap.
- The mean and median gender pay gaps for part time employees are significantly lower than for all employees. This is due to this cohort being primarily made up of female employees but with the male employees being reasonably well spread out throughout the four quartiles.
- The mean and median gender pay gaps for employees on temporary contracts are in favour of females. Similar to the part time cohort, this cohort is primarily made up of female employees with males less well spread out across the four quartiles.



5. Measures being taken to address the gender pay gap

Recruitment and selection

To ensure a fair, transparent, and consistent approach, we ensure insofar as possible, there is a gender balance on all our interview panels to eliminate any potential unconscious bias and discrimination. When recruiting, we review our job descriptions to ensure the language contained within is gender neutral, that we are focused on being an equal opportunity employer, and that the person specification is attractive for any gender.

To ensure we secure the strongest possible pool of candidates, all vacancies are advertised externally and publicly. We post job advertisements on the careers page of the Jigsaw website which allows for internal applications simultaneously to external applications. We strongly encourage all eligible employees to apply for internal progression opportunities and have a high promotion rate to reflect this. Additionally, we publish salary ranges in all vacancies to support pay equality.

Pay & Benefits

In Jigsaw we pay due regard to the HSE pay scales for all roles, this is applied to all new recruits regardless of gender to ensure a fair, transparent and evidence-based approach to salary determinations. In addition to this, we have defined ranges of salaries to provide a maximum and minimum range for the entire organisation. In 2024, in line with the WRC pay agreement, Jigsaw conducted a Salary and Pay Benchmarking project, which included a review of individual salaries to ensure all are in line with current market or in line with the WRC Pay Agreement. The organisation is committed to ongoing review of its Pay Policies in line with funding and public sector pay policies and this work continues in 2025 with the implementation of a further WRC Agreement.

Jigsaw offers several paid leave benefits to our employees. These include 18 of 26 weeks paid maternity leave, 7 out of 10 days paid paternity leave. In line with the Salary & Pay benchmarking project Jigsaw undertakes to benchmark benefits in 2025/2026 to determine a more family balanced offering to the workforce to include training for key personnel in Menopause in the Workplace, Fertility treatment, support for those returning to the workplace etc.

Flexible Working Policy

Jigsaw has a well embedded Flexible Working Policy which allows employees to avail of flexible working such as working from home, part time hours, alternative hours, job sharing and compressed working week. This reflects the needs of our employees and an increased focus on work-life balance.

This policy has enabled us to retain staff while also attracting new talent into the organisation. We continue to consider alternative flexible working options which could be introduced.



Training

As part of our commitment to recognising and promoting equal opportunity and Diversity & Inclusion in the workplace, Jigsaw has initiated a number of Learning & Development opportunities across the organisation which reinforces our commitment and drive for inclusion in the workplace. To achieve this, we have provided the following:

- Inclusive Leadership training for Board and Senior Management
- Disability Awareness and Reasonable Accommodation Training
- Training on Trauma-informed working to inform organisational culture.

In 2026, the organisation will aim to provide training to all staff, which will include building awareness of the various marginalised groups that exist within Jigsaw:

- Unconscious Bias Training for HR and all hiring managers
- Inclusive Language
- Supporting Neurodiversity

Diversity, Equity & Inclusion

In 2021, Jigsaw published 'More than Words', Jigsaw Diversity, Equity and Inclusion Policy. We have developed partnerships with the Irish Centre for Diversity and the Disability Federation of Ireland. In 2022, we were awarded the Investors in Diversity, Bronze Accreditation via the Irish Centre for Diversity (ICD). In June 2023, we were successful in further achieving Investors in Diversity, Silver Accreditation, following an organisation wide staff survey and this award has been renewed in 2025.

As part of our work in this area Jigsaw convened an Equity, Diversity and Inclusion working group in 2024. This group was staff led and developed an action plan with a range of recommendations to further enhance and improve the lived experience of Jigsaw employees and the communities we serve. The recommendations remain under review of management, and the board. It is intended to aim for the Gold Accreditation through the ICD in 2027.

Employer branding

As part of our People Strategy, Jigsaw created a Recruitment Business Partner role in 2022. This role works closely with our Digital, Communications and Social Media colleagues to focus on building awareness of the Jigsaw employer brand to ensure we are encouraging prospective candidates to apply for roles in Jigsaw that they may be interested in. This continues to enhance our Employer Value Proposition and assist in targeting a diverse candidate pipeline with the aim of attracting high-quality and varied applicants.

Policies

Jigsaw introduced a Domestic Violence Leave Policy in 2024 which aims to provide leave and support for any employee who is a victim of domestic violence.

Work is currently underway on the development and launching of a Menopause policy to support those employees at this stage of their lives, and a Fertility Policy to support employees undergoing fertility treatment.

