



**JIGSAW** Young people's  
health in mind  
Annual Report & Financial Statements 2025

Our vision

An Ireland where  
**every young person's**  
mental health is valued  
and supported.



**National Centre for Youth Mental Health CLG**

Trading as: **Jigsaw**

**Annual Report and Audited Financial Statements  
for the year ended 31st December 2025**

Company registration number: 421016

Registered charity number: 20064846

Charity revenue number: CHY17439

follow us on... 



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### Rachel's story

Click here to watch the video

**“ I don't know where I would be if I hadn't made that first step and gone to Jigsaw. I'm incredibly grateful - and proud to be able to give something back. ”**

Rachel White, Campaigns Officer, Jigsaw.

## Why we do what we do

### Rachel's story

“ I think **my journey with mental health** actually started really young. ”

Rachel White, Ballybofey, Donegal.

**My name is Rachel White. I'm from Ballybofey in Donegal, and I now work as a Campaigns Officer with Jigsaw. Coming back to work here has been a full circle moment for me, but my connection with Jigsaw began long before that.**

Looking back, I can see that my mental health struggles started when I was 8 or 9. I was a very anxious child, but at the time I didn't have the language to explain what was happening. I often felt overwhelmed by small things and didn't understand why. I thought there was something wrong with me, so I tried to hide it.

In school, that feeling of not fitting in followed me. I wasn't sporty, I felt uncomfortable in myself, and I put huge pressure on being academically perfect. When I couldn't live up to that, I became even more anxious. By secondary school, the stress, isolation and shame had started to take a real toll.

**I just really fell into such a dark place, and I just couldn't see a way out of it for a long time.**

Eventually, things became too hard to manage alone. I took time away from school and struggled with simple, everyday tasks. When my mum suggested Jigsaw, I didn't jump at the idea. I felt embarrassed and resistant, like going to therapy meant I had failed.

**I remember walking through the door being so scary.**

But once inside, things felt different. Jigsaw was bright, warm and welcoming. I was met with kindness, offered a cup of tea, and given space to talk without judgement. Over time, therapy became something I looked forward to.

**It's like having someone there to take the mass of all these thoughts and all this stress that's in your life and help you organise it.**

**Jigsaw didn't 'fix' everything overnight. What it did was give me tools - tools I still use today. I learned how to manage anxiety, how to notice small positive moments, and how to be kinder to myself.**

**I got a lot of hope from Jigsaw.**

That hope stayed with me. After my sessions ended, I became a youth volunteer, then an intern, and now I work here every day, helping reach young people who feel the way I once did.

**I don't know where I would be if I hadn't made that first step and gone to Jigsaw.**

**I'm incredibly grateful - and proud to be able to give something back.**

**We are Jigsaw...**  
leading the change in youth mental health.





“ Our focus is unwavering: **to ensure that every young person in Ireland can access the mental health support they need, when they need it.** ”

Simonetta Ryan, Chair

## Opening messages Simonetta Ryan, Chair

**As I reflect on 2025, the past year has been defined by both significant challenge and meaningful progress;** not only for the young people we support, but across society more broadly and within Jigsaw. The ongoing effects of global uncertainty continue to shape the lives of young people, and the demand for youth mental health services across Ireland remains at an unprecedented level.

**Our focus is unwavering: to ensure that every young person in Ireland can access the mental health support they need, when they need it. As the pressures facing young people continue to evolve, so too has our organisation, adapting our services to meet demand in a timely, effective and accessible way.**

Over the past twelve months, we have continued to expand and strengthen our supports and to evolve how we meet the needs of young people, schools and communities.

Our work in supporting the wider needs of the community has grown, with the introduction of the

Building Blocks framework and a clearer vision around our role in advocacy emerging. The year 2025 has also witnessed a growth in our ambition around research. Research is essential for Jigsaw as it ensures that our services and supports are grounded in evidence, leading to more effective and targeted interventions for those who need it most. It also helps identify emerging trends and unmet needs and strengthens our ability to advocate for systemic change.

Underpinning much of this progress is the deepening of our partnerships with government, schools, community organisations and the wider sector, ensuring that youth mental health remains firmly on the national agenda.

“ Our work is ultimately grounded in the experiences of the young people we serve. Their resilience, honesty and willingness to seek support continue to shape and inform everything we do. **Young people’s voices remain central to our approach and to the future direction of our services.** ”

Simonetta Ryan, Chair

“ We are committed to supporting the organisation to **continue delivering innovative, inclusive and responsive services for young people across Ireland.** ”

Simonetta Ryan, Chair

On behalf of the Board, I extend my sincere thanks to our CEO, Joseph, the Executive team, our staff, volunteers, and Youth Advocates for their commitment to Jigsaw’s mission. I also want to acknowledge and thank our partners, funders and supporters - including the Health Service Executive (HSE), corporate donors and the many individuals who support us. We are particularly grateful also for the support of the Minister for State at the Department of Health with responsibility for Mental Health Mary Butler T.D.

The contribution to Jigsaw of Jacinta Stewart, our outgoing Chair, has been significant. Jacinta, with the support of our board and subcommittee members, steered Jigsaw through difficult times and also periods of change and innovation. She did this with great professionalism, determination and good humour. I want to thank her for her support to me, as Vice Chair and now incoming Chair. I also want to thank all our Board members and subcommittee members for their commitment to Jigsaw.

Our work is grounded in the experiences of the young people we serve. Their resilience, honesty and willingness to seek support continue to shape and inform everything we do. Young people’s voices remain central to our approach and to the future direction of our services.

**Looking ahead, the Board and I remain focused on ensuring the long-term sustainability and impact of Jigsaw’s work. We are committed to supporting the organisation to continue delivering innovative, inclusive and responsive services for young people across Ireland. I am proud to present our Annual Report for 2025, and I thank you for your ongoing support and belief in our mission.**



**“ Jigsaw has risen to the challenge in 2025 delivering more support than ever before through innovation and the unwavering commitment of our staff. ”**

Dr Joseph Duffy, Chief Executive Officer

**Dr Joseph Duffy,**  
Chief Executive Officer

**2025 brought into sharp focus the crisis in youth mental health in Ireland and the unprecedented demand for support.**



**Referrals to Jigsaw were up 23% on the previous year.**

Behind each of these numbers is a young person and their family who often struggle to know what to do, who to turn to and who to trust.

**The crisis in youth mental health is not just an Irish phenomenon but a global trend that shows no sign of abating. Jigsaw has been at the forefront of working with international colleagues to explore how we can collectively improve youth mental health services and supports. In December, we welcomed the First Lady of Ukraine, Olena Zelenska, to our Dublin City service to see directly how our work can contribute to the development of similar services in Ukraine.**

Across 2025, Jigsaw continued to support young people's mental health through our services, resources and supports while responding to an intense surge in demand. Through significant service transformation, we reduced wait times while maintaining high - quality, accessible care and positive clinical outcomes.

Jigsaw has risen to the challenge in 2025 delivering more support than ever before through innovation and the unwavering commitment of our staff.

“ 2025 has been a transformative year for Jigsaw, **defined by record demand, significant service innovation and expanding partnerships. We are not only responding to need but reshaping youth mental health services** to be more proactive, accessible and digitally integrated, in line with our 2022 - 2026 strategy, Together. ”

Dr Joseph Duffy, Chief Executive Officer

“ **Winning the Mental Health Initiative of the Year at the 2025 Irish Healthcare Awards** was welcome recognition of this work. ”

Dr Joseph Duffy, Chief Executive Officer

Strategic innovations such as single session therapy, designed to offer faster support at the point of need, were a key driver of improved access. We also delivered major digital advancements across our services, including the rollout of online referrals, an upgraded electronic health record system and new digital tools to enhance service delivery. Winning the Mental Health Initiative of the Year at the 2025 Irish Healthcare Awards was welcome recognition of this work.

We also strengthened our role in advocacy and youth voice. The launch of our youth - led digital policy briefing, Social Media & Youth Mental Health, called for a “Safety by Design” approach, grounded in the direct insights of young people.

Our community engagement remained particularly strong. Through our partnership with the Department of Education and Youth and NEPS, the Neart programme is now engaging with 80% of post - primary schools in Ireland. We also partnered with the Arts Council on the Read Mór initiative, providing free books at Jigsaw centres during Culture Night.

**At the same time, funding and long - term sustainability remain significant areas of concern. While we welcomed increased Government funding, including €1.3 million in recurring support for new services and continued backing from the HSE, demand continues to outpace available resources. The support we receive from our philanthropic and corporate partners remains essential in enabling innovation and extending our reach.**

2025 has been a transformative year for Jigsaw, defined by record demand, significant service innovation and expanding partnerships. We are not only responding to need but reshaping youth mental health services to be more proactive, accessible and digitally integrated, in line with our 2022 - 2026 strategy, Together.

**I want to pay tribute to our staff, our voluntary Board of Directors, our Youth Advocates and all who make this work possible. Their commitment ensures that we continue to deliver on our purpose and remain focused on our vision of supporting the mental health of young people in Ireland.**



“ I had **the chance to participate in many impactful events and to use my voice** on a wide range of topics with Jigsaw. ”

Edel Connolly, Jigsaw National Youth Intern summer 2025

## Edel Connolly, Jigsaw National Youth Intern Summer 2025

It has been a privilege to volunteer with Jigsaw over the past few years, **giving my input both as a young person and as someone with lived experience. It has been incredibly rewarding to see the impact of my voice and the change I can help create within the organisation.** Volunteering has been hugely beneficial for my mental health, giving me the opportunity to meet like minded peers, find my voice and build my confidence.

**My summer working as an intern in the National Office was an opportunity I am deeply grateful for. It was amazing to gain insight into the inner workings of the organisation at a national level, and to work alongside a range of teams across the National Office. This experience helped me understand how Jigsaw's work comes together to support young people across the country.**

I had the chance to participate in many impactful events and to use my voice on a wide range of topics with Jigsaw. One highlight was helping to design and co facilitate the Youth Talk, We Listen event, which gathered young people's perspectives to help guide Jigsaw's next strategy. It was inspiring to hear such honest and thoughtful contributions from young people from diverse backgrounds.

“ One highlight was helping to design and co facilitate the **Youth Talk, We Listen** event, which gathered young people’s perspectives to help guide Jigsaw’s next strategy. **It was inspiring to hear such honest and thoughtful contributions from young people from diverse backgrounds.** ”

Edel Connolly, Jigsaw National Youth Intern summer 2025

“ **Dublin Pride** is always an uplifting day with my Youth Advocate peers, **where young people are free to be their authentic selves and show up as allies in support of one another.** ”

Edel Connolly, Jigsaw National Youth Intern summer 2025

I have also walked in the Dublin Pride Parade alongside Jigsaw on five occasions. Dublin Pride is always an uplifting day with my Youth Advocate peers, where young people are free to be their authentic selves and show up as allies in support of one another.

During my time as both an intern and a volunteer, I took part in a range of social media campaigns, including YouTube videos on topics such as the transition from primary to secondary school and young people’s experiences during the Covid 19 pandemic. I was also involved in the *Compliments and Coffee* video series and created a video for Leaving Certificate results day, sharing my experience of not achieving the results I expected and how everything worked out in the end.

As a Youth Advocate, I received interview training and contributed to recruitment processes within Jigsaw, offering a young person’s perspective during interviews. It was important to me to help ensure that clinicians felt approachable and were people young people would feel comfortable opening up to.

**My time as an intern and as a Youth Advocate has significantly improved my confidence and equipped me with skills I now apply in other areas of my life, including university. I have also had the privilege of meeting so many incredible people and making memories that I will cherish for the rest of my life.**



## Why we exist



### Our vision

An Ireland where **every young person's** mental health is valued and supported.



### Our mission

**Together, we will achieve better mental health outcomes for young people** (aged 12 to 25) by delivering therapeutic services, promoting youth mental health and mobilising community and societal change, while ensuring our organisation evolves to support all aspects of our work.



“ If anyone I know needed someone to talk to, **I would recommend Jigsaw.** ”

A quote from a young person who attended Jigsaw for support with their mental health

## Our values

- We value young people
- We work collaboratively
- We are progressive
- We value diversity
- We show compassion
- We are driven by evidence
- We act with integrity



This report aims to highlight how these values were applied in our everyday work throughout 2025. Throughout 2025, our values guided our daily actions and behaviours and influenced the way we worked with each other. At all times, we strove to embed these values in our everyday work. In our actions we were collaborative, compassionate, progressive, we valued young people, diversity, evidence and integrity.

**We believe 2025 showed us to be ambitious and bold about changing the current paradigm in approaches to mental health. Through a values-led approach, we sought to continue to inspire change, and to be pioneering, disruptive, brave and determined in creating positive change across Ireland.**



“ It has **helped me grow hugely in confidence** and made me feel more **comfortable in myself.** ”

A quote from a young person who attended Jigsaw for support with their mental health

## Report of the board

for the year ended 31st December 2025

## Our Year at a Glance 2025



**More young people reached**  
**Faster access to support**  
**Real impact when it matters most!**

2025 in focus

In 2025, **demand for youth mental health support continued to rise sharply** - and Jigsaw responded.

**23%**

Demand increased  
with referrals up **23%**

**4WKS**

Access improved with wait times  
reduced from **8 weeks to 4 weeks**

**62%**

Impact delivered, with **62% of young people showing measurable improvement**

**Behind every number is a young person** taking a first step - often at a time when it matters most.

“ The friendly atmosphere is comfortable and easy-going, it almost **feels like home**. **The support is amazing** it's a very communal place. ”

A quote from a young person who attended Jigsaw for support with their mental health

## Impact at a glance

**11,064**

young people referred to our services

### What made the difference

#### Faster, earlier support

We transformed how care is delivered through our **single session therapy model**, ensuring young people receive meaningful help from their very first contact.

**62,235**

clinical contacts delivered with young people, parents, caregivers and referrers

#### Reaching young people everywhere

With **14 community services** and **national online supports**, more young people accessed support in ways that work for them - in person, online, or through Live Chat.

**89%**

satisfaction among young people and parents / carers

#### Supporting schools and communities

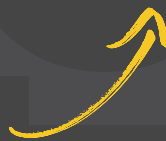
Through the **Neart programme**, we worked with over **80% of post-primary schools**, alongside thousands of young people in community workshops.

**310,000 +**

people accessed jigsaw.ie

**6,238**

people took part in workshops and training



“ **Jigsaw gave me the tools to help me understand my anxiety and keep it under control.** It was such a great outlet for venting and making sense of my feelings and problems. **Thank you!** ”

A quote from a young person who attended Jigsaw for support with their mental health

We are jigsaw...  
leading the change in youth mental health.



## Real stories behind the numbers

“ It’s like **having someone there to take the mass of all these thoughts and all this stress...** and help you organise it. ”

Rachel’s journey with Jigsaw began as a young person seeking help - and today she works helping others find that same hope.

### Rachel’s story

Click here to watch the video

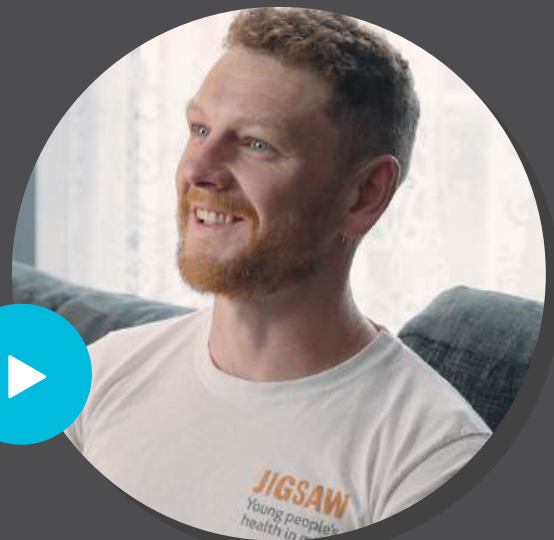


“ I want other people to feel this... **Whoever’s willing to get out there... they need you.** ”

After overcoming his own challenges, Craig ran 100km to support Jigsaw - helping ensure help is there for the next young person who needs it.

### Craig’s story

Click here to watch the video



### Wider impact

€1.3M

in additional funding secured  
through advocacy

### How we used our resources

€17.3M

total income

76%

public trust in Jigsaw

€17.25M

invested in services and supports

2,800,000+

people reached through social media

€4+

raised for every €1 spent  
on fundraising

39

research outputs strengthening  
evidence-based care

Together, we are ensuring that  
**every young person's** mental health  
is valued and supported.

“ I am delighted that my daughter now knows **she has a safe, confidential environment to seek support** from in the future if required. ”

A quote from a parent of a young person who attended Jigsaw for support



JIGSAW

JIGSAW Young people's health in mind

the new theatre

ANOLLY BOOKS

## Strategic Report

### Our Strategy

Our strategy shows what we want to achieve to make sure that **every young person is getting the help and support they need for their mental health.**

Priorities for 2022-2026

#### Goal One:

Achieve better mental health outcomes for young people

#### Objectives

##### Services

- Provide a wider range of therapeutic supports and services for young people
- Increase capacity, reach and accessibility of Jigsaw's supports and services
- Ensure Jigsaw's clinical supports and services are high quality and impactful

##### Mental health promotion

- Increase the range, scope and reach of community-based, mental health promotion workshops and programmes
- Further expand and strengthen our programme of work across all education settings
- Refine and implement a plan for evaluating the outcomes of our mental health promotion work in community and education settings

##### Public awareness and advocacy

- Develop effective communications to better connect young people with Jigsaw's full range of online and psychoeducation services and supports
- Increase public awareness on, and knowledge of, the wider social determinants of youth mental health in Ireland
- We will work with, for and on behalf of young people to advocate for better mental health supports and services at a local and national level





## Goal Two:

Build a high-performing  
organisation fit for the future

### Objectives

#### People

- Maximise strategic workforce and resource planning to better attract and retain talented people
- Build and support leaders for the future
- Continue to foster a people-focused, values-led workplace
- Build and support Jigsaw's volunteers i.e. board members, young people and community volunteers

#### Technology

- Strengthen our technological capacity to better deliver on our strategic priorities
- Harness the opportunities technology affords to enhance organisational processes, improve productivity, drive efficiencies and reduce our carbon footprint
- Improve public facing offerings by providing seamless digital experiences, from first contact to last, for all those that interact with us

#### Funding

- Develop a sustainable, diverse, and multi-annual funding structure
- Develop strategic and productive alliances to expand funding opportunities
- Continue to inspire communities to help us fund our ambitious plans
- Maintain and grow our commitments to be accountable, demonstrate cost effectiveness and provide transparency in all areas of our funding

#### Research & Evaluation

- Conduct focused research to drive understanding of youth mental health needs, mental health literacy, and effective mental health supports
- Continue to invest in robust evaluation so evidence is driving decision-making across all levels of the organisation
- Produce quality evidence to strengthen our reputation and to influence societal change, policy and practice



**Read more** about our strategy for 2022-2026

## Our Progress and Performance in 2025 Goal One

Achieve **better mental health** outcomes for young people

### Services

#### Key Performance Indicators and Highlights

**\*11,064**

Referrals to community - based services, representing a **23.2% increase on 2024.**

**49,335**

**Direct clinical contacts** with young people

**62%**

Of young people achieved **measurable change, showing improvement in either their psychological distress levels or in achieving their therapy goals** (without deterioration in either measure), exceeding the 60% target.

**WAIT TIMES!**

#### Significant Reduction

**Every local service saw its wait time reduce** between January 2025 and January 2026, with the **average wait time for initial appointment reducing from 8 weeks nationally to 4 weeks**, representing a transformative improvement in timely access to care.

**89.1%**

Of young people reported satisfaction with the support they received at Jigsaw.

**89.6%!**

Of parents or carers were satisfied with the support their young person received at Jigsaw.

“ Helped me not feel alone and **gave me space to feel comfortable to talk about my feelings.** ”

A quote from a young person, female 22, who attended Jigsaw for support with their mental health



“ During 2025, the **Live Chat service saw 1,723 young people register, an 11% increase from 2024**, at least in part reflective of an increase in the service hours in the latter part of the year. ”

Jigsaw Annual Report, 2025.

### Provide a wider range of therapeutic supports and services for young people

During 2025, Jigsaw continued to offer several ways to access support for young people. The completion of the service transformation programme across all services marked a fundamental shift in how young people access care at Jigsaw. Single session therapy became available to all young people upon arrival, replacing traditional screening and assessment appointments with immediate therapeutic intervention. This evidence - based approach not only reduced waiting times but also ensured that young people received meaningful support from their very first contact with Jigsaw.

Alongside individual therapy options at each of our hubs, young people were given the option to access their meetings with clinicians via video depending on their preferences.

The Jigsaw Online team continued to offer video - based therapy sessions to young people across regions where Jigsaw is available, in addition to their nationally accessible text - based Live Chat service. During 2025, the Live Chat service saw 1,723 young people register, an 11% increase from 2024, at least in part reflective of an increase in the service hours in the latter part of the year.

The introduction of a standardised single - item measure for Live Chat (the Emotional and Psychological Outcome - EPO - 1) represented an important development in evaluating this service. Preliminary data from November and December 2025 showed encouraging results, with 64% of Live Chat participants rating their mood as poor or very poor prior to engagement, reducing to 19% afterwards.

“ The number of referrals into Jigsaw services reached unprecedented levels throughout 2025. **The 23.2% increase on 2024 figures represents the highest number of referrals ever received in a year.** ”

Jigsaw Annual Report, 2025.

### Referrals to Jigsaw by Year

2025: **11,064**, 2024: **8,945**, 2023: **8,939**



## Increase capacity, reach, and accessibility of Jigsaw’s supports and services

The number of referrals into Jigsaw services reached unprecedented levels throughout 2025. The 23.2% increase on 2024 figures represents the highest number of referrals ever received in a year. Referrals were higher in every quarter of 2025 as compared with the corresponding quarter in 2024, with the gap most pronounced in Quarter 3 when 2025 referrals were 34% higher than the same period in 2024.

This surge in demand is likely contributed to by several factors, including the significantly lower wait times achieved through service transformation, the greater accessibility of the web referral form, and an increased number of referrals through Health-link. Some services saw particularly significant increases, with Meath, for example, seeing a 48% year - on - year increase.

Despite this unprecedented growth in referrals, Jigsaw achieved the transformative goal of reducing wait times across the entire network. The service transformation programme, which concluded during 2025 with go - live in the final tranche of services in July, enabled every local service to reduce its wait time. Average waiting times for an initial appointment reduced nationally from 8 weeks to 4 weeks between January 2025 and January 2026.

This remarkable achievement was made possible through the innovative single session therapy model combined with careful case management and operational responsiveness. Young people began receiving therapeutic support from their first contact, rather than waiting through screening and assessment appointments. For many young people, this single session alongside a follow - up call with a clinician constituted their complete therapeutic engagement with Jigsaw, allowing them to address concerns early before they became more entrenched.

Jigsaw was recognised at the 2025 Irish Health-care Awards, winning Mental Health Initiative of the Year for its work to improve young people’s access to mental health support.

Over the past year, Jigsaw introduced online referrals, single session therapy, and digital improvements, helping increase timely access to care, reduce waiting times, and enable more young people to seek support directly.

It recognises both the dedication of Jigsaw teams and the importance of collaboration and investment in delivering timely, accessible mental health care.



“Some services saw particularly significant increases, with **Meath, for example, seeing a 48% year-on-year increase.**”

Jigsaw Annual Report, 2025.

### Ensure Jigsaw's clinical supports and services are high quality and impactful

Young people who attended Jigsaw for support continued to show strong clinical improvements across multiple outcome measures. 62% of those who completed paired measures achieved measurable change, showing improvement in either the YP - CORE/CORE - 10 measure of psychological distress or in their Goal - Based Outcomes (without deterioration in either measure). This exceeded the 60% target and represented an improvement from 59% in 2024.

Of those young people who set therapy goals, 66% achieved a reliable improvement in achieving their goals, again exceeding the 60% target. These outcomes compare very favourably with best - practice expectations from international benchmarks for youth mental health services in primary care, particularly given the shift to a shorter intervention model for many young people.

Satisfaction levels remained extremely high despite the significant changes in service delivery. 89.1% of young people and 89.6% of parents and carers expressed satisfaction with their experience at Jigsaw.

Importantly, quarterly data showed no decline in satisfaction levels throughout the year as service transformation was rolled out; in fact, there was a marginal increase. This suggests that young people and their families valued the improved access to timely care, even when that care was delivered through a different model than previously.

The value of early intervention was evident in the significant proportion of young people who, after their single session therapy, reported that they had made progress in their goals and decided they did not require further help from Jigsaw. Timeliness was key - these young people were seen within a few weeks of reaching out, getting support close to the point of need before difficulties became more entrenched.

For those young people who requested it, further ongoing support at Jigsaw remained available. Additionally, where more specialist services were needed, early identification and signposting was possible to ensure efficient escalation through the mental health system.

“ **Jigsaw helped me find my voice again.** It showed me that even just by talking to someone, anyone, just by **expressing your thoughts out loud, you can immediately see a solution or get help** from friends and family to most, if not all, problems. ”

A quote from a young person who attended Jigsaw for support with their mental health

## Navigating challenges and strengthening services

The year 2025 presented significant challenges alongside the achievements. The unprecedented 23% increase in referrals occurred in the context of ongoing resource constraints and the complexity of implementing major service transformation across all locations simultaneously.

The completion of the service transformation programme required extensive staff training and support during a period of already high demand. The transition to single session therapy represented a fundamental change in clinical practice for many staff members, requiring them to deliver immediate therapeutic intervention rather than conducting assessments. This cultural and practical shift was achieved through comprehensive training programmes, peer support mechanisms, and strong clinical governance structures.

The challenge of maintaining data quality during this period of transformation was also significant. While 91.3% of the target for direct clinical contacts was achieved, exploration in several services indicated ongoing under-recording of indirect clinical contacts.

Work is underway to ensure greater consistency of recording practices across the network. Similarly, Goal - Based Outcomes completion rates decreased from 71.6% in 2024 to 64.5% in 2025, partly due to clinicians finding it more challenging to identify and agree goals within the initial single session, and partly due to recording issues within the new electronic health record system.

These challenges were systematically addressed through ongoing integration sessions with all service teams, focused work on improving recording practices, and refinement of clinical protocols to better support goal-setting within the single session model. The fact that clinical outcomes remained strong despite these implementation challenges demonstrates the resilience and adaptability of Jigsaw's clinical teams.

The implementation of the new electronic health record system (laptus) across all services, while essential for monitoring service safety and effectiveness, also presented technical and training challenges during the transition period. However, this investment positioned Jigsaw for more sophisticated monitoring of service quality going forward.





## Spotlight

### Delivering Timely Care for Young People

**Jason Smith**, Clinical Director at Jigsaw

#### The reality in 2023

**32 weeks. March 2023.**

A young person referred to Jigsaw in March could expect an appointment in November. This was the reality of the wait time facing young people referred to Jigsaw Cork.

While this length of time for a first appointment was extreme, a number of other services were also seeing demand outstrip the availability of timely first appointments, and the general trajectory pointed to lengthening waits for support. Jigsaw's core aspiration has always been clear and consistent about early intervention: a recognition that if we are able to see and support a young person early enough in their distress, there is a much better chance of supporting their recovery. Such intervention offers young people space to make sense of what is happening to them and equips them with both understanding and the tools to confront their challenges.

In 2023, we were not reaching our own aspirations and expectations, let alone delivering the timely care that young people required.

#### A very different picture by 2026

**4 weeks.**

Fast forward to early 2026 and the average wait time for a young person referred to a Jigsaw service has been maintained, for over six months, at around four weeks - sometimes less and sometimes a little more - but nothing like the double digit waits young people experienced in the early 2020s. More young people continue to come to Jigsaw; they tell us their experience remains very positive, and their outcomes from receiving mental health support are also positive.

The three years of discussion, design, consultation, consideration, implementation, review and refresh that became the new Jigsaw Clinical Model have been all consuming. This work has touched most, if not all, staff during its roll out, and we are proud of the collective effort involved. It has been quite the journey.

As Clinical Director, I have seen first hand the complexity of this change, the commitment required from our teams, and the determination across the organisation to do better for young people seeking our support.

“ This represents a different approach to more conventional ways of meeting with young people, focusing on the issue they are struggling with at their point of distress - **meeting young people where they are, at the time of their need.** ”

Jason Smith, Clinical Director at Jigsaw

### **A new way of meeting young people where they are**

From July 2023 to July 2026, across five phases, all Jigsaw services moved to a single session therapy at the Front Door Model. This represents a different approach to more conventional ways of meeting with young people, focusing on the issue they are struggling with at their point of distress - meeting young people where they are, at the time of their need.

In practice, this means that every young person is offered a high impact therapeutic session when they first come to Jigsaw, providing meaningful support at the point of need rather than an assessment or triage, and helping some young people resolve their difficulties without requiring further intervention.

We have asked a great deal of our teams to join us on this journey, and it is testament to them how fully they have come with us in facilitating the roll out. Of course, there have been queries, questions and moments of apprehension along the way, but there has also been a great deal of trust and investment in this Jigsaw story. At its core remains a fundamental aspiration that every young person's mental health is valued and supported, which has driven us on this journey.

Being able to deliver timely care for young people has always been the unequivocal goal. It feels like we are on the right path.

### **Learning, partnership and what comes next**

We know there are further roads to navigate and much left to learn. We recognise that the new model may not be right for everyone, and we will continue to deepen our understanding of the impact and experience of what we do with and for young people, as well as with staff.

We also know that Jigsaw is one part of a wider network delivering mental health supports for young people. We endeavour to link with and support initiatives at local, regional and national levels and will continue to do so, maintaining our role in supporting young people's mental health across the country through an integrated model. In short, we are part of a 'jigsaw'.

### **Change is possible**

The past three years have shown us that change is possible. They have shown us that change can be difficult, and that we have learned a great deal about ourselves as individuals, as teams and as an organisation. By embarking on this transformation, we can point to real change within Jigsaw's services - change that is delivering timely care for young people in Ireland.

## How the Evidence Informs Care

This section brings together key insights from routine data collection and evaluation, demonstrating how evidence is used to understand demand, monitor access, respond to clinical need and assess impact across Jigsaw services.

### Understanding demand and access

In 2025, Jigsaw received over **11,000 referrals**, representing **10,321 unique young people**. Analysis of referral data shows a clear and consistent seasonal pattern, with predictable increases in demand during the autumn months. This evidence supports proactive service planning and resource allocation across the network.

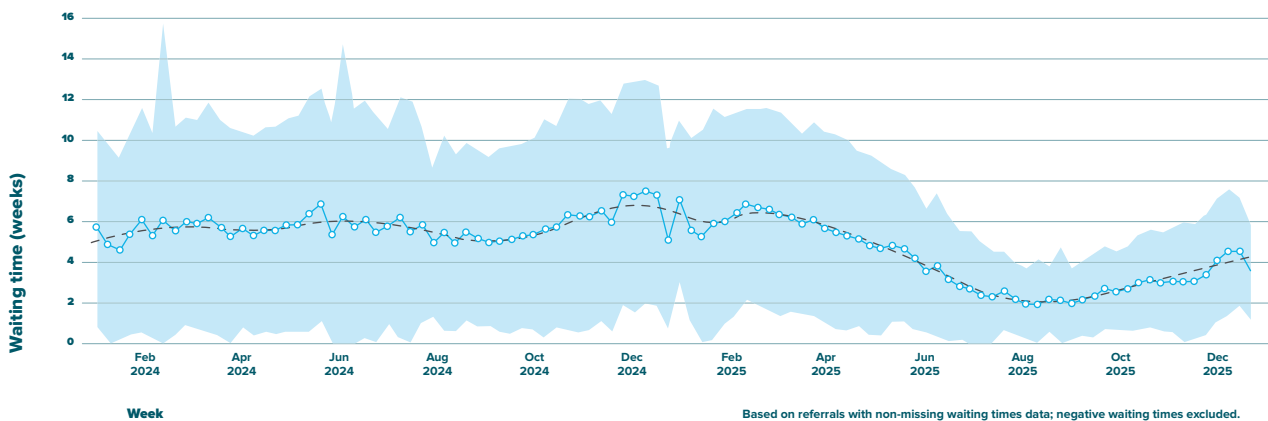
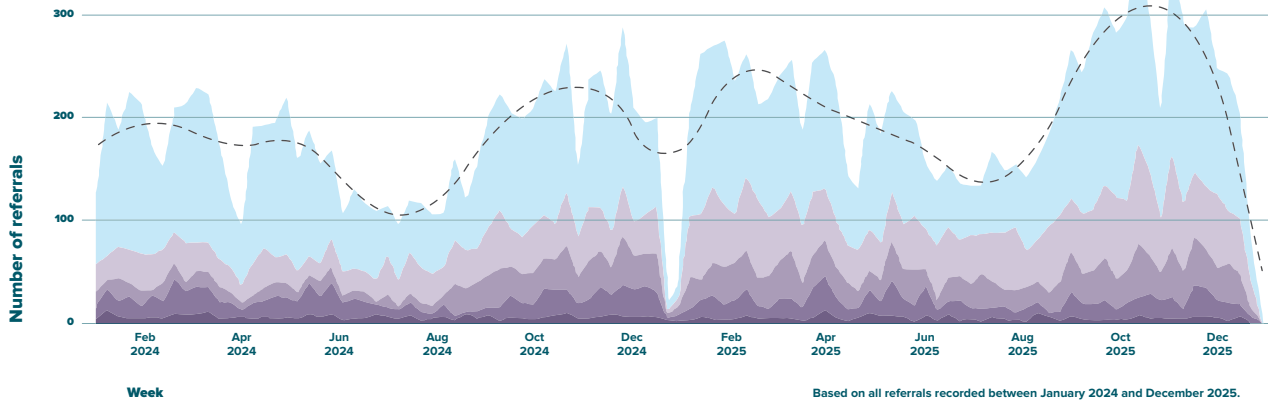
### Monitoring timely access to care

Timely access is a core component of effective early intervention. Despite increased demand across 2025, Jigsaw services maintained consistently low waiting times nationwide. Monitoring waiting time as a key performance indicator supports accountability and helps ensure that young people receive support when it can make the greatest difference.

#### Weekly referrals volume and referral source composition, January 2024 to December 2025

Stacked coloured areas show weekly referral volume by referral source.  
Dark grey dashed line shows the smoothed total trend.  
Blue line shows total weekly referrals.

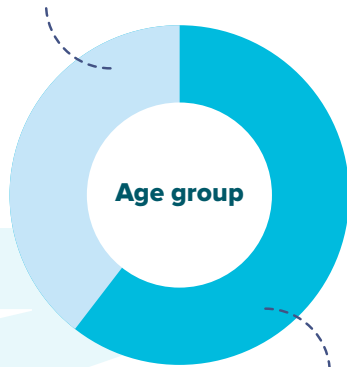
- Referral Source**
- Parent / Guardian
  - Self
  - GP
  - Other
  - AE Other Sources



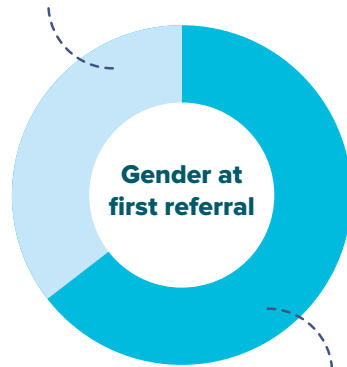
### Who accesses Jigsaw services

Understanding who is accessing services provides important context for planning, equity and inclusion. Evidence from 2025 shows that Jigsaw primarily supports younger adolescents, with higher referral rates among girls. While most young people recorded their ethnicity as White Irish, missing data remains a limitation and a priority for improvement. Over one fifth of young people accessing services were recorded as having a disability.

17-26 years: **38.9%**



Male: **34.7%**



Female: **63.4%**

Not recorded: **18.0%**

Ethnic minority groups: **6.7%**



Other White background: **5.4%**

White Irish: **67.9%**

Recorded disability: **just over one fifth**



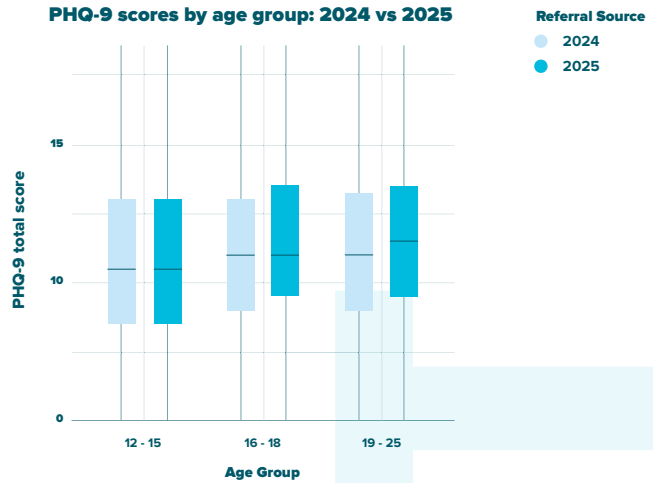
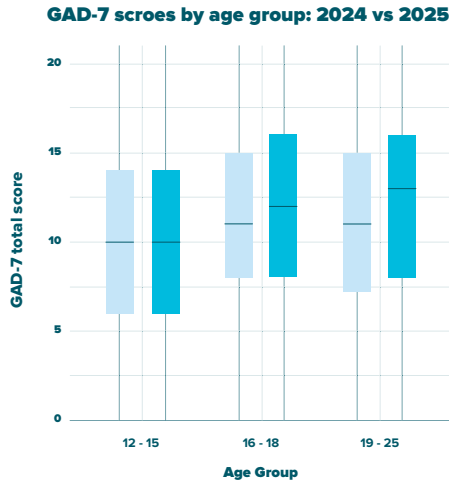
“The friendly atmosphere is comfortable and easy-going, it almost **feels like home**. The support is amazing it’s a very communal place.”

A quote from a young person who attended Jigsaw for support with their mental health



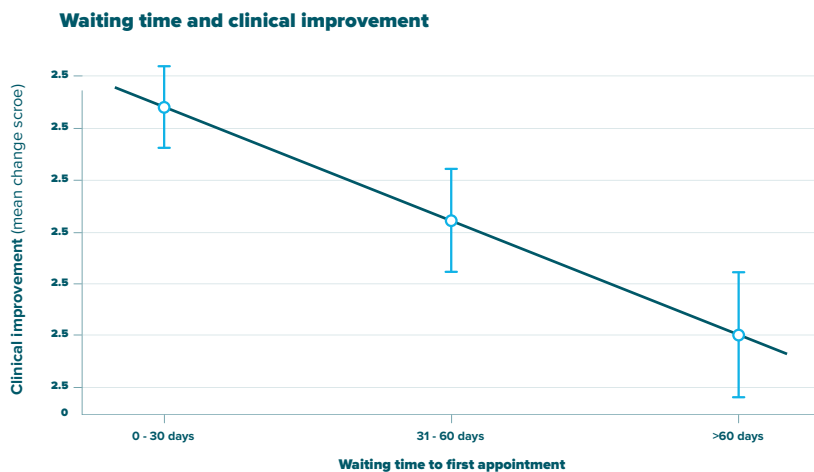
### Responding to clinical need

Data collected at first contact show that many young people present to Jigsaw with moderate to severe symptoms of anxiety and depression. Levels of symptom severity are higher among older adolescents and young adults, highlighting the importance of engaging young people earlier and maintaining timely access to support.



### Measuring impact and outcomes

Monitoring outcomes over time provides essential insight into the effectiveness of services. Evidence from 2025 shows that approximately **six in ten young people** experienced a reliable improvement in psychological distress following engagement with Jigsaw services.



**Every local service saw its wait time reduce** between January 2025 and January 2026, with the **average wait time for initial appointment reducing from 8 weeks nationally to 4 weeks**

Jigsaw Annual Report, 2025.

## Mental Health Promotion Key Performance Indicators and Highlights

**5,809**

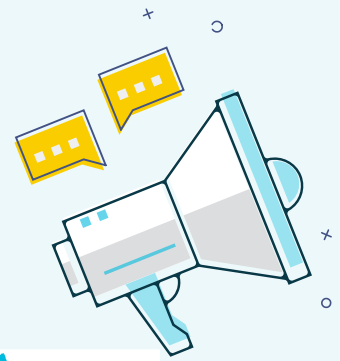
**young people participated in our workshops** across community settings (2024: 3,334).

**2,325**

**6th class students participated in our Move Ahead workshops** to prepare for the transition to post - primary school.

**2,458**

**school staff registered with Neart**, representing 623 post - primary schools (**over 80% of all post-primary schools in Ireland**).



### Increase the range, scope and reach of community-based, mental health promotion workshops and programmes

At Jigsaw, our mental health promotion work focuses on strengthening the protective factors - the building blocks of wellbeing - that help young people feel connected, confident and supported in the places where they live, learn, work and play.

In 2025, 5,809 young people participated in our workshops across community settings, building skills and confidence through practical, strengths - based sessions delivered in partnership with local organisations.

Alongside our workshops, we continued to provide service awareness sessions so that young people know what supports are available and how to access them. In 2025, 8,305 young people attended an awareness session to find out more about Jigsaw's support. We also broadened access through self - directed online learning, with 1,975 people signing up to take part in our self-directed online courses.

In 2025, we undertook a significant piece of organisational work to strengthen and clarify our approach to mental health promotion in communities. While this work has long been a consistent part of what we do, we recognised the need to more clearly articulate its purpose, evidence base and intended impact.

This process involved reviewing national policy and research - particularly evidence on protective factors and health promotion models - alongside structured engagement with staff and leadership across the organisation. Through consultation and dialogue, we developed a shared language and a clearer framework to guide our community mental health promotion work.

The result is a strengthened, evidence-informed approach that positions mental health promotion as a core, multi - level part of our mission.

Grounded in protective factors, our 'Building Blocks for Mental Health' framework supports action at individual, relationship, community and societal levels. It provides greater clarity and consistency for staff, strengthens alignment between local activity and national policy, and enhances our ability to plan, evaluate and demonstrate impact.

In 2025, we developed our new Building Blocks workshop series for young people in community settings. Traditionally, our youth workshops focused primarily on service awareness and mental health literacy. While this remains important, growing evidence shows that strengthening core social and emotional skills has a more sustained impact on young people's wellbeing than information provision alone.

The Building Blocks series is designed with flexibility at its core. Rather than a fixed, one-size-fits-all programme, the workshops consist of a mix-and-match set of modules and activities that facilitators can adapt to the needs, interests and readiness of different groups. This modular structure allows sessions to be tailored to specific community contexts while maintaining a clear evidence base grounded in protective factors and social and emotional skill development.

Each workshop focuses on a specific protective factor linked to positive mental health outcomes, such as coping, self-care, relationship skills and help-seeking. We also delivered training to staff to support consistent, high-quality facilitation aligned with this evidence-informed approach.

The Building Blocks workshops for young people represent an important shift towards a more structured, scalable and strengths - based model for youth mental health promotion in community settings - combining a strong evidence - informed foundation with the flexibility to respond to the diverse needs and experiences of different community groups.

**“ In 2025, 8,305 young people attended an awareness session to find out more about Jigsaw’s support. We also broadened access through self-directed online learning, with 1,975 people signing up to take part in our self-directed online courses. ”**

Jigsaw Annual Report, 2025.



“ It has never been so important that children and student’s mental health is supported in our schools. Particularly with the impact of social media, **it is vital that we support school communities around mental health to ensure that students are equipped to speak about their mental health and wellbeing.** ”

Minister McEntee, Minister for Education and Youth, 2025.

### **Further expand and strengthen our programme of work across all education settings**

Supporting young people where they learn remains central to Jigsaw’s mental health promotion approach. In 2025, 2,325 6th class students participated in our Move Ahead workshops, supporting their transition to post-primary school.

A major development in 2025 was the first full year of Neart, the national programme of wellbeing supports and resources for post - primary schools, delivered by Jigsaw in partnership with NEPS (National Educational Psychological Service) and the Department of Education and Youth. Neart focuses on strengthening the whole - school environment and support systems around

students by fostering positive school culture, supportive relationships and a sense of belonging for all.

Neart offers practical supports to post - primary school staff and parents/guardians to build skills and take evidence - informed actions to promote student wellbeing through a suite of resources and training opportunities. By the end of 2025, 2,458 school staff had registered with Neart, representing 623 post - primary schools (over 80% of all post - primary schools in Ireland), and 2,238 parents / guardians had registered to access supports.



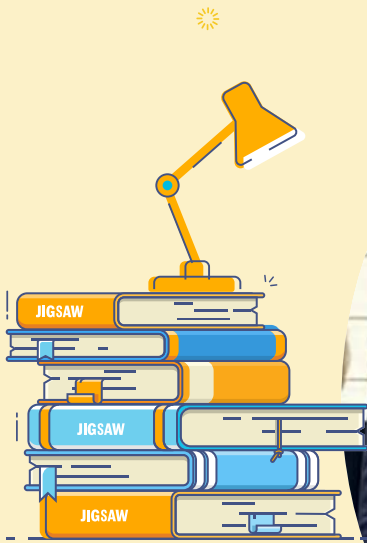
### **Refine and implement a plan for evaluating the outcomes of our mental health promotion work in community and education settings**

In 2025, the organisational work to reframe mental health promotion in communities provided a stronger foundation for evaluating outcomes. By clarifying our evidence base and intended impact, and by grounding our work in the Building Blocks for Mental Health framework, we are strengthening our ability to plan, measure and demonstrate change across individual, relationship, community and societal levels.

The development of the Building Blocks workshop series further supports this work by creating a clearer, more consistent model that can be delivered with fidelity while still being adapted to different community contexts. This balance of consistency and flexibility strengthens quality improvement and supports meaningful evaluation.

Across education settings, Neart was developed with continuous quality assurance built in from the outset. Ongoing engagement with school staff and parents/guardians informs improvement, while collaboration with internal and external partners supports the longer-term evaluation of outcomes.

In 2026, we will continue to embed the Building Blocks approach across settings and progress the evaluation work needed to demonstrate outcomes in a way that is meaningful to young people, schools, communities and funders.



### Spotlight

## Neart - strengthening wellbeing supports in post-primary schools

Officially launched in January 2025, Neart (the Irish word for 'strength') is the national programme of wellbeing supports and resources for post-primary schools, delivered by Jigsaw in partnership with NEPS (National Educational Psychological Service) and the Department of Education and Youth. Neart focuses on strengthening the whole - school environment and support systems around students, promoting and supporting student wellbeing by fostering positive school culture, supportive relationships and a sense of belonging for all.

**Neart is built around three key audiences, recognising that promoting student wellbeing is a shared responsibility:**

- All school staff have a role in promoting wellbeing. Neart provides evidence - based interactive webinars, eLearning courses and an information Padlet for all school staff, based on the wellbeing - related topics that staff most frequently identify as wanting and needing to learn more about, including supporting students to manage anxiety, responding to school reluctance and avoidance, and supporting the wellbeing of minoritised students.
- In recognition of their greater responsibility for student wellbeing, Neart offers regular extended online interactive Masterclasses to Student Support Team (SST) members. We also hosted the first four Neart Regional Conferences specifically for SST members across Ireland's provinces in 2025, where we worked with these key staff through participatory workshops supporting them to translate theory into practice across trauma - informed, relational and student voice topics.
- Parents and guardians play a central role in promoting wellbeing for their young people. Neart offers regular webinars and a podcast series specifically tailored for parents / guardians, ensuring that home and school are taking the same evidence - informed approaches to wellbeing promotion. Topics are informed by the areas identified as most needed by parents who register with Neart.

Neart also includes six classroom - ready, teacher - led wellbeing programmes for students across all school years. These programmes are the only Neart content delivered directly to students, and we fully equip staff to deliver them.

By the end of December 2025, 2,458 school staff had registered with Neart, representing 623 post - primary schools (over 80% of all post - primary schools in Ireland), and 2,238 parents / guardians had registered. In 2025, Neart delivered a blended programme of activity, including webinars, eLearning courses and an information Padlet for school staff, extended online Masterclasses for SST members, and webinars and podcasts for parents / guardians.

Engagement with online learning grew across the year. In total across the 2025 calendar year, we recorded 819 individual SST Masterclass views, 644 individual school staff webinar views, and 741 parent / guardian webinar views. The Neart Padlet launched mid - October and recorded over 2,000 views from over 800 unique visitors in its first 2.5 months. The parent podcast series reached approximately 2,000 plays by late December.

Alongside online delivery, Neart prioritised high - quality in - person engagement to help key staff build shared understanding and practical plans. Neart hosted four Regional Conferences for Student Support Teams and one national event for school leaders, reaching exactly 250 key school staff.

“By the end of December 2025, **2,458 school staff had registered with Neart, representing 623 post-primary schools (over 80% of all post - primary schools in Ireland), and 2,238 parents / guardians** had registered.”

Jigsaw Annual Report, 2025.



“ We are delighted to have started working towards achieving the Neart Wellbeing Award. **As a school community we have already benefitted greatly from the training, resources and the programmes provided by Jigsaw.** ”

Edward McEvoy, Principal, Tullamore College, Offaly,

Feedback from conference participants highlighted the value of the in - person format and the focus on practical application, describing an ‘excellent mix of evidence - based data and practical applications’ and noting how valuable it was to hear about other schools’ experiences and practices.

The Neart Wellbeing Award launched in September 2025 to recognise and celebrate the commitment of schools taking positive steps towards improving wellbeing for students. By the end of December 2025, 70 schools had signed up to engage in the process for this award (now just over 100). If a school meets all criteria by the end of the 2027 academic year through engaging with Neart offerings, they will be awarded a digital badge.

**Edward McEvoy, Principal, Tullamore College, Offaly, reflected on the programme’s value:**

*“We are delighted to have started working towards achieving the Neart Wellbeing Award. As a school community we have already benefitted greatly from the training, resources and the programmes provided by Jigsaw. We know that it is making a difference to mental health and wellbeing in our school. It is a hugely valuable initiative and we would recommend it highly to all schools.”*

Parents also shared how Neart supports are helping to build confidence at home: *“The webinars and podcasts have given me the confidence to talk more openly with my teenagers about sensitive issues like body image, even when I don’t have all the answers... These resources have really opened up these conversations in our house.”*

In our first full year, Neart has had to establish itself as the trusted lead in wellbeing supports for post-primary schools. We have built a strong evidence base into all our offerings, aligned with best practice on mental health promotion, clinical evidence, education pedagogy, and youth voice engagement practice, while constant engagement with our users facilitates a continuous quality assurance and improvement cycle.

We also continue to develop two crucial workstreams: one for supporting the wellbeing of minoritised students and one for engaging parent voice. Into the future, we continue to work with internal and external partners to fully evaluate the Neart programme.



**Read more** about Neart

We are Jigsaw...  
Leading the change in youth mental health.



## Public Awareness and Advocacy

### Key Performance Indicators and Highlights

**60%**

**Prompted awareness of Jigsaw as a charity** supporting the mental health needs of young people reached 60%, remaining static year-on-year.

**\*76%**

**Jigsaw maintained consistently high levels of public trust at 76%**, alongside 54% accurate understanding and **62% propensity to donate.**

**€1.3M**

**Advocacy efforts contributed directly to €1.3 million in additional annual funding** for Jigsaw services announced in Budget 2026.

**Through our work in public awareness and advocacy, we aim to create an Ireland where mental health is prioritised, understood, and supported by all. But this is more than mere awareness for awareness' sake - it is about understanding and influencing action.**

Our goal is to be widely known as a leading provider of young people's mental health services and supports.

### **Develop effective communications to better connect young people with Jigsaw's full range of online and psychoeducation services and supports**

Jigsaw.ie had an estimated 475,173 visits in 2025, representing a 53% increase compared to 2024. The variance between 2025 and 2024 can be accounted by a number of factors. Jigsaw's Digital Team improved their ability to accurately measure web traffic without universal usage of 3rd party cookies. The team also upgraded the website, which included improvements to the site's SEO. 59% of traffic to the site in 2025 came from Google.

In line with our organisational values, we believe in representing the voices, experiences, and opinions of young people and those we support in everything we do. This year, we developed a more proactive approach to multimedia content, aiming to better connect our audiences to our message. We are hugely grateful to Craig Hynes, Venetia Quick, Douglas Riberio and others for supporting our Strength in Stories series.



### **Read Mór 2025**

In September, Jigsaw were delighted to partner with the Arts Council to support Culture Night festivities, as part of their Read Mór initiative, aimed at encouraging young people to embrace reading.

Now in its fourth year, Read Mór was created to extend the spirit of Culture Night to those who may be unable to attend in-person events. The initiative champions Irish writing while recognising the proven benefits of reading for mental health, emotional wellbeing, and social connection.

Read Mór events took place in six Jigsaw services on Culture Night, giving young people across the country the opportunity to connect, explore books, and support young people to discover the mental health benefits of reading, and offered a positive opportunity to garner positive media coverage and increase awareness.

### **First Lady of Ukraine, Olena Zelenska, visit to Jigsaw**

In December, we were delighted to welcome the First Lady of Ukraine, Olena Zelenska, to our Jigsaw service in Dublin's North Inner City. Coinciding with a state visit, the First Lady's visit to Jigsaw focussed on learning, information sharing and collaboration with members of the Olena Zelenska Foundation.

Areas of discussions included emerging global models of primary care youth mental health, clinical staff and governance, funding models and evolution, youth and community engagement, school supports and more.



“ Jigsaw.ie had an estimated **475,173 visits in 2025, representing a 53% increase** compared to 2024. ”

Jigsaw Annual Report, 2025.

“ In 2025, we successfully reached **2,154,138 people** through Instagram and Facebook (17% increase on 2024) ”

Jigsaw Annual Report, 2025.

### **Increase public awareness on, and knowledge of, the wider social determinants of youth mental health in Ireland**

According to bi-annual surveys carried out by NFP Research, prompted awareness of Jigsaw as a charity supporting the mental health needs of young people reached 60%, remaining static year - on - year.

Other positive indicators include strong logo recognition (36%), consistently high levels of trust (76%), accurate understanding of Jigsaw (54%) and a high propensity to donate (62%).

#### **Awareness tracking**

We know how important it is to maintain public awareness of Jigsaw, so we've been tracking our progress closely. We are happy to report that according to our latest survey by NFP Research, awareness of Jigsaw remains consistently strong. In terms of spontaneous awareness, 2% of people surveyed mentioned Jigsaw without prompting.

#### **Media and Social Media**

Jigsaw saw 720 direct mentions across print, online and broadcast media in 2025. We saw considerable coverage come from the publication of our annual report and major fundraising events.

In 2025, we successfully reached 2,154,138 people through Instagram and Facebook (17% increase on 2024); and 724,015 people through TikTok (a decrease of 71% on 2024). In 2025, we focused on core audiences, particularly parents. Instagram and Facebook gave us the best access to that cohort, resulting in a decrease in reach on TikTok.

## **We will work with, for and on behalf of young people to advocate for better mental health supports and services at a local and national level**

### **Youth Advocates**

Advocacy is a core pillar of youth voice at Jigsaw, with Youth Advocates playing an influential role in shaping mental health policy and contributing to local and national conversations. In 2025 our youth advocates took part in political advocacy training. In it young people gain an in - depth understanding of governmental processes and develop the skills to engage directly with decision - makers. This has led to tangible actions, including meetings with TDs, Ministers, and local councillors. Youth Advocates also contribute to policy development through co - authoring briefs, participating in research activities, and engaging in external consultations with organisations and academic institutions. Their voices are represented at national and international levels, including participation in Youth Assemblies, advisory groups, and global conferences, reinforcing Jigsaw's position as a leader in youth participation. Internally, advocacy is embedded in strategic development, with Youth Advocates contributing to the development of Jigsaw's upcoming organisational strategy. This multi - layered approach ensures that young people are not only heard but actively shaping the systems that impact their mental health.

### **Strategy Implementation**

2025 saw our new Advocacy Strategy rolled out across the organisation. Developed with members of our board and youth advocate panel, the new strategy strives to be a strong and active voice in shaping public policy, while also rallying the public's support to enhance the value in, and resourcing for, early intervention and prevention across mental health services and supports.

Updated internal documentation and training was provided across 2025 to support teams on implementation and, in close collaboration with our Research and Youth Voice teams, a series of

policy papers were developed on a range of areas including youth loneliness, social media and early intervention in youth mental healthcare. These policies formed part of a range of submissions to statutory and non - statutory bodies, including Children Rights Alliance, Online Safety Commission, Mental Health Reform and more.

A detailed pre-budget submission was issued to all relevant elected representatives and advisors (and supported by media outreach), as well as specific pre-budget submission to the Department of Further and Higher Education, Research, Innovation and Science outlining a case for investment in Jigsaw's mental health and wellbeing work in Further Education settings.

Throughout 2025, various members of our team continued to support public policy design, development and implementation through membership of various committees and steering groups including, among others, the HSE's Digital Navigator steering group; the National Research Ethics Committee; the National Mental Health Research Collaboration; the HSE's Digital Mental Health Specialist Group, the Department of Children, Equality, Disability, Integration and Youth's Care Experiences Group, the Integrated Youth Services Planning Group, CAMHS Working Group on Single Point of Access, the Child and Youth Mental Health Services (CYMHS) Action Plan Advisory Group, the Department of Health's National Implementation Monitoring Committee for Sharing the Vision, Young Ireland Advisory Council (Department of Children, Equality and Disability) and ESRI Steering Group for the HRB Project 'Mental Health and Wellbeing during the Transition from Childhood to Young Adulthood', organising committee for the International Association for Youth Mental Health Association (IAYMH) International Conference and more.

“ Jigsaw is an organization that **serves young people but is equally driven by young people.** ”

Alba Mullen, Youth Advocate

“ **Jigsaw doesn't just let young people talk, they listen** to what's being said. And use that to inform their work. ”

Royanne McGregor, Youth Advocate



### **Budget 2026**

A direct outcome of our advocacy efforts was the Budget 2026 announcement of new funding for Jigsaw services, announced in October 2025. Following months of ongoing engagement, Jigsaw was allocated an additional €1.3 million in annual funding to support the development of new Jigsaw services in Co. Waterford (serving the Southeast) and Co. Clare, through additional resourcing of our Limerick team.

We wish to acknowledge the significant work of Minister Butler, the Department of Health and the HSE in supporting this expansion of Jigsaw's youth mental health supports.

### **Challenges**

While public awareness and engagement with Jigsaw remains strong, maintaining and growing this awareness in a complex and evolving media landscape continues to present challenges. Ensuring consistent measurement of digital engagement and adapting to changes in analytics methodologies requires ongoing refinement of our communications approach.

In addition, achieving meaningful increases in public understanding of the wider social determinants of youth mental health remains an ongoing challenge, requiring sustained effort across communications, advocacy, and education. Continued demand for youth mental health services, alongside the need for increased public investment and system - wide coordination, underscores the importance of maintaining momentum in advocacy at both local and national levels.

## Spotlight Craig's Story

Offaly man Craig Hynes ran an incredible 100km raising money for Jigsaw. Here he explains what inspired him.

“The longer you're out there, with yourself, **the more you learn about yourself.**”

Craig Hynes, Jigsaw Fundraiser

My name is Craig Hynes, and running genuinely changed my life.

It all started during COVID, when everything went into lockdown. One morning, a mate and I were heading out for a hike in the mountains when we saw a man run straight past us.

“And the two of us just looked at each other, said, right, we need to do this like, if he can do it we can do it.” That was it. I started running - and quickly became hooked. I wanted to go further and further, pushing myself more each time.

At the time, I wasn't in a good place.

“At the time I would have been suffering fairly bad and I would have been on a lot of tablets and stuff.” But slowly, something started to change. Running made me feel stronger - physically and mentally. Over time, I began to feel better, and within two years I was able to come off everything.

“Everything just seemed to click.”

Running gave me something I didn't realise I was missing.



“One day I just broke down crying out running. But out of just sheer joy... from being able to actually feel that happiness that I never felt before, that I thought I couldn't feel.” That feeling made me want other people to experience the same thing. “I want other people to feel this like.”

When I decided to take on a real challenge - running 100 kilometres along the Offaly Way and the Slieve Bloom Way - it felt right to do it for a cause. I chose to fundraise for Jigsaw.

“To give us a boost to do it we said we'd, try and raise some money for Jigsaw.” I only set up the fundraiser the night before. “Got into bed. The next morning, there was nearly two grand. I could not believe it.”

Growing up, I dealt with everything on my own. “I didn't know there was anything like Jigsaw.” That's why supporting them matters so much to me now - so that support is there when young people need it.

“Whoever's willing to get out there, and lace up a pair of shoes... they need you.” If running 100km can help make sure Jigsaw is there for the next generation - it's worth every step. “They'd be more than grateful.”

## Goal Two

Build a high-performing organisation **fit for the future!**

### People

#### Key Performance Indicators and Highlights

**9.25%**

A second WRC pay agreement provided for a **9.25% salary increase** (phased from November 2024 to October 2026), strengthening competitiveness in attracting and retaining staff.

**9.91%**

Continued progress on pay equity, with the mean gender pay gap reduced to **9.91%** (down from 11.8% in 2024) and the median gap reduced to 5.18%.

**78%**

A workforce of 236 staff, with **78% female representation**, reflecting the organisation's people profile and informing ongoing equity actions.



Our people are **our most important asset.**

**Our strategic plan highlights the importance of building a high-performing, adaptable workplace that enables us to deliver improved mental health outcomes for young people. Achieving this requires attracting and supporting talented individuals across all areas of the organisation, including staff, board members and youth advocates, all of whom bring the right skills and share our values. Together, they cultivate a culture aligned with our vision and mission, where people feel a strong sense of ownership, opportunity and belonging.**

Maintaining a resilient, future-focused culture calls for well-rounded leadership and empowered teams. Throughout 2025, we continued to strengthen unity and deepen engagement by elevating employee voices, recognising contributions and investing in ongoing development.

## **Maximise strategic workforce and resource planning to better attract and retain talented people**

Following the conclusion of the first WRC pay agreement in October 2024, a second agreement was reached in April 2025 covering the period from November 2024 to October 2026. This agreement provides for salary increases of 9.25% over the period. While Jigsaw salary scales remain below those of HSE counterparts, the agreement strengthens our ability to attract and retain talented and committed staff across all roles.

We delivered a programme on leadership development and change management to regional and national leaders. We also engaged a global expert in single session therapy to provide specialist training to clinical leaders.

A programme of continuous professional development was delivered across the organisation, including training in Volunteer Management, Solution Focused Brief Therapy and Compassion Focused approaches to working with young people.

## **Build and support Leaders for the Future**

On October 1st, all teams came together in Dublin for the annual All Staff Day under the theme 'Shaping our Future'. This provided an opportunity to reflect on performance against the current strategy and contribute to the development of the new organisational strategy through presentations, panel discussions and collaborative sessions. The day also afforded the opportunity to the team to remember their colleague Kelly Doyle who sadly passed away in August 2025.

We continued to draw on internal expertise to deliver training in key areas such as Fundraising with Impact, Communicating with Impact, Advocacy with Impact, Anti-Discriminatory Practice and Managing Performance.

A Specialist Certificate in Health Promotion was introduced in partnership with the University of Galway, with several staff participating. We also continued our partnership with DCM Learning, providing access to a broad range of e-learning resources.

## **Continue to foster a people - focused, values - led workplace.**

We continued our organisational commitment to becoming a trauma sensitive organisation through the rollout of trauma informed workshops to all teams.

Our partnership with the Irish Centre for Diversity remained central to advancing inclusion across the organisation.

Throughout 2025, we strengthened collaborations with organisations including Vision Ireland, Dyslexia Ireland, the Irish Wheelchair Association and AsIAM, supporting staff to build knowledge, skills and awareness across a range of areas.

**“ Jigsaw helped me understand my anger and how to stop lashing out. ”**

A quote from a young person who attended Jigsaw for support with their mental health

**Build and support Jigsaw’s volunteers i.e. board members, young people and community volunteers**

In 2025, Jigsaw strengthened its commitment to its volunteer community, including Board members, Youth Advocates and community volunteers. A key focus remained ensuring volunteers are meaningfully engaged, supported and empowered to influence decision making across the organisation.

Youth Advocates continued to be embedded across governance, strategy and service delivery. They contributed at local service level, participated in Board and subcommittee structures, supported recruitment processes and informed strategic planning. Structured training - including political advocacy and HR interview training - alongside ongoing learning resources ensured effective participation. Leadership development opportunities included the Youth Advocate Summer Internship and international engagement through Erasmus+ and conference participation.

Listening to young people remained central. The Youth Voice & Engagement team facilitated multiple consultations, including Youth Talk and We Listen engagements, with participation across a range of initiatives such as the Designing a Peer Support Model consultation (30 participants), a Social Media event (24 participants) and a Strategy Day (45 participants). These engagements directly informed service design and organisational priorities.

Youth Advocates also contributed to mental health promotion through initiatives such as the Building Blocks framework and the Neart programme. Lived experience informed content delivered nationwide through webinars, workshops and e learning. Collaboration across internal teams and external partners ensured youth voice remained embedded and impactful.

**Challenges**

While progress has been made, several challenges remain. Jigsaw salary ranges are behind those of HSE counterparts, impacting competitiveness in a challenging recruitment market.

Although the gender pay gap has reduced, structural factors - including representation at senior levels and role distribution across the organisation - continue to influence outcomes and require sustained focus.

Maintaining a resilient, high performing organisation while responding to increasing demand for services also requires ongoing investment in workforce planning, leadership development and staff wellbeing.



“ In our work at Jigsaw it’s imperative that we ensure we’re **doing the right things**, and then **doing those things right...** ”

Dr Joseph Duffy, Chief Executive Officer



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Leading the change in youth mental health.



## **Spotlight**

### **Working with Young People - Listening, Learning, Acting**

**Jigsaw continues to embed meaningful youth participation at the heart of its work, ensuring young people actively shape the policies and strategies that affect their lives. Through two key consultations this year, young people contributed directly to both organisational strategy and national policy development.**

#### **Youth Talk, We Listen - Strategy Consultation**

Youth Talk, We Listen brought together young people aged 16 - 25 from diverse backgrounds to help shape Jigsaw's future strategy. Designed as a genuinely youth - informed process, the event enabled participants to share experiences openly and generate ideas on how mental health supports should evolve. Through facilitated discussions and creative engagement, young people identified key challenges - such as access barriers, academic pressures, and inequality - and proposed practical, solution - focused recommendations.

The consultation prioritised accessibility, inclusivity, and psychological safety, with supports such as quiet spaces, anonymous input options, and youth - friendly facilitation. By stepping back and allowing young people to lead, Jigsaw ensured authentic participation. Insights gathered will directly inform the organisation's 2027 strategy, reinforcing a commitment to co - creation and real impact.

#### **Youth - Led Social Media Policy Consultation**

Jigsaw also worked in partnership with young people to inform Ireland's approach to social media regulation. Through a youth - led consultation process, young people explored the complex relationship between social media and mental health, highlighting both its benefits and risks.

Participants called for stronger protections, clearer accountability for platforms, and better education to support safe online engagement. Importantly, they emphasised the need for youth voice to be central in shaping digital policy. This work demonstrates how young people can contribute meaningfully to national conversations, ensuring policies reflect lived experience.

#### **Moving Forward**

Together, these consultations highlight the value of listening to young people - and acting on what they say. By embedding youth voice across strategy and advocacy, Jigsaw is helping to create a more responsive and inclusive youth mental health system.



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## Technology

### Key Performance Indicators and Highlights

 **50%**

50% of all referrals nationally were submitted through the web referral form by Q4 2025, including 80% of self referrals and 65% of adults over 18, **significantly improving access and engagement.**

**€26,000**

**€26,000 in projected savings** over three years achieved through ICT contract renegotiation and service optimisation.

**50+**

Over 50 laptops refreshed across the organisation, alongside **strengthened cybersecurity through expanded Multi Factor Authentication (MFA).**

### Strengthen our technological capacity to better deliver on our strategic priorities

In 2025, Jigsaw continued to strengthen its technological capacity to ensure ICT effectively supports organisational strategy and service delivery. Collaboration with external partners, peers and internal teams remained central to this work.

Jigsaw's partnership with Ergo, its primary ICT solutions provider, enabled ongoing enhancements to the organisation's ICT estate, particularly in cyber security, system rollouts and process efficiencies. Monthly review meetings ensure that existing technology, especially the Microsoft 365 suite, is actively leveraged to support strategic objectives.

Peer collaboration with organisations including Pieta, Concern and the Irish Cancer Society provided valuable opportunities to share learning, explore innovation and identify efficiencies.

This engagement has delivered tangible benefits such as a complimentary security assessment of the laptus case management system prior to launch.

Infrastructure improvements continued throughout the year. Network enhancements, including the introduction of Wireless Leased Line technology at Beckett House in Dublin 1, improved broadband reliability. Jigsaw IT staff also visited every service nationally to deliver upgrades, preventative maintenance and on site support, helping reduce service disruption and extend the life of ICT assets.

To ensure a strong security posture, IT staff attended external cyber security events, informing updates to security controls, IT policies and the risk register.

“When I left, I was able to leave with my head held high and walk out confident, **knowing that I had the skills I needed to deal with whatever came up.**”

A quote from a young person who attended Jigsaw for support with their mental health

### **Harness the opportunities technology affords to enhance organisational processes, improve productivity, drive efficiencies and reduce our carbon footprint**

Technology was actively leveraged throughout the year to improve efficiency, support flexible working and reduce environmental impact.

Cyber security was strengthened through the extension of MFA across all core systems, including the laptus platform. This has standardised authentication processes while significantly enhancing system security.

Jigsaw also began exploring the use of Artificial Intelligence (AI) tools to enhance workflows and productivity. Automated meeting summaries within Microsoft Teams and Zoom are now in use, supported by the introduction of an AI policy aligned with Irish Government guidance. Microsoft 365 Copilot licences are currently being tested to assess their potential organisational benefit.

The Research team increased its use of tools such as SPSS and Power BI, improving data analysis, reporting efficiency and evidence informed service development, including supporting the implementation of the single session model.

The move to a Cisco only phone system enabled staff to use softphones on laptops and mobile devices, supporting hybrid working and reducing travel. Secure “follow me” printing reduced unnecessary printing, contributing to improved efficiency and a lower carbon footprint.

### **Improve public facing offerings by providing seamless digital experiences**

Making Jigsaw’s services easy to access remains a priority. In 2025, a cross disciplinary team designed, piloted and rolled out the web referral form, enabling young people and families to register online without needing phone or email contact.

Developed in collaboration with young people, clinicians, service staff and Jigsaw’s digital and research teams, the pathway uses clear language and a simple process. Initially piloted in Galway, Donegal and Wicklow, it was rolled out nationally during the year.

By the end of 2025, 50% of all referrals were submitted via the form, with strong uptake among self referrers. In addition to improving access, the pathway has enhanced the quality of referral information, supporting more responsive care. Ongoing improvements continue based on user feedback.


### **Challenges**

Key challenges addressed during the year included resolving Wi Fi service level issues through improved SLAs, managing a large scale device refresh programme, and supporting organisational change following the introduction of the Cisco phone system. Contract renegotiations delivered significant savings, while ongoing ICT planning continues to balance innovation, security and affordability across services.

## Funding

### Key Performance Indicators and Highlights

 **€17,317,227**

In 2025, total income reached **€17,317,227** representing a **2.6% increase** from €16,873,969 in 2024. 

**€2,337,917**

Fundraising income totalled **€2,337,917** representing a **6.9% increase** compared to €2,187,572 in 2024.

**27%**

A key additional indicator is income from **public fundraising**, which **increased by 27% year-on-year, highlighting continued growth in awareness and engagement with our work across Ireland.**

**Across the year, we saw sustained momentum in community and corporate support alongside continued strength in statutory funding, led by the HSE (Mental Health) as our largest and most significant funder. This balance across income streams remains critical to ensuring financial stability while supporting innovation and growth.**

### Develop a sustainable, diverse and multi - annual funding structure

A central focus of our funding strategy is the development of a sustainable, diversified and multi-annual income base. Our four-pillared approach - statutory, corporate, philanthropic and public funding - continues to provide resilience and flexibility in a changing environment.

Statutory funding remains the cornerstone of this model, underpinned by our long - standing partnership with the HSE (Mental Health), which continues to represent the largest proportion of our income and enables us to deliver services at scale across Ireland. This support is critical in ensuring the stability, reach and consistency of our services for young people and their families.

In 2025, we also continued to build on other multi-annual statutory commitments. Notably, the continuation of the Neart programme, delivered in partnership with the Department of Education and Youth and the National Educational Psychological Service (NEPS), reflects a growing emphasis on early intervention and mental health promotion within the education system.

Alongside this statutory base, we continue to expand income from corporate, philanthropic and public sources. This diversified funding model strengthens our ability to invest in innovation and service development while reducing exposure to risk within any single income stream.



## Develop strategic and productive alliances to expand funding opportunities

Our statutory partnerships remain fundamental to our work, with the HSE (Mental Health) continuing as our most significant partner, complemented by support from other government departments. These relationships enable us to deliver accessible, community-based services nationwide.

Corporate partnerships also continued to expand in 2025. Our partnership with M&S Ireland gained strong momentum in its first full year, engaging staff and customers through a range of initiatives. At the same time, existing partnerships, with Starbucks, Addleshaw Goddard, PRL Custodian and others, continued to deliver meaningful support, demonstrating the value of long-term collaboration.

We also welcomed new corporate partners during the year, further strengthening our network and opening up additional opportunities for growth and engagement. It is a real pleasure to be working in partnership with these amazing organisations to support the mental health of even more young people.

2025 saw philanthropy continue to play an increasingly important role in Jigsaw, supporting us to innovate and scale. At Jigsaw, philanthropy is vital as it creates the conditions for impact, growth, and long-term sustainability.

We are deeply appreciative of this support, which has been instrumental in helping us respond quickly to emerging needs, test new ideas and invest in areas like research, community supports, innovation and digital transformation. Philanthropic partners for 2025 included the Sunflower Charitable Fund, the Community Foundation of Ireland, the Starbucks Foundation and the Smurfit Westrock Foundation as well as a number of other large donors who wish to remain anonymous.



“ **Community fundraising income increased by 23.2% compared to 2024**, reflecting both increased participation and deeper, more sustained engagement with supporters. ”

Jigsaw Annual Report, 2025.

**Continue to inspire communities to help us fund our ambitious plans**

Support from communities across Ireland remains a vital and growing part of our funding model. In 2025, we saw a significant increase in public participation, with both donations and fundraising activity continuing a strong upward trend.

Community fundraising income increased by 23.2% compared to 2024, reflecting both increased participation and deeper, more sustained engagement with supporters. A growing number of events have become established annual fixtures, demonstrating long - term commitment from schools, clubs and local groups.

We also expanded our presence in challenge-based fundraising events, attracting new supporters and building stronger connections with existing ones. This continued growth reflects a strong sense of shared purpose and commitment to supporting young people's mental health.

**Maintain and grow our commitments to be accountable, demonstrate cost effectiveness and provide transparency in all areas of our funding**

We remain committed to maintaining the highest standards of governance, accountability and transparency across all areas of our funding. Strong financial oversight and clear reporting processes ensure that resources are used effectively and deliver maximum impact.

During 2025, we continued to strengthen internal controls and governance frameworks, alongside ongoing review and refinement of key policies. Open communication with funders - including the HSE (Mental Health), our statutory and corporate partners, and the wider public - remains central to building and maintaining trust.

This focus on accountability not only supports compliance with best practice but also reinforces confidence in our organisation and the impact of our work.

**Challenges**

Despite strong performance across several income streams, 2025 continued to present challenges within an increasingly competitive and uncertain fundraising environment.

While our statutory funding base, led by the HSE (Mental Health), provides essential stability, there remains an ongoing need to grow and diversify income to meet rising demand for services and support future development.

Maintaining momentum in community and corporate fundraising also requires continued investment, innovation and engagement, particularly in a changing economic climate where giving behaviours may be affected.

In this context, strengthening long-term partnerships and continuing to broaden our funding base remain critical priorities.



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## Research and Evidence

### Key Performance Indicators and Highlights



**39** research, policy and knowledge **translation outputs delivered in 2025**

**20** **outputs published or presented** externally at national and international level

**11** **internal research and evaluation reports or presentations** informing service improvement

**1** **peer reviewed publication in the Journal of Early Intervention in Psychiatry** reporting outcomes for nearly 5,000 young people

**Multiple national policy submissions informed by research and evaluation evidence**  
**Ongoing contribution to European and collaborative research initiatives**

### Conduct focused research to drive understanding of youth mental health needs, mental health literacy and effective mental health supports

Research activity in 2025 focused on strengthening understanding of the mental health needs of young people accessing Jigsaw services and the effectiveness of supports delivered.

Routine outcome measurement played a central role in this work. Measures including the PHQ 9, GAD 7, CORE 10, YP CORE and Goal Based Outcomes supported consistent assessment of mental health

needs at entry to care and monitoring of progress over time. At an individual level, these measures informed shared discussions between clinicians and young people; at service level, they strengthened oversight of quality, safety and consistency across services.

Insights generated through this programme informed service design, clinical training and wider contributions to mental health literacy and evidence-based practice.

**“ It got me to see a point of view that I’ve never seen before. Made me start thinking things I’ve never thought I would’ve thought. **You really helped me through a tough time in my life.** ”**

A quote from a young person who attended Jigsaw for support with their mental health

“ **I thought Jigsaw was amazing.** There should be more out there for teens. **They helped me get my life back,** and I know that more teens need that kind of support. ”

A quote from a young person who attended Jigsaw for support with their mental health

### **Continue to invest in robust evaluation so evidence is driving decision making across all levels of the organisation**

In 2025, continued investment in evaluation and data infrastructure strengthened Jigsaw’s ability to use evidence in day-to-day decision making and service improvement.

The Research and Evaluation team supported the ongoing development of Jigsaw’s electronic health record (EHR) system, iaptus, including improvements in automation, appointment scheduling and reporting. Real time dashboards were expanded to enable services to monitor key clinical and operational indicators, while the introduction of a web-based referral system supported more accessible routes into care.

Significant progress was also made in data governance, including the introduction of a data dictionary, minimum dataset and guidance materials to support consistent data collection. The Data Governance Committee met regularly to ensure strong safeguards were in place and that information was used responsibly and consistently across the organisation.

Alongside monitoring activity, targeted evaluations examined clinical outcomes associated with different modes of therapy and explored factors linked to stronger improvement for young people.

### **Produce quality evidence to strengthen our reputation and to influence societal change, policy and practice**

Evidence produced through research and evaluation activity continued to strengthen Jigsaw’s national and international profile in youth mental health.

In 2025, a peer reviewed study published in the Journal of Early Intervention in Psychiatry reported outcomes data from nearly 5,000 young people. The findings demonstrated that approximately six in ten young people experienced a reliable improvement in psychological distress following engagement with Jigsaw services.

The team also supported multiple national policy submissions, contributed to European research collaborations, and advanced youth led knowledge translation initiatives addressing key issues affecting young people’s mental health.

### **Challenges**

While progress was made throughout 2025, several challenges remain. Demand for services continues to increase, alongside rising clinical complexity. Evidence from evaluation activity highlights the importance of maintaining timely access to care, as longer waiting times are associated with poorer outcomes for young people. Persistent gaps in some demographic data and the need for ongoing investment in digital and analytic infrastructure also remain key priorities.



## Spotlight EQUICARES

**EQUICARES is a European research project that aims to improve access to mental health-care for people who often face extra barriers to getting support. These include young people, members of the LGBTQIA+ community, the Roma community, migrants, ethnoreligious minorities, unaccompanied minors, older adults, people with disabilities, and those affected by natural disasters.**

As part of the project, Jigsaw is leading a research study to better understand the challenges these groups experience when trying to access mental health services. The study is being carried out across several European countries, with pilot sites in Ireland, Germany, France, Spain, Bulgaria, Greece, and Türkiye.

In 2025, members of the Jigsaw Research Team attended workshops and conferences in Greece and Türkiye to help prepare for this important work. Jigsaw also delivered training to research partners to support safe, ethical, and sensitive data collection with people living in vulnerable situations.

EQUICARES is funded through the Horizon Europe programme, supporting collaboration between research and practice partners across Europe. Jigsaw's study will be completed in 2026, when the Research Team will produce a report summarising the findings. These insights will help inform the next stages of the EQUICARES project, where practical solutions will be developed and tested to make mental healthcare more accessible. The findings will also contribute to national and international policy discussions, helping to advocate for better mental health supports for people who are often underserved.



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## Looking forward to 2026 and beyond

### 20 years of impact and global leadership

2026 marks Jigsaw's 20th anniversary - a significant milestone that offers an opportunity to reflect on our development, evolution, and growth. While the need for our services remains as pressing as ever, this moment allows us to recognise the collective contribution of our staff, supporters, funders, and volunteers, all of whom have shaped Jigsaw over the past two decades.

In November 2026, Jigsaw - together with the Department of Health, the HSE, and Fáilte Ireland - will co-host the International Association for Youth Mental Health's biennial conference at Dublin's Convention Centre. This global event will bring together professionals, researchers, policymakers, organisations, young people, and families to advance advocacy and drive system reform. We are honoured to play a central role in welcoming over 1,000 international delegates to collaborate on solutions that improve youth mental health outcomes worldwide.

### Strategy, leadership and future direction

This year also marks the final phase of our current organisational strategy, Together. Development of our next strategy is well underway and is expected to conclude in September 2026. It will guide our priorities in a changing environment, remaining ambitious both for the organisation and, most importantly, for the young people we support.

2026 will also see the departure of our CEO, Dr. Joseph Duffy, whose leadership has made a lasting impact on Jigsaw. Succession planning is in progress, with recruitment commencing later in the year. We acknowledge both the strength of his contribution and the challenge of appointing a successor capable of building on this legacy.



### Service delivery, growth and advocacy

Operationally, our focus remains on delivering early intervention solutions across multiple settings. Demand for our services in the first three months of 2026 increased by 33% compared to the same period in 2025, reinforcing the importance of embedding our single session model of care across the network. Expansion is also a priority, with new services planned for Waterford, south Wexford, south Kilkenny, and Clare following additional funding in Budget 2026.

Our community approach - Educate, Advocate, and Integrate - continues to underpin our work, alongside sustained advocacy for enhanced mental health supports in the Further and Higher Education sector. We will work closely with policymakers and elected representatives to ensure youth mental health remains a national priority, while mobilising public support for early intervention and prevention.

Through our partnership with NEPS and the Department of Education, we aim to achieve national coverage of the Neart programme, supporting wellbeing in post - primary schools.

“ Demand for our services in the first three months of 2026 increased by 33% compared to the same period in 2025, reinforcing the importance of embedding our single session model of care across the network. ”

Jigsaw Annual Report, 2025.

### Sustainability and looking ahead

Financial sustainability remains a key focus. We continue to manage resources carefully while seeking increased support from public, private, and philanthropic sources. Our staff remain our greatest asset, and we are committed to supporting them within a strong, values - driven culture.

As we look ahead, we do so with cautious optimism. 2025 affirmed our capacity for innovation and progress. While 2026 will bring change - including new leadership, strategy, and services - we remain united in our commitment to ensuring every young person's mental health is valued and supported.

“ It was an amazing experience. The people that are involved in Jigsaw are inspiring. ”

A quote from a young person who attended Jigsaw for support with their mental health

## Caring for the Environment

Jigsaw remains committed to operating in an environmentally sustainable way, **recognising the responsibility we hold to protect the planet and contribute positively to the communities we serve.**

**Care for the environment continues to be embedded in our organisational ethos, guiding both everyday decisions and long-term planning.**

### Our approach

Environmental sustainability is reflected in our organisational values and strategic objectives. We continue to prioritise the use of technology to streamline processes, increase efficiency, and reduce our carbon footprint. Across services, teams are supported to integrate sustainable practices into their work, from mindful resource use to more sustainable procurement decisions.

Building on previous initiatives, the focus remains on embedding practical actions that are achievable and impactful at a local level, while contributing to wider organisational goals.

Work has progressed on the development of a Sustainability Hub, which acts as a shared resource for services, offering guidance, tools, and ideas to promote sustainable practices. This initiative is intended to maintain momentum and encourage collaboration, ensuring that sustainability remains a visible and active priority across the organisation.

### Sustaining progress in 2025

Over the past year, Jigsaw has continued to build on established sustainability initiatives, maintaining a consistent and steady approach. Teams have sustained efforts such as reducing waste, limiting paper use, and identifying opportunities for efficiencies in energy and resource consumption. Locally led projects have continued to highlight the value of collective action, contributing to improvements in workplace culture, cost savings, and environmental impact.

Importantly, the voice of young people continues to shape our approach. We recognise their call for stronger action and remain committed to responding in a meaningful and responsible way. While our approach has remained consistent, the continued integration of environmentally conscious practices demonstrates our ongoing commitment to supporting long-term change.

“ I liked being able to talk about my feelings with **nobody judging me** ”

A quote from a young person who attended Jigsaw for support with their mental health

“ And for me, I have found a real sense of belonging since I joined Jigsaw. ”

Damien Coyle, Jigsaw Service Manager

## Equality, Diversity and Inclusion (EDI)

### EDI accreditation

Jigsaw remains deeply committed to fostering a culture of equality, diversity, and inclusion across all areas of our work. In 2025, we were proud to be re-accredited with the Investors in Diversity Silver Award from the Irish Centre for Diversity, recognising our ongoing efforts to create inclusive and equitable services and workplaces. This builds on the strong progress made in 2024, including being named the winner of the Diversity and Inclusion Award in the Not-for-Profit sector at the 47th annual Published Accounts Awards.

### Partnerships & data collection

We have continued to strengthen our understanding of the needs of diverse communities through partnerships with organisations such as Vision Ireland, AsIAm, and Dyslexia Ireland.

Significant progress has also been made in strengthening our data and evidence base. A new data collection system was introduced to capture the EDI characteristics of young people using our services, following pilot testing with youth participants. Importantly, these insights are shared in accessible formats, ensuring inclusive communication and supporting more equitable outcomes for all young people.

### Gender Pay Gap

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It 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.

A total of 236 staff were in scope for the analysis in this report (i.e. employed in Jigsaw at 30th June 2025). In analysing the results, it is evident that Jigsaw has a predominately female workforce with 78% (184) of staff being female and 22% (52) male. The mean Gender Pay Gap for 2025 was 9.91% which is down from 11.8% in 2024. The median Gender Pay Gap for 2025 was 5.18% down from 5.84% in 2024. When looking at part time staff, the mean and median are both significantly lower at 0.52% and 3.02% respectively. Whilst there has been some improvement, males in Jigsaw are currently earning more than females. The reasons for this include:

- the proportion of males in senior leadership roles versus women
- the predominance of females in more junior roles throughout the organisation.

“ **It’s a great service, and it really helped me through a rough time and helped me to change my thinking for the better.** ”

A quote from a young person who attended Jigsaw for support with their mental health



## Financial review

How we manage the money you give us **€17,317,227 total income**

**The statement of financial activities and balance sheet for the year ended 31st December 2025 are shown on pages 97 and 98.**

**Thanks to the generosity of government funding (primarily through the HSE (Mental Health)), our nationwide network of supporters and the huge efforts of our partners, employees and volunteers, our total income for 2025 was €17,317,227 (2024: €16,873,969).**

This was a 2.6% increase on 2024 thanks in large part to the impact of additional funding for salary increases arising from pay awards secured at the Workplace Relations Commission, and through a growth in fundraising and grant income.

In terms of expenditure, our total level increased by 1.5% to €17,256,954 in 2025 (2024: €16,863,422).

### Need for increased sustainable funding

Overall, for the year, we had a small €60,273 surplus (2024: €10,457 surplus) of income over expenditure. Having budgeted for a breakeven outturn, this represents a very satisfactory result.

Jigsaw continues to utilise its own fundraised income to supplement HSE funds in maintaining its existing level of service. In addition to €184,256 of unrestricted funding, in the region of €565,000 of restricted funding raised from non - HSE sources was utilised in the delivery of services. This represents a systemic funding gap of €770,000 that is required to be raised to ensure that the current level of service continues to be delivered. In 2026 this will be met to some extent by the time related savings to be realised on funding allocated for the expansion of Jigsaw, but this is not in any way sustainable in the medium to long-term as we experience increasing rates of referrals on a monthly basis.

The second WRC agreement (approved by unions in March 2025) ensures that we have funding available to apply salary increases totalling 9.25% on a phased basis between October 2024 and October 2026. While this is of great assistance in mitigating one of our key risks, that of attracting and retaining quality staff, Jigsaw's salary scales and general employment terms and conditions still lag behind those of our counterparts in the HSE. This impacts on our competitiveness in the employment market for skilled staff.

While funding was approved in 2025 to expand our services to Waterford, south Wexford and Clare, many parts of the country remain outside of our catchment areas, meaning that there continues to be large numbers of young people who cannot avail of Jigsaw's face to face services.

The systemic funding gap, the pay imbalance with our HSE counterparts, and the lack of access to Jigsaw face-to-face supports for over 25% of the age demographic that we support, make it clear to us that increased investment in early intervention youth mental health services is needed urgently if we are to make a real, meaningful difference to the mental health and wellbeing of all of Ireland's young people.

The level of funding for mental health in Ireland continues to be among the lowest in Europe, while levels of reported anxiety, depression and low - mood one of the highest.

In line with Jigsaw's ambition to ensure that every young person's mental health is valued and supported, we continue to reach and support more young people than ever before. Now, as we look forward, we must ensure that alongside this growth in service delivery comes an appropriate growth in sustainable funding.

### How we raised our money

Our primary income source is the HSE through a national service level agreement with the Mental Health section. In 2025 we received €13,666,183 (2024: €13,481,384) to fund the delivery of our community - based Jigsaw services, currently in 14 locations around Ireland.

We also received funding from the local HSE unit in Galway towards the operation of Jigsaw services in that community. The total of local HSE funding in 2025 was €894,031 (2024: €886,681).

The increases on both the national and Galway agreements arose from the allocation of funding that arose from the WRC settlement to bring “section 39” organisations’ (such as Jigsaw) pay levels closer into line with the HSE levels.

Our fundraising income for 2025 was €2,337,917, which is an increase of 6.9% on our 2024 figure of €2,187,572. This includes donations from the general public, national and local events, community activities, trusts and grants, corporate support, and pro-bono support through the provision of services and facilities. There is a summary breakdown on page 105.

The 2025 return on investment in fundraising is 4.0:1 (excluding pro - bono income) and 4.3:1 (including pro - bono income). The 2024 comparative ratios are 3.1:1 and 3.2:1 respectively. The increase in these ratios was driven by a decrease in our cost of fundraising arising from non - recurrence of redundancy costs incurred in 2024 and a strong performance throughout the year from our fundraising team.

	<b>2025 €</b>	<b>2024 €</b>
<b>Fundraising income</b>	2,165,498	2,069,911
<b>Pro-bono support</b> (see further detail below)	172,419	111,661
<b>Total fundraising income</b>	<b>2,337,917</b>	<b>2,181,572</b>
<b>Cost of generating funds</b>	544,414	674,220
<b>Return on Investment in fundraising</b> (excluding pro-bono support)	4.0 : 1	3.1 : 1
<b>Return on Investment</b> (total fundraising income)	4.3 : 1	3.2 : 1

### Pro-bono support

The value of pro-bono support can vary year on year. In 2025 pro-bono support of €172,419 (2024: €111,661) was achieved and consisted of supports for services and for premises, including premises in a number of Jigsaw service locations being provided free or at a reduced rate to the value of €97,640. We also received pro-bono support from the FAI in relation to advertising space donated at Irish international soccer games at the Aviva Stadium.

“ **Jigsaw turned up the brightness in my life** when things seemed the darkest. ”

A quote from a young person who attended Jigsaw for support with their mental health

“ **Jigsaw was a fantastic support to both me and my child. I can't thank ye enough for all the help.** I'm so glad I discovered ye in my time of need. ”

A quote from a parent of a young person who attended Jigsaw for support

## How we spent our money

**€17,256,954 total expenditure**

The summary breakdown on page 110 provides an overview of our **€16,712,540 expenditure on charitable activities** in 2025. This expenditure relates to Goal 1 of our strategic plan, which is to achieve better mental health outcomes for young people through services, mental health promotion and public awareness and advocacy.

The bulk of our charitable expenditure at €14,541,716 went on delivering Jigsaw services, providing expert support and information in communities across Ireland. We continue to invest in improving and increasing the reach of our services and supports. We have continued to develop more online information and support services for young people, parents and carers, and those who work with young people. This allows Jigsaw to provide supports in all the counties of Ireland to the young people who need us most.

We also spent €478,547 during the year on mental health promotion and €368,788 on public awareness and advocacy. A further €1,323,489 was spent on related support costs. You'll find a more detailed analysis of our charitable expenditure in note 5 to the financial statements and more information on the nature of the expenditure throughout this report.

Despite funding challenges, we are still very much committed to investing in our existing income streams that are important for our future, as well as investing in new fundraising initiatives. The **cost of raising our income in 2025 was €544,414**, a decrease of 19% on our 2024 figure (€674,220), primarily reflecting savings on redundancy costs we had incurred in 2024.

It is our intention throughout 2026 and beyond, to continue to monitor the results of our investment in fundraising initiatives. We rely heavily on our unrestricted income to enable us to be innovative in how we achieve our objectives, and it is essential that we obtain the best value for money in generating this income.

## Reserves policy

In accordance with recommended best practice for charities, Jigsaw maintains a reserves policy. The board reviews the reserves policy annually prior to the approval of the financial statements and the current policy is set out as follows:

- Reserves are funds that have built up over time when income has exceeded expenditure and generated a surplus. These funds help to maintain the financial stability of the charity and provide protection against unexpected events or costs.
  - Available reserves exclude restricted funds, since those funds must be spent in a specific way on Jigsaw's charitable activities. An example of this type of funding is income received from the HSE, which is used to deliver services in accordance with the service level agreement in place between Jigsaw and the HSE.
  - Available reserves also exclude any designated funds that are unrestricted funds allocated by the board for a particular future use or project relating to any of Jigsaw's charitable purposes.
  - The board may decide to cancel any designation of funds if it decides not to progress with a project.
- Jigsaw is a charity that provides mental health services to young people and those who support young people. We provide our services at no charge to users to help make our services accessible to everybody who needs them.
  - The local Jigsaw service delivery is resourced through an annual service level agreement with the HSE. Continued funding is required from the State each year in order to continue to be able to deliver these services.
  - Funding by public bodies is insufficient to cover annual expenditure, and therefore Jigsaw relies on fundraising income to allow it deliver on all aspects of its work. Any shortfalls in planned fundraising income could affect Jigsaw's ability to deliver on all its planned activities in any particular year.
  - Jigsaw may need to fund short-term cash flow deficits to cover periods of expenditure before the related grant income or funding is received.
  - Jigsaw may need to be able to demonstrate the ability to provide matching funding in relation to new projects, or when making applications for new sources of funding.
  - Jigsaw needs to act prudently in respect of its statutory obligations to employees.

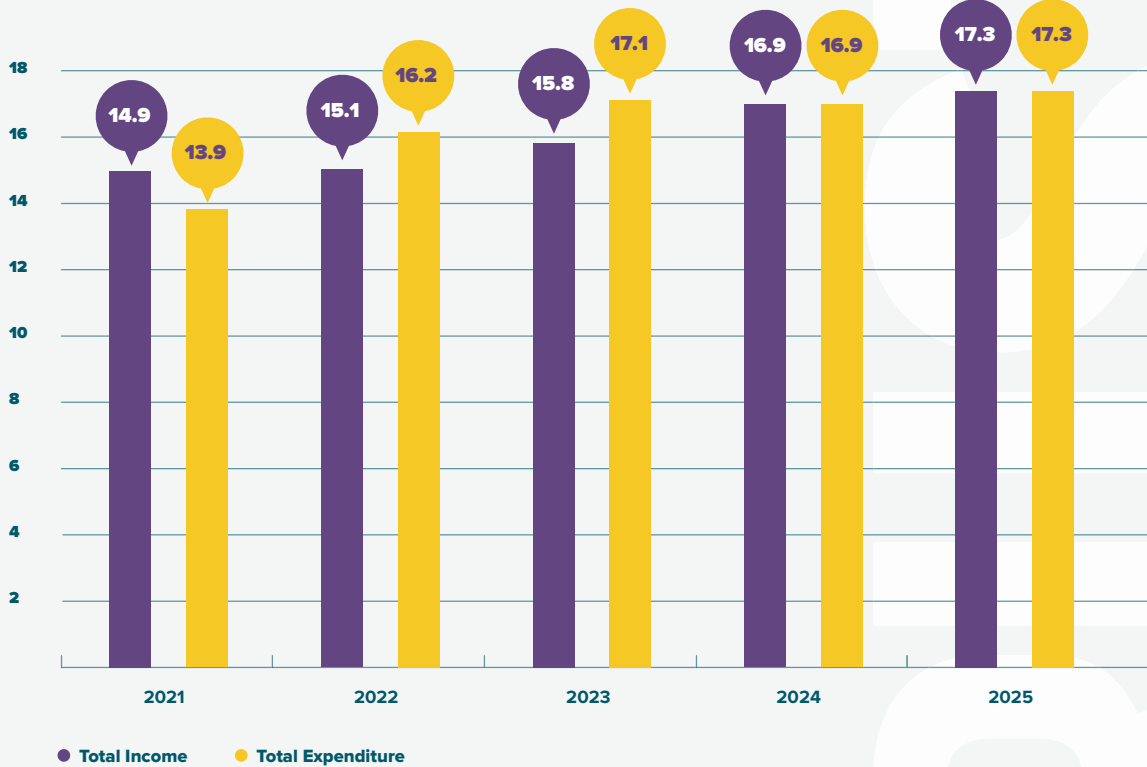
At year-end, the board policy is to review the overall level of unrestricted funds and designate amounts to future activities where possible. The board will set out the rationale for retaining any remaining general reserves at year-end in the annual financial report. The board considers the following points in deciding on an appropriate level of general reserves to be held:

The level of reserves is kept under constant review by the Finance subcommittee until the end of 2025. From 2026 onwards this will be the responsibility of the newly formed Audit, Finance and Risk subcommittee. The review is conducted through monthly financial reporting throughout the year and the production of annual audited accounts. The level of reserves is also reviewed by the board in conjunction with the annual budgeting process and prior to the approval of the annual financial statements.

**Five year income and expenditure trends**

A review of our income and expenditure over the last five years shows that we've increased income by 16% in that period, while expenditure has increased by 24%. This ongoing trend highlights our need for increased sustainable funding to finance our work in the years ahead.

**Jigsaw income and expenditure 2021-2025 (€m)**



**Review of reserves at 31st December 2025**

The total amount of reserves at the end of 2025 was €1,944,089 (2024: €1,883,816). This was made up of unrestricted funds of €1,578,701 (2024: €1,582,639) and restricted funds of €365,388 (2024: €301,177).

At the previous financial year-end, 31st December 2024, Jigsaw had designated funds of €601,814 to fund 2024 activities and provide funding for multi-year work programmes.

The board has reviewed the total unrestricted funds held at 31st December 2025 and has considered the level of designated funds within this. It has been decided to designate €498,712 in total of unrestricted funds. This amount represents the net book value of Jigsaw's fixed assets at year-end and is therefore not available for other purposes.

After deducting the designated funds €498,712 from total unrestricted funds of €1,578,701, this leaves a remaining unrestricted general reserve fund balance of €1,079,989.

The board has considered the points outlined in its reserves policy above and in the Guidance on Charities Reserves document issued by the Charities Regulator, in deciding on an appropriate level of general reserves to be held at year end. The board believes it is prudent to hold a minimum general reserve equating to three months of targeted fundraising income for 2025 to help protect Jigsaw's activities in the event of any unforeseen circumstances – this equates to a level of €575,000 this year. Due to ongoing

economic uncertainties and the funding of the health sector in general, the board has taken a prudent approach again this year in setting its general reserves at 31st December 2025 by not designating any further unrestricted funds, and retaining €1,079,989 as a general reserve – the equivalent of five months' targeted fundraising income for 2025. This represents a €504,989 excess over our targeted minimum general reserve.

More details on restricted funds and unrestricted funds are provided in note 15 to the financial statements.

### **Our investments**

Jigsaw does not hold any financial investments. Any funding surplus to current requirements is held in Irish bank accounts and is readily accessible. Funds may be held in Irish deposit accounts and in current accounts in line with policies and procedures approved by the board.

Investing surplus funds in deposit accounts is considered a low-risk investment for Jigsaw. It is not proposed at this time that Jigsaw consider other investment options, given the increased level of risk with speculative investments. The board reviews the appropriateness of this policy on an annual basis.

### **Pension schemes**

Jigsaw operates a defined contribution pension scheme for eligible employees, which we actively encourage our employees to join. The introduction of My Future Fund, the State - sponsored retirement savings scheme (effective 1st January 2026), led Jigsaw to introduce a second tier to its pension scheme that allowed membership at a lower contribution rate of 1.5% employee / 2% employer. This tier effectively mirrors the My Future Fund scheme, whilst allowing employees to move to the main Jigsaw scheme at their own discretion.

### **Post balance sheet events**

There have been no significant events affecting the charity since the year end.

### **Taxation status**

The charity is a closed company within the meaning of the Taxes Consolidation Act, 1997. We have a charitable tax exemption from Revenue and our registered charity number is CHY17439.

### **Going Concern**

Based on the results for the year, the year-end financial position and the approved 2026 budget, the board believe that Jigsaw has adequate resources to continue in operational existence for the foreseeable future. For this reason, the board continues to adopt the 'going concern' basis in preparing the financial statements.

### **Statement on relevant audit information**

In the case of each of the persons who are directors at the time this report is approved in accordance with Section 332 of the Companies Act 2014:

- (a) so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- (b) each director has taken all the steps that he or she ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

### **Accounting records**

To ensure that adequate accounting records are kept in accordance with Sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the charity's office at 16 Westland Square, Pearse Street, Dublin 2.

## Principal Risks and Uncertainties

At Jigsaw, we define risk as **anything that can adversely affect our ability to achieve our objectives to support young people's mental health, sustain our operations, maintain our reputation or meet regulatory requirements.**

**We see risk as being inherent in what we do and the decisions we make.**

**We seek to understand the risks we face or create and plan to operate within an acceptable level of risk-taking.**

However, we also know that we must innovate and take risks to reach all the young people that need our support.

### Risk management process

We ask all our employees, in everything they do, to be aware of the risks to what they are trying to achieve, to assess the potential seriousness and chance of them occurring and to manage them for the benefit of the people we support.

We minimise risk through our process and controls, captured in a risk register. The register identifies the principal risks, their impact and control effectiveness, and the actions necessary to manage them.

Risks and mitigating actions relating to our clinical work are regularly scrutinised at each Quality and Safety subcommittee meeting, by the senior management team and the board of directors.

The process is supported by our governance structure and maintaining a strong system of internal controls. This includes:

- an approved plan and annual budget against which progress is reported on a regular basis, including monthly financial reporting of actual results compared with budgets and forecasts
- an annual review of financial controls by an external auditor, reported to the Audit, Finance and Risk subcommittee
- regular reviews across all areas of our operations with the results of each review reported to management, the Audit, Finance and Risk subcommittee, and via the Chief Executive Officer, to the board of directors
- key policies on clinical governance, child protection and welfare, safeguarding vulnerable adults, usage of IT, data protection, health and safety, complaints and reporting of same
- formal consideration by the board of quarterly risk assessments and the risk management process, in which the charity's operational internal controls have been reviewed
- a written policy on delegation of responsibility from the board to the executive and a segregation of duties policy.
- a performance management system that supports our staff by reviewing individual performance against objectives in the preceding year and setting objectives for the year ahead, taking account of professional and personal development needs.

**“ Jigsaw is the best place to be if you're having a rough time. Thanks guys! ”**

A quote from a young person who attended Jigsaw for support with their mental health

## Risk management roles and responsibilities

### Board of directors

Maintains strategic oversight of risk across the organisation through:

- consideration of the Chief Executive Officer's risk report at each board meeting
- an annual review of risk and the risk management process from a strategic perspective.

### Audit, Finance and Risk subcommittee

(merged with the Finance subcommittee to form the Audit, Finance & Risk subcommittee in 2026)

Responsible for:

- a regular review of risk across the organisation
- overseeing implementation of the risk management processes by the senior management team to provide assurance that appropriate risk management processes are in place.

### All subcommittees

Responsible for:

- identifying areas of risk and appropriate mitigation measures relevant to their subcommittee area
- overseeing compliance with all regulatory and legal requirements relevant to their subcommittee area
- providing assurance to the audit and risk subcommittee that risks have been identified and actions to mitigate against risks have been taken
- supporting the senior management team in implementing recommendations to address risk.

### Chief Executive Officer

Responsible for:

- including risk as a standing item in the Chief Executive Officer's report to each board meeting
- reporting high level risks to the board
- on an annual basis bringing a report to the board on organisational risk, including recommendations in relation to priority risk areas to address in the coming year
- reporting changes in the organisational / corporate risk register to the board, including flagging any new risks that have emerged.

The Chief Executive Officer designates a Risk Officer with specific responsibility for:

- ensuring there is a risk policy and process
- coordinating risk management and risk review
- communication of the risk policy to staff
- bringing risk considerations from other board subcommittees to the Audit, Finance and Risk subcommittee
- reporting to the Audit, Finance and Risk subcommittee of the board of directors.

### Senior management team

Each member of the senior management team has responsibility for risk in their defined areas of responsibility, yet collectively the senior management team holds responsibility for:

- reviewing risk across the organisation, i.e. across all risk domains as articulated in the risk register
- implementation of risk policy across the organisation
- continuously improving risk management policy, strategy and supporting framework.

### Regional and local managers

Ensure staff in their teams comply with the risk management policy and foster a culture where risks can be identified and escalated by taking a lead role in developing and maintaining local risk registers.

### Staff and contractors

Responsible for informing themselves of risk policy, complying with risk management policies and procedures. This includes identifying risk and notifying relevant individuals with responsibility for managing risk.

## Our risk register

Following on from our work on risk management in 2024, we concluded our analysis of each function from a risk perspective. This analysis involved each function manager reviewing the operational areas in their function, documenting the risks and controls associated with each area, and how those controls are implemented in practice. Incidents / near misses that may have occurred in each operational area are also documented.

The risks are assessed as to their potential impact on Jigsaw's operations as a whole, who owns the risk and what would be a "Plan B" if the risk were to crystallise. The associated controls are assessed as to how effective they are, how regularly they are reviewed, and whether there are any supplementary controls that could be adopted to manage the risk better.

This "bottom-up review" coupled with the "top-down review" of our strategic risk register has given us a comprehensive analysis of risk throughout the organisation and enables the development of internal audit programmes that can prioritise review of the areas where assurance is most needed.

The principal risks that we have identified, along with our actions to manage them have remained consistent over the last number of years with only marginal changes. Examples are set out as follows:

### **Failure to secure sufficient funding to meet needs in 2026/27**

#### **Mitigating action:**

- Early and comprehensive budget planning process
- Focus on controlling expenditure, primarily payroll
- Seeking increased and sustainable funding from HSE and other funders
- Maintaining positive relationship with HSE
- Balanced budget top priority for senior management team

### **Data and cyber security including ransomware attacks and system failure, resulting in reputational damage, financial loss and loss of access to our data**

#### **Mitigating action:**

- Robust back-up protocols
- Multi factor authentication to access systems
- Investment in cyber security software protections
- Data protection and cyber security awareness training for all staff
- Robust data protection policies and procedures that are regularly tested
- Regular phishing attack simulation exercises

### **Negative impact on service delivery arising from recruitment and retention challenges for clinical staff**

#### **Mitigating action:**

- Focused clinical induction programme to support retention
- Varied and rich internal CPD programme to support clinical staff professional development
- Flexible working options introduced
- Endeavouring to be competitive on remuneration.

### **Reduction in unrestricted reserves to minimum levels over the last three years that may impact on our ability to deliver fully on our strategy**

#### **Mitigating action:**

- Continue to develop new fundraising initiatives
- Set targets for rebuilding unrestricted reserves
- Focus on controlling expenditure and obtaining best value for money.



### **Non-adherence to clinical policies, procedures and guidelines (including clinical risk assessment and management) contributing to harm of a young person**

#### **Mitigating action:**

- Robust policies, procedures and guidelines in place with which staff are familiar
- Comprehensive clinical induction programme
- Ongoing clinical continued professional development
- Regular clinical supervision and case discussion
- Regular audit of case notes in relation to risk assessment and management.

### **Continued high demand for services outstripping capacity and resources**

#### **Mitigating action:**

- Our service transformation project
- Clinical recruitment campaign
- Where appropriate, transfer of young people from services with longer wait times to those with shorter ones and to online service
- Management of cancellation lists to ensure earliest possible appointment is offered.
- Expansion of Jigsaw services to new catchments as funding allows (Waterford/ Clare in 2026)

Key areas of risk that will be focussed on in 2026 include data and cyber security, the impact of AI on how Jigsaw conducts its work and general risks associated with the global economy (the Middle East crisis, the war in Ukraine, etc) which can impact on the funding environment. As risks continue to emerge, they are reviewed by function managers and discussed at senior management, subcommittee and board level with a view to developing plans for mitigation.

#### **Other feedback and assurance controls:**

We have both an internal and external complaints and grievance procedure. This enables appropriate reporting and consideration of feedback on how we can improve how we work.

Through the early part of 2025, our outsourced internal audit programme remained on hold while we finalised our risk review process across the organisation. In place of the internal audit programme, we continued to implement our Risk and Control Self-Assessment (RCSA) process. This involves each member of the senior management team, as part of their monthly meeting with the CEO, reviewing and documenting incidents, near misses and formal control breaches that mattered in the previous month. In addition to this, and in a forward looking way, growing concerns and areas for optimism into the future are reviewed and documented. The outputs of these meetings are tabulated, consolidated and reported to the board in a way that enables a comprehensive understanding of the full range of risk and control issues that the management team are engaged with, and allows a trend analysis identifying recurring issues of concern and optimism. The success of and engagement with the RCSA process has motivated us to maintain it into the future.

In October 2025, as part of our ongoing review of controls, a peer policy validation exercise was carried out on Jigsaw's Suicidality and Self-Harm Assessment and Management Framework by a fellow youth mental health organisation based in Australia called Headspace. The exercise was commissioned by Jigsaw's Quality and Safety subcommittee in conjunction with our Audit & Risk subcommittee. It was encouraging that that the review gave assurance that our policies, procedures and guidelines in this area of Jigsaw's clinical governance framework were found to be consistent with best practice.

The establishment of our updated risk management process informed the selection of key areas of focus for our internal audit programme. Towards the end of 2025 we commenced the planning of our 2026 internal audit programme, and the programme recommenced in 2026.

We are compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Adults) Act 2012. Our child protection policies follow Children First (2017) and Our Duty to Care (2002), and best practice recruitment policies and procedures.

We engage proactively with legislation, standards and codes developed for the charity sector. We are compliant with:

- The Companies Act 2014
- The Charities Act 2009
- The Charities Governance Code
- The Charities Triple Lock
- The Charities SORP (FRS 102)

## Governance, Structure and Management

**Jigsaw is a trading name of the National Centre for Youth Mental Health CLG, a charitable company limited by guarantee incorporated on 31st May 2006.**

The charity was established under a memorandum of association and is governed by a constitution.

The objective of the charity included in the memorandum of association is to preserve and protect the mental health of young people in Ireland by:

- advancing education and learning in the science and practice of mental health care
- promoting research therein and the publication of the useful results of such research
- providing or assisting in the provision of mental health care for those in need of such care.

### The Board of Directors

Jigsaw is governed by a board of directors who give their time and advice freely as volunteers.

Board members are appointed for a three-year term, and are eligible for reappointment for two further consecutive three-year terms (for a maximum tenure of nine years).

All directors are non-executive and receive no remuneration for their services. They represent a diverse range of relevant experience and skills. They meet regularly and have responsibility for overseeing the organisation. The CEO is not a member of the board of directors.

Board member expenses are reimbursed where claimed, full details of which are disclosed in the financial statements. There have been no arrangements entered into during 2025 in which a board member was interested.

Jigsaw board members sign up to a code of conduct for directors and sign a declaration of interest form. A question asking if there are any conflicts of interest or loyalties is a standing item on all board and subcommittee meeting agendas. The conflict of interest policy was last reviewed by the board at its meeting in October 2024.

The board governs in accordance with a Terms of Reference (last reviewed March 2025). This document sets out the decision-making functions that are reserved for the board including:

- Approval of organisational strategy and vision, mission and values
- Approval of annual budgets and operational plans including procurement contracts, acquisition and disposal of assets over €100,000 in value
- Appropriate risk management policies
- Oversight of CEO and senior management remuneration and organisational remuneration policy
- Review of performance against strategic and operational objectives

The Terms of Reference also sets out how decision-making authority is delegated to the CEO, the senior management team and other managers.

### Chair

The Chair is elected by the board. The appointment is for a period not exceeding three years. At the end of three years, the Chair may be re-appointed for a maximum further three years.



We are Jigsaw...  
Leading the change in youth mental health.

### **Board Effectiveness Review**

Jigsaw has a policy of having annual board evaluations with every third evaluation exercise conducted by an external organisation. Towards the end of 2025, BetterBoards commenced work on carrying out this evaluation, conducting desktop reviews of documentation, sitting in as observers at a board meeting, as well as interviewing a broad range of internal and external stakeholders. Their findings and recommendations were discussed during a stand-alone workshop with the board in February 2026. Among the main areas for discussion were:

- Potential for full board membership for youth advocate representatives
- Improvements of a number of board processes
- Recommendations around CEO transition process
- Restructuring of subcommittees
- Revisit skills audit of board members

A plan was developed for the implementation of short and medium term actions arising from the finding to be revisited at board meetings throughout 2026.

### **Recruitment of new members**

The HR and governance subcommittee conduct a skills audit of the needs of the organisation at board level as required. From this, the board and Chief Executive Officer seek to identify new directors to match the skills needed on the board. We advertise publicly for new board members with particular skills and experience as required, and also seek recommendations from board and subcommittee members.

After reviewing potential applicants, a short list is drawn up and the most suitable are invited to meet with the Chairperson, the Chief Executive Officer and a youth advocate. Following this, recommendations are brought to the board for approval.

### **Training and learning**

Board members participate in formal and informal training across the year to aid their ongoing development.

#### **Visit to Jigsaw in North Fingal:**

The Jigsaw Board incorporated their annual training and learning into a two-day session in 2025, in order to maximise their time and engagement with a Jigsaw service. The first day involved a visit to Jigsaw in North Fingal (Swords), with an informal meeting with, and presentation by, the team on their work at the service and in the community. Board members had discussions with staff and youth advocates on the day-to-day work they undertake, giving a greater understanding of the community they work in in North Fingal as well as a breakdown of service users and referral information. There was an afternoon session with members of the board and the senior management team. There was a discussion on the potential for Jigsaw's expansion into new catchment areas, informed by youth population data across those areas. There was further discussion on a strategic approach to achieving expansion including costings, timings and consideration of appropriate prioritisation of areas for expansion.

#### **Jigsaw board and subcommittee session:**

Following the in-service day in North Fingal, the Jigsaw Board and external members of all the Jigsaw subcommittees attended a day-long session at Jigsaw National Office. This provided the opportunity for members of the Board and subcommittees to attend presentations and brainstorm on the work of Jigsaw going forward. The presentations included an update on changes in the mental health landscape over the last year; Youth Voice and Governance in Jigsaw; and Jigsaw in the Community – Innovation and Development. The day closed with an update on progress in developing our new strategic plan allowing board and subcommittee members to provide some initial thinking on Jigsaw's direction of travels from 2027 onwards.

## Board of directors for 2025/26

The directors who served during the year were:

### Simonetta Ryan, Chair

(appointed 22nd July 2025)

**Start of term** 28/04/20

**End of current term** 18/07/26

**Experience** Retired Assistant Secretary General with the Department of Employment Affairs and Social Protection. Previously worked in the Department of Health and the Department of Finance.

**Skills and knowledge** Public institutions, research, politics, policy analysis, strategic planning.

### Martin Scully

**Start of term** 21/08/18

**End of current term** 19/07/27

**Experience** Chief Executive Officer of Oyster Capital Partners

**Skills and knowledge** Accountancy, private sector, funding, governance.

### Dr Emer Smyth

**Start of term** 08/09/20

**End of current term** 18/07/26

**Experience** Research Professor at the Economic and Social Research Institute (ESRI)

**Skills and knowledge** Research, education, school to work transition, gender, comparative methodology.

### Dr Ruth Melia

**Start of term** 18/10/22

**End of current term** 18/10/28

**Experience** Clinical Psychologist and Associate Professor in Clinical Psychology, University of Limerick

**Skills and knowledge** Psychology, clinical supervision, research, mental health.

### Liz Chaloner

**Start of term** 23/05/23

**End of current term** 23/05/26

**Experience** Former Senior Manager/Director with Centre for Effective Services; independent consultant in child welfare, well-being and safeguarding; interim manager in several not-for-profit organisations

**Skills and knowledge** Leadership and management, children's rights and policy, research, social inclusion and equality, social work.

### John Crawley

**Start of term** 14/02/24

**End of current term** 14/02/27

**Experience** Risk Management Consulting & Training Consultant

**Skills and knowledge** Risk, strategic planning, accounting, management

### Dr Karen O'Connor

**Start of term** 14/02/24

**End of current term** 14/02/27

**Experience** Consultant Psychiatrist and the National Clinical Lead for the Early Intervention in Psychosis Programme.

**Skills and knowledge** Psychiatry, clinical governance, mental health, healthcare.

### Celine Moore

**Start of term** 22/07/25

**End of current term** 22/07/28

**Experience** Retired HR Director with the Department of Social Protection.

**Skills and knowledge** HR management, public sector operations and policy, corporate governance

### Paul Crone

**Start of term** 22/07/25

**End of current term** 22/07/28

**Experience** Director of the National Association of Principals and Deputies (NAPD)

**Skills and knowledge** Education, youth participation, HR management, government relations

### Tom Costello

**Start of term** 27/01/26

**End of current term** 27/01/29

**Experience** Programme executive with Atlantic Philanthropies, former member of Charities Regulatory Authority, former Chair of Children's Rights Alliance

**Skills and knowledge** Policy and advocacy, children's rights, corporate governance, philanthropy, government relations, strategy development

**Dr Jacinta Stewart**

(term as Chairperson ended 22nd July 2025)

**Start of term** 17/05/17

**Retired from Board** 25/11/25

**Experience** Retired Chief Executive Officer of City of Dublin Education and Training Board, Chair of the State Examinations Commission.

**Skills and knowledge** Education and youth policy, public services, quality standards, equality, diversity and inclusion.

**Tammy Donaghy**

**Start of term** 25/01/22

**Retired** 08/12/25

**Experience** Board member of the Mental Health Commission and Youth Employability Support Worker

**Skills and knowledge** Advocacy, youth participation, community outreach.

**Brian Geoghegan**

**Start of term** 21/09/16

**Retired** 22/07/25

**Experience** Businessman and former Chairman of FAS and former IBEC Economic Affairs Director

**Skills and knowledge** Private sector, governance, funding.

**Mary Cunningham**

**Start of term** 27/01/16

**Retired** 24/01/25

**Experience** Director of the National Youth Council of Ireland

**Skills and knowledge** Youth policy, youth participation, community sector

**Senior management team**

The board delegates the day-to-day management of Jigsaw to a senior management team:

**Chief Executive Officer**

**Dr Joseph Duffy**

*Joseph has been the CEO of Jigsaw since 2016. He has over 25 years' experience as qualified Clinical Psychologist and has worked in the area of mental health managing and delivering services across all age groups and within institutional and community settings.*

**Director of Services**

**Sarah Cullinan**

*Sarah joined Jigsaw in 2015. Before joining, Sarah held several management roles at Pobal, a not-for-profit organization managing government - funded programs in early years, social inclusion, equality, and reconciliation.*

**Clinical Director**

**Jason Smith**

*Jason joined Jigsaw in 2018 having previously worked as a social worker and across different sectors of health and social care in Greater Manchester for over 15 years prior to moving to Ireland.*

**Director of Mental Health Promotion**

**Siobhán McGrory**

*Siobhán joined Jigsaw in January 2016. Prior to that, Siobhán worked as an independent Health Promotion Consultant, for statutory, voluntary and community organisations and Government Departments.*

**Director of Communications and Fundraising**

**Mike Mansfield**

*Mike joined Jigsaw in October 2016 from overseas children's NGO Plan International Ireland, following a previous career spanning publishing, marketing, public relations and telecoms.*

### **Director of Finance and Operations**

#### **Peter McDevitt**

*Peter joined Jigsaw in November 2022 from international development NGO, Self Help Africa where he served as Chief Financial Officer for fourteen years. He had previously worked as CFO with aid agency, GOAL.*

### **Director of Research**

#### **Dr Jeff Moore**

*Jeff has nearly twenty years' experience in the implementation and evaluation of community - based and primary care mental health service. He has been centrally involved in shaping the design, delivery, and ongoing evaluation of Jigsaw.*

### **Director of Human Resources**

*Currently vacant*

### **Board subcommittees**

The board has delegated specific responsibilities to a number of subcommittees, each of which has detailed terms of reference and reports to the board.

The Chair of the board is an ex-officio member of all subcommittees, with the exception of the audit and risk subcommittee. They receive all subcommittee papers, but attend meetings only as required.

### **Audit and risk subcommittee**

The role of the audit and risk subcommittee is to provide strategic advice and oversight for organisational risk, internal auditing, the annual external audit of the financial statements and any other external audits and reports to the board.

The subcommittee is chaired by a board member, and consists of at least two other board members, and at least one external member. The subcommittee should meet at least once a year, and more times if required. This subcommittee met five times during 2025.

Relevant staff members and additional board members attend as required. Matthew Norman was appointed as a youth advocate representative in 2025.

**Chair:** John Crawley

### **Finance subcommittee**

The role of the finance subcommittee is to provide strategic advice and oversight for the financial performance of Jigsaw against the financial and fundraising goals and targets.

The subcommittee is chaired by a board member, and consists of at least two other board members, and one external member. The subcommittee should meet at least four times a year, and more times if required. This subcommittee met five times during 2025.

Relevant staff members attend as required. Sean Greene was appointed as a youth advocate representative in 2025.

**Chair:** Martin Scully

*\*The Audit & Risk and Finance subcommittees were merged into a single subcommittee in early 2026 - further information below*

### **HR and governance subcommittee**

The role of the HR and governance subcommittee is to provide strategic advice and oversight for policies and practices relating to the governance of Jigsaw, the recruitment of board members and employment of staff.

The subcommittee is chaired by a board member, and consists of at least two other board members, and one external member. The subcommittee should meet at least four times a year, and more times if required. This subcommittee met four times during 2025.

Relevant staff members attend as required.

**Chair:** Celine Moore

### **Quality and safety subcommittee**

The role of the quality and safety subcommittee is to provide strategic advice and oversight for the quality and safety programme for Jigsaw, and ensure compliance with all regulatory and legal requirements.

The subcommittee is chaired by a board member, and consists of at least two other board members, and two external members. This subcommittee met five times during 2025.

The Chair of the board, Chief Executive Officer, Clinical Director, Director of Services and other members of the staff team attend as required. Youth Advocates may be requested to be in attendance.

**Chair:** Dr Ruth Melia

### **Research subcommittee**

The role of the research subcommittee is to provide strategic advice, direction and exercise oversight of the organisation's work concerning research and evaluation.

The subcommittee is chaired by a board member and has external members with expertise in the area. This subcommittee met four times during 2025.

Relevant staff members attend as required.

**Chair:** Dr Emer Smyth

### **Education subcommittee**

The role of the education subcommittee is to provide strategic advice and oversight of Jigsaw's work in primary, post-primary, further and higher education.

The subcommittee is chaired by a board member, and consists of at least one other board member, and external members with expertise in the area. This subcommittee met four times during 2025.

Relevant staff members attend as required.

**Chair:** Paul Crone

\*An external evaluation of Jigsaw board and governance was undertaken in late 2025 / early 2026. Among the recommendations arising from the evaluation and agreed by the board was the formation of two new subcommittees which have become operational in 2026. The Audit & Risk subcommittee has merged with the with the Finance subcommittee to form a **new Audit, Finance and Risk subcommittee**. This subcommittee is chaired by **John Crawley**.

In January 2026, the board has also established a new sub- committee on **Youth Voice & Engagement and Mental Health Promotion**. This subcommittee is chaired by **Liz Chaloner**.

“ **Very helpful and lovely people... gradually my confidence got better** ”

A quote from a young person who attended Jigsaw for support with their mental health



We are Jigsaw...  
leading the change in youth mental health.



**Board and subcommittees meeting attendance during 2025**

	Board	Audit and risk	Finance*	HR and governance*	Quality and safety	Research	Education
<b>Number of meetings</b>	7	5	5	4	5	4	4
<b>Simonetta Ryan</b> (Chair from 22nd July)	7/7			4/4			
<b>Martin Scully</b>	6/7		5/5				
<b>Dr Emer Smyth</b>	5/7					4/4	2/4
<b>Dr Ruth Melia</b>	5/7				5/5		
<b>Liz Chaloner</b>	5/7			4/5			
<b>Dr Karen O'Connor</b>	5/7				5/5		
<b>John Crawley</b>	4/7	4/4					
<b>Celine Moore</b>	2/2			4/4			
<b>Paul Crone</b>	1/2						3/4
<b>Dr Jacinta Stewart</b> (Chair until 22nd July)	7/7						
<b>Tammy Donaghy</b>	0/7						
<b>Brian Geoghegan</b>	4/5	2/3		3/3			4/4
<b>Mary Cunningham</b>	1/1						
<b>External members:</b>							
<b>Aideen Mooney</b>		5/5					
<b>Aoife Geraghty</b>		3/5					
<b>Kate Nugent</b>		5/5					
<b>Matthew Norman</b>		2/2					
<b>Nadya Gargan</b>			3/5				
<b>David Fitzgerald</b>			4/5				
<b>Sean Greene</b>			2/2				
<b>Dr Ian Daly</b>					3/5		
<b>Dr Michael Drumm</b>					5/5		
<b>Eva Lenihan</b>					4/5		
<b>Jack Kirby</b>					3/5		
<b>Dr Pat O'Hara</b>						3/4	4/4
<b>Kathy Walsh</b>						2/4	
<b>Prof Barbara Dooley</b>						2/4	
<b>Sophie Kathryn</b>						3/4	
<b>Alison Warren Perry</b>						2/4	
<b>Eamonn Gaffney</b>							2/4
<b>Suzanne Dillon</b>							3/4
<b>Maureen Murray</b>							4/4
<b>Alexandra Cioarec</b>							1/1
<b>Frank Oandasan</b>							0/1

\*The Chairperson of the board is an ex-officio member of each subcommittee and receives all subcommittee papers, but does not attend all subcommittee meetings.



**We are Jigsaw...**  
Leading the change in youth mental health.

## Transparency and Accountability

**At Jigsaw, it is vitally important to us to be open and honest in everything that we do.**

We strive to be one of Ireland's most trusted charities and, to actively demonstrate openness, transparency and integrity to our beneficiaries and donors, Jigsaw operates to the Charities Institute Ireland Triple Lock Standard of transparent reporting, good fundraising, and governance.

From 2021 we formally adopted and adhere to the requirements of the Charities Governance Code, as devised by the Charities Regulator.

Our financial accounts are published annually. They are prepared in accordance with the UK best practice Statement of Reporting Practice (FRS102), in the absence of statutory reporting standards for charities in Ireland.

Jigsaw's 2023 annual report won Chartered Accountants Ireland Published Accounts Award in the large not-for-profit category and was shortlisted in 2022 and 2025. Over the past nine years we have been shortlisted seven times for the Good Governance Awards and won four times, most recently in 2023.

The accounting records of the company are maintained at Jigsaw, 16 Westland Square, Pearse Street, Dublin 2.

We have always lodged our reports with the Companies Registration Office (CRO) and the Charities Regulator.

All our previous reports are available on our website, [jigsaw.ie](https://www.jigsaw.ie)

### **Independent auditors**

The auditors, Forvis Mazars, Chartered Accountants and Statutory Audit Firm, were appointed in 2020 and will continue in office in accordance with the provision of Section 383(2) of the Companies Act 2014.

The directors' report, including the strategic report on pages 14 - 90, was approved by the board of trustees and authorised for issue on 26th May 2026.

### **Lobbying and political contributions**

There were no political contributions in 2025 (2024: Nil), and as a result no disclosures are required under the Electoral Act, 1997.

As required under the Regulation of Lobbying Act 2015, Jigsaw records all lobbying activity and communications engaged in with the Designated Public Officials (DPOs). It has made all the returns and submissions required by the Act during 2024.

### **Directors' responsibilities statement**

The directors are responsible for preparing the directors' report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with:

- the Companies Act 2014
- FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, issued by the Financial Reporting Council, and
- the Statement of Recommended Practice (Charities SORP (FRS102), issued by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator

Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the net income or expenditure of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether the financial statements have been prepared in accordance with the relevant financial reporting framework, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which:

- correctly explain and record the transactions of the company
- enable at any time the assets, liabilities, financial position and net income or

- expenditure of the company to be determined with reasonable accuracy
- enable them to ensure that the financial statements comply with the Companies Act 2014 and enable the financial statements to be audited

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.


The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the directors are aware:

- there is no relevant audit information (information needed by the charity's auditor in connection with preparing the auditor's report) of which the charity's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish the charity's auditor is aware of that information

**Approved by the board of directors on  
26th May 2026 and signed on its behalf by:**

  
**Simonetta Ryan** Date: 26th May 2026  
Director

  
**Martin Scully** Date: 26th May 2026  
Director

## Legal and Administrative Details

(as at 31st December 2025)

### Status

Jigsaw is a trading name of the National Centre for Youth Mental Health, a charitable company limited by guarantee incorporated on 31st May 2006.

### Governing document

Jigsaw was established under a memorandum of association and is governed by a constitution.

### Name

National Centre for Youth Mental Health  
Company Limited by Guarantee (CLG)  
Trading as Jigsaw

### Registered office

16 Westland Square  
Pearse Street  
Dublin 2

### Company registration number

421016

### Charity revenue number

CHY 17439

### Registered charity number

20064846

### Bankers

Bank of Ireland plc.  
Lower Baggot Street  
Dublin 2

### Auditors

Forvis Mazars,  
Block 3, Harcourt Centre,  
Harcourt Road,  
Dublin 2

### Solicitors

Eversheds Sutherland  
One Earlsfort Terrace  
Dublin 2

Arthur Cox  
Ten Earlsfort Terrace  
Dublin 2

Bohan Solicitors,  
A19 Bracetown Business Park,  
Dublin 15.

### Board of Directors

Simonetta Ryan (Chair)  
Martin Scully  
Dr Emer Smyth  
Dr Ruth Melia  
Liz Chaloner  
John Crawley  
Dr Karen O'Connor  
Celine Moore  
Paul Crone  
Tom Costello

### Company Secretary

Martin Scully  
(resigned 22nd July 2025)  
Peter McDevitt  
(appointed 22nd July 2025)



**We are Jigsaw...**  
leading the change in youth mental health

“ My daughter found a place where she was being listened to and where all her feelings were respected. **She felt safe, understood and supported.** ”

A quote from a parent of a young person who attended Jigsaw for support with their mental health



## Independent Auditor's Report

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of National Centre for Youth Mental Health CLG ('the company') for the year ended 31st December 2025, which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and the related notes, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31st December 2025 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the Companies Act 2014.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2014**

In our opinion, based solely on the work undertaken in the course of the audit, we report that:

- the information given in the directors' report is consistent with the financial statements;
- the directors' report has been prepared in accordance with the Companies Act 2014;
- the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited; and
- the financial statements are in agreement with the accounting records.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

**Respective responsibilities****Responsibilities of directors for the financial statements**

As explained more fully in the directors' responsibilities statement set out on pages 89 and 90, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

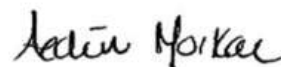
**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's (IAASA) website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

**The purpose of our audit work and to whom we owe our responsibilities**

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



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**Aedín Morkan****for and on behalf of Forvis Mazars****Chartered Accountants & Statutory Audit Firm**

Harcourt Centre, Block 3,

Harcourt Road, Dublin 2.

29th May 2026

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Leading the change in youth mental health.



## Financial Statements

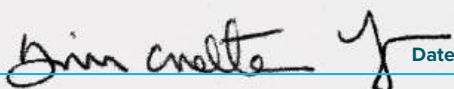
### Statement of financial activities

Incorporating an income and expenditure account for the financial year ended 31st December 2025

	Notes	Unrestricted funds €	Restricted funds €	Total 2025 €	Unrestricted funds €	Restricted funds €	Total 2024 €
<b>Income from:</b>							
Donations and legacies	4.1	1,290,980	1,046,937	2,337,917	1,524,581	662,991	2,187,572
Charitable activities:	4.2	-	14,963,606	14,963,606	-	14,624,706	14,624,706
Grants from governments and other co-funders	4.3						
Other income	4.4	15,704	-	15,704	61,691	-	61,691
<b>Total income</b>		<b>1,306,684</b>	<b>16,010,543</b>	<b>17,317,227</b>	<b>1,586,272</b>	<b>15,287,697</b>	<b>16,873,969</b>
<b>Expenditure on:</b>							
Raising funds	5.1	544,414	-	544,414	674,220	-	674,220
Charitable activities	5.2	581,952	16,130,588	16,712,540	1,287,627	14,901,575	16,189,202
<b>Total expenditure</b>		<b>1,126,366</b>	<b>16,130,588</b>	<b>17,256,954</b>	<b>1,961,847</b>	<b>14,901,575</b>	<b>16,863,422</b>
<b>Net income / (expenditure)</b>		<b>180,318</b>	<b>(120,045)</b>	<b>60,273</b>	<b>(375,575)</b>	<b>386,122</b>	<b>10,547</b>
<b>Transfer between funds</b>		<b>(184,256)</b>	<b>184,256</b>	<b>-</b>	<b>133,224</b>	<b>(133,224)</b>	<b>-</b>
<b>Net movement in funds</b>		<b>(3,938)</b>	<b>64,211</b>	<b>60,273</b>	<b>(242,351)</b>	<b>252,898</b>	<b>10,547</b>
<b>Total funds at 1st January</b>		<b>1,582,639</b>	<b>301,177</b>	<b>1,883,816</b>	<b>1,824,990</b>	<b>48,279</b>	<b>1,873,269</b>
<b>Total funds at 31st December</b>	15	<b>1,578,701</b>	<b>365,388</b>	<b>1,944,089</b>	<b>1,582,639</b>	<b>301,177</b>	<b>1,883,816</b>

There were no other recognised gains or losses in the current or prior year other than those included in the Statement of Financial Activities. All income and expenditure derive from continuing activities. The notes on pages 100 to 123 form part of these financial statements.

Approved by the board of directors on 26th May 2026 and signed on its behalf by:

 Date: 26th May 2026

**Simonetta Ryan**  
Director

 Date: 26th May 2026

**Martin Scully**  
Director

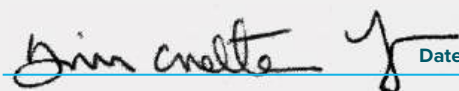
## Balance sheet

As at 31st December 2025

	Notes	2025 €	2024 €
<b>Fixed assets</b>			
Intangible assets	9	8,358	9,410
Tangible assets	10	490,354	592,404
		<b>498,712</b>	<b>601,814</b>
<b>Current assets</b>			
Debtors	11	267,012	289,673
Cash and cash equivalents	21	2,118,833	1,869,824
		<b>2,385,845</b>	<b>2,159,497</b>
<b>Creditors: Amounts falling due within one year</b>	12	<b>(940,468)</b>	<b>(877,495)</b>
<b>Net current assets</b>		<b>1,445,377</b>	<b>1,282,002</b>
<b>Total assets less current liabilities</b>		<b>1,944,089</b>	<b>1,883,816</b>
<b>Funds</b>			
Restricted funds		365,388	301,177
Unrestricted funds		1,578,701	1,582,639
<b>Total funds</b>	15	<b>1,944,089</b>	<b>1,883,816</b>

The notes on pages 100 to 123 form part of these financial statements.

Approved by the board of directors on 26th May 2026 and signed on its behalf by:


 Date: 26th May 2026

**Simonetta Ryan**  
 Director


 Date: 26th May 2026

**Martin Scully**  
 Director

## Statement of cash flows

For the financial year ended 31st December 2025

	Notes	2025 €	2024 €
<b>Cash flows from operating activities</b>			
Net movement in funds		60,273	10,547
Adjustments for:			
Depreciation and amortisation	9, 10	112,110	122,085
Write-off of tangible fixed assets		7,654	10,697
		<b>180,037</b>	<b>143,329</b>
<b>Movements in working capital:</b>			
Movement in debtors		22,660	200,068
Movement in creditors		62,973	102,642
<b>Net cash generated from operating activities</b>		<b>265,670</b>	<b>446,039</b>
<b>Cash flows from investing activities</b>			
Payments to acquire intangible fixed assets	9	(9,838)	-
Payments to acquire tangible fixed assets	10	(6,823)	-
<b>Cash used in investing activities</b>		<b>(16,661)</b>	<b>-</b>
<b>Net increase in cash and cash equivalents</b>		<b>249,009</b>	<b>446,039</b>
<b>Cash and cash equivalents at 1st January</b>		<b>1,869,824</b>	<b>1,423,785</b>
<b>Cash and cash equivalents at 31st December</b>	21	<b>2,118,833</b>	<b>1,869,824</b>

“ Jigsaw has helped me in ways I didn't know were possible. **I feel like a new, stronger person.** ”

A quote from a young person who attended Jigsaw for support with their mental health



# Notes to the financial statements

for the financial year ended 31st December 2025

## 1. General information

National Centre for Youth Mental Health CLG (the "charity") is a company limited by guarantee incorporated in the Republic of Ireland with company registration number of 421016. The registered office of the company is 16 Westland Square, Pearse Street, Dublin 2, which is also the principal place of business of the charity. The charity is a public benefit entity. The nature of the charity's operations and its principal activities are set out in the directors' report.

## 2. Summary of significant accounting policies

The following accounting policies have been applied consistently to all years presented unless otherwise stated.

### Basis of preparation

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value. The financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland" ("FRS 102"). The financial statements have also been prepared in accordance with Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" as published by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator which are recognised by the UK Financial Reporting Council (FRC) as the appropriate body to issue SORPs for the charity sector in the UK.

The charity has applied the Charities SORP on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland. As permitted by the Companies Act 2014, the charity has varied the standard formats in that Act for the Statement of Financial Activities and the Balance Sheet. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with Section 4.7, 10.6 and 15.2 of that SORP.

The financial statements have been presented in Euro (€) which is also the functional currency of the charity.

### Statement of compliance

The financial statements of the charity for the financial year ended 31st December 2025 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

### Fund accounting

The following funds are operated by the charity:

#### Restricted funds

Restricted funds represent grants, donations and sponsorship received which can only be used for particular purposes, as specified by the donors or sponsorship programmes, which are binding on the charity. Such purposes are within the overall objectives of the charity.

**Unrestricted funds**

Unrestricted funds consist of General and Designated funds.

- General funds represent amounts which are expendable at the discretion of the board, in furtherance of the objectives of the charity and which have not been designated for other purposes. Such funds may be held in order to finance working capital or capital expenditure.
- Designated funds comprise unrestricted funds that the board has, at its discretion, set aside for particular purposes.

**Income**

Income is recognised in the statement of financial activities only when the charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and it is probable that the income will be received. The following specific policies are applied to particular categories of income:

- **Donations and legacies:** Voluntary income including donations, gifts and legacies are recognised where there is entitlement, receipt is probable, and the amount can be measured with sufficient reliability. Such income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donors have imposed conditions which must be met before the charity has unconditional entitlement.
- **Income from charitable activities:** Income from charitable activities includes grants from government and other co-funders. Income from charitable activities, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity is recognised within income from donations and legacies. Grants, where entitlement is related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance and are included within income from charitable activities.
- **Donated services:** Donated services are included at the fair value to the charity where this can be quantified. Donations in kind are included at their estimated fair value to the charity in both revenue and expenditure in the year of receipt. Resources received from non-exchange transactions for which the entity has benefited include voluntary services. The value of services provided by volunteers has not been included in these accounts because they can't be quantified.

**Deferred income and accrued income**

Deferred income relates to grants received where the performance conditions have not been met at the reporting date. Accrued income is accrued as a debtor on the balance sheet where income has not yet been received but all criteria for recognition have been satisfied.

**Expenditure**

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

All costs are allocated between the expenditure categories in the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis based on numbers of staff in each particular activity.

#### **Raising funds**

Cost of raising funds comprises the costs associated with attracting voluntary income, and includes staff and related costs, costs of fundraising and an allocation of support and management costs.

#### **Expenditure on charitable activities**

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### **Governance costs**

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees, cost of legal advice for trustees and costs linked to the strategic management of the charity including the cost of trustee meetings.

#### **Allocation of support costs**

Support costs are those costs incurred on functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include human resources, finance, information technology, facilities and governance costs. These costs have been allocated between the cost of raising funds and expenditure on charitable activities.

#### **Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

#### **Retirement benefits**

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the statement of financial activities in the year they are payable.

#### **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible fixed assets, less their estimated residual value, over their expected useful lives as follows:

##### **Leasehold Improvements**

Lower of estimated useful life and lease term

##### **Fixtures, fittings and equipment**

12.50% Straight line

##### **Computer equipment**

33.33% Straight line

#### **Intangible fixed assets**

Computer software is capitalised at cost and amortised using the straight-line basis over its useful life of five years. Enhancements to computer software are capitalised at cost in the year they are acquired and amortised in line with this policy.

Computer software is reviewed for impairment at the end of the first full financial year following acquisition and in other periods if events or changes in circumstances indicate that the carrying value may not be recoverable.

#### **Debtors**

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income recognised by the charity from government agencies and other co-funders, but not yet received at financial year end, is included in debtors. Subsequently these are measured at amortised cost less any provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of receivables. The amount of provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. All movements in the level of provision required are recognised in the statement of financial activities.

#### **Creditors**

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

“ **It helped me feel more calm and able to deal with more difficult situations.** ”

A quote from a young person who attended Jigsaw for support with their mental health

#### **Cash and cash equivalents**

Cash and cash equivalents are held to meet short-term cash commitments as they fall due. Cash and cash equivalents are comprised of cash in current accounts or on deposit at banks requiring less than three months' notice of withdrawal.

#### **Taxation and deferred taxation**

No current or deferred taxation arises as the charity has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No. CHY 17439.

The charity is eligible under the "Scheme of Tax Relief for Donations to Eligible Charities and Approved Bodies under Section 848A Taxes Consolidation Act, 1997" therefore income tax refunds arising from donations exceeding €250 per annum are included in unrestricted funds.

Irrecoverable Value Added Tax is expensed as incurred.

#### **Operating leases**

Rentals paid under operating leases are charged to the statement of financial activities on a straight-line basis over the period of the lease.

#### **Financial instruments**

##### **Financial assets and liabilities**

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets are derecognised when and only when: a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Financial assets and liabilities are only offset in the balance sheet when and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the assets and settle the liability simultaneously.

Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

### 3. Critical accounting judgement and estimates

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses. Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The accounting judgement and estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

#### Going concern

The directors have prepared budgets and cash flows for a period of at least twelve months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. Given the level of net funds the charity holds the directors consider that there are no material uncertainties about the charity's ability to continue as a going concern. The validity of this assumption is dependent on achieving sufficient operating cash flows for the future years. The charity's principal funder, the Health Service Executive (HSE), has not given any indication that it will withdraw its financial support from the charity in the foreseeable future. The directors are satisfied that in light of the expected continued financial support from its principal funder, the charity has the necessary resources to continue operating for the foreseeable future or a period of 12 months from the date of approval of these financial statements. On this basis, the directors consider it appropriate to prepare the financial statements on a going concern basis.

#### Establishing estimated economic useful lives of fixed assets

The annual depreciation and amortisation depend primarily on the estimated economic useful lives of each type of asset and estimates of residual values. The directors regularly review the estimated economic useful lives of these assets and change them as necessary to reflect current thinking on remaining lives in light of prospective utilisation and physical condition of the assets concerned. Changes in useful lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the economic useful lives is included in the accounting policies. The total carrying amount of tangible and intangible fixed assets amounted to €498,712 as at year end (2024: €601,814).

“ Jigsaw has helped me in ways I didn't know were possible. **I feel like a new, stronger person.** ”

A quote from a young person who attended Jigsaw for support with their mental health



#### 4. Income

All income is derived from activities in the Republic of Ireland.

##### 4.1. Donations and legacies

<b>Current year</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>
	€	€	€
Grants (Trusts and Foundations)	5,500	871,812	877,312
General donations	615,851	-	615,851
Corporate donations	669,629	2,706	672,335
Corporate donations - Pro-bono donations	-	172,419	172,419
<b>Total donations and legacies</b>	<b>1,290,980</b>	<b>1,046,937</b>	<b>2,337,917</b>

<b>Prior year</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>
	€	€	€
Grants (Trusts and Foundations)	15,000	503,096	518,096
General donations	475,871	-	475,871
Corporate donations	1,033,710	48,234	1,081,944
Corporate donations - Pro-bono donations	-	111,661	111,661
<b>Total donations and legacies</b>	<b>1,524,581</b>	<b>662,991</b>	<b>2,187,572</b>

Restricted Grants (Trusts and Foundations) increased in 2025 and include Sunflower Charitable Foundation €100,000, Google Grant €42,174, Starbucks Foundation Grant €41,959, The Community Foundation of Ireland (Toy Show Appeal) €40,000, Sisters of Bons Secours €10,000, Google Data Centre Community Fund €8,500, ILAC Positive Places Bursary Grant Scheme Grant €5,000, Hospital Saturday Funds €3,000 (Neart Evaluation Focus).

Restricted grants in 2024 included Sunflower Charitable Foundation €100,000, Smurfit Kappa €98,550, EQUICARES EU Funding €78,046, Ireland Funds grant €25,000, Alstom Community Fund €17,234, Movement for Good €17,183 and Sisters of Bons Secour €10,000. Corporate donations also include a grant of €47,729 from Brown & Brown Insurance Brokers. We are grateful to a number of donors who have made significant donations but wish to remain anonymous.

We are also grateful to our pro-bono supporters for the provision of services and premises during the year at no charge. The value of these services was independently estimated at €172,419 (2024: €111,661) and has been recognised within income as a donation and an equivalent charge included within the relevant expense category.

<b>Corporate donations-Pro-bono donations</b>	<b>2025</b>	<b>2024</b>
	€	€
<b>Premises-rent</b>	97,640	97,640
<b>Advertising</b>	74,500	12,600
<b>Merchandise</b>	279	-
<b>Legal Advice</b>	-	1,421
	<b>172,419</b>	<b>111,661</b>

#### General volunteers

Our regular volunteers include our ten Board members, the independent members of our Board subcommittees, and our Youth Advocates who work with the National Office team and with each of the local Jigsaw Services. Occasionally our fundraising work is supported by other volunteers who work with us on specific activities.

The value of services provided by volunteers has not been included in the financial statements.

#### 4.2. Charitable activities

	<b>2025</b>	<b>2025</b>	<b>2024</b>	<b>2024</b>
	<b>Restricted</b>	<b>Total</b>	<b>Restricted</b>	<b>Total</b>
	<b>funds</b>		<b>funds</b>	
	€	€	€	€
<b>HSE - National Office, Mental Health</b>	13,666,183	13,666,183	13,481,384	13,481,384
Directorate - Section 39 Grant				
<b>HSE - CHO2 - Galway - Section 39 Grant</b>	894,031	894,031	886,681	886,681
<b>Other income</b>	403,392	403,392	256,641	256,641
<b>Total income from charitable activities</b>	<b>14,963,606</b>	<b>14,963,606</b>	<b>14,624,706</b>	<b>14,624,706</b>

“ **I've gained a lot of confidence and hope. I've overcome so many issues and gotten my life back.** For the first time in ages, I'm happy to be here and am excited for the future. I've also gained other life skills and a better understanding of myself **thanks to Jigsaw.** ”

A quote from a young person, female 16, who attended Jigsaw for support with their mental health

### 4.3. Government grants

Split of government grants by funder:

	2025 €	2024 €
HSE - National Office, Mental Health Directorate - Section 39 Grant	13,666,183	13,481,384
HSE - CHO2 - Galway - Section 39 Grant	894,031	886,681
NEPS / Department of Education and Youth	300,000	200,000
Department of Children, Disability and Equality	98,250	-
Léargas	642	25,440
Irish Research Council	-	20,750
Other Government Grants	4,500	10,451
<b>Total government grants</b>	<b>14,963,606</b>	<b>14,624,706</b>

Income from government grants comprises performance related grants made by the HSE and other government bodies to fund mental health services to young people in communities through local Jigsaw services. The amount of government grants totalled to €14,963,606 (2024: €14,624,706) and the values stated reflect the cash received in respect of the grants in the period.

#### Purpose of the grants

The Service Agreements with HSE National Office and CHO2 continue to support and consolidate the delivery of Jigsaw services in line with the Jigsaw model in each of the service locations with funding coming from the National Directorate (NA) and local funding streams (CHO).

The NEPS / Department of Education and Youth grant relates to the provision of wellbeing and mental health supports in post-primary schools.

The grant from the Irish Research Council is an employment - based grant / research scholarship relating to two staff members.

The grant from the Department of Children, Disability and Equality is to support the mental health and wellbeing of LGBTIQ+ young people.

The grant from Léargas is to support participation in an Erasmus +/European Solidarity Corp Project.

Other government grants consists of a grant of €3,000 from South Dublin County Council, and €1,500 from Empower to support our services in Dublin South - West and Dublin 15 respectively.

### 4.4. Other income

	2025 €	2024 €
Insurance claim income	11,497	49,191
Training courses	3,686	12,078
Deposit interest income	521	422
<b>Total other income - unrestricted</b>	<b>15,704</b>	<b>61,691</b>



We are Jigsaw...  
Leading the change in youth mental health.

## 5. Expenditure

### 5.1. Raising funds

Current year	Unrestricted costs €	Restricted costs €	Total costs €
Staff and related costs	308,230	-	308,230
Office and administration costs	24,007	-	24,007
Rent	22,043	-	22,043
Fundraising campaigns	117,020	-	117,020
Amortisation/depreciation	544	-	544
Support costs (Note 5.3)	72,570	-	72,570
<b>Total expenditure on raising funds</b>	<b>544,414</b>	<b>-</b>	<b>544,414</b>

Prior year	Unrestricted costs €	Restricted costs €	Total costs €
Staff and related costs	355,440	-	355,440
Office and administration costs	27,472	-	27,472
Rent	18,528	-	18,528
Fundraising campaigns	75,457	-	75,457
Amortisation/depreciation	47,031	-	47,031
Support costs (Note 5.3)	150,292	-	150,292
<b>Total expenditure on raising funds</b>	<b>674,220</b>	<b>-</b>	<b>674,220</b>

“ Jigsaw helped me to learn a lot about my fears and how they affect the way I feel. ”

A quote from a young person who attended Jigsaw for support with their mental health



## 5.2. Charitable activities

Current year	Unrestricted costs €	Restricted costs €	Total costs €
Delivering services - HSE nationally funded	-	12,588,918	12,588,918
Delivering services - HSE locally funded	-	977,723	977,723
Delivering services - Other funded	-	975,075	975,075
Public awareness & advocacy	307,598	61,190	368,788
Mental health promotion	129,215	349,332	478,547
Support costs (Note 5.3)	145,139	1,178,350	1,323,489
<b>Total expenditure on charitable activities</b>	<b>581,952</b>	<b>16,130,588</b>	<b>16,712,540</b>

Prior year	Unrestricted costs €	Restricted costs €	Total costs €
Delivering services - HSE nationally funded	-	12,151,357	12,151,357
Delivering services - HSE locally funded	-	888,750	888,750
Delivering services - Other funded	-	548,285	548,285
Public awareness & advocacy	385,051	56,517	441,568
Mental health promotion	660,438	57,913	718,351
Support costs (Note 5.3)	242,138	1,198,753	1,440,891
<b>Total expenditure on charitable activities</b>	<b>1,287,627</b>	<b>14,901,575</b>	<b>16,189,202</b>

**“ We will be forever grateful for all of Jigsaw’s help. For me, as a parent, I felt the strength and gentleness our clinician showed my son was hugely beneficial for him and for me. From our first appointment I left the building less scared and better able to deal with watching my son struggle. ”**

A quote from a parent of a young person who attended Jigsaw for support

### 5.3. Support costs

	2025 €	2024 €
Staff and related costs	1,192,625	1,384,605
Office and administration costs	100,953	105,015
Rent	72,648	65,579
Governance	28,961	34,578
Amortisation/depreciation	872	1,406
<b>Total expenditure on support costs</b>	<b>1,396,059</b>	<b>1,591,183</b>

Support costs relate to the costs of personnel and associated overheads of the Chief Executive, finance, human resources, facilities and IT. Also included are the governance costs of the external annual audit and board meeting costs.

Support costs are allocated across Jigsaw's charitable activities (as per Note 5.2) and fund generating activities: (as per Note 5.1) to fairly represent the cost of delivering those activities. Allocations are based on the number and cost of direct and indirect staff involved.

Allocation of support costs across Jigsaw's charitable activities and fund generating activities is summarised as follows:

	2025 €	2024 €
<b>Unrestricted</b>		
Delivering services	-	-
Public awareness & advocacy (Note 5.2)	145,139	242,138
Expenditure on raising funds (Note 5.1)	72,570	150,292
<b>Restricted</b>		
Delivering services - HSE nationally funded	1,178,350	1,198,753
	<b>1,396,059</b>	<b>1,591,183</b>

### 6. Net income / expenditure

	2025 €	2024 €
<b>Net income / expenditure is stated after charging:</b>		
Amortisation of intangible assets (Note 9)	3,237	14,984
Depreciation of tangible assets (Note 10)	108,873	107,101
Lease expense and service charge	902,335	913,443
Auditors remuneration (including VAT)		
- Statutory auditing services	19,372	18,450
- Other non-audit services	16,810	17,052

## 7. Employees and remuneration

### Number of employees

	2025 number	2024 number
<b>Staff numbers at year end by area of activity are as follows:</b>		
Public awareness & advocacy	4	3
Mental health promotion	7	7
Delivering services	203	197
Fundraising	6	5
Support and management	17	17
	<b>237</b>	<b>229</b>

The average number of staff employed in 2025, including part time staff, was 235 (2024: 234).

	2025 ave. number	2024 ave. number
<b>Average number of staff during the year by area of activity are as follows:</b>		
Public awareness & advocacy	3	4
Mental health promotion	7	7
Delivering services	203	197
Fundraising	5	6
Support and management	17	20
	<b>235</b>	<b>234</b>

“ I was **going through a rough time**. I was constantly worrying and it wasn't doing me any good. That's why I decided to make a move and **talk to someone**. ”

A quote from a young person who attended Jigsaw for support with their mental health

“ **Jigsaw has helped me in many different ways**. It has helped me realise that I am not the problem, and that I can't control certain situations. I have learned a lot about conflict and ways of dealing with it. ”

A quote from a young person who attended Jigsaw for support with their mental health

**Staff costs comprise:**

	<b>2025</b>	<b>2024</b>
	€	€
Salaries	12,130,437	11,770,067
Social welfare costs	1,348,100	1,296,245
Employer pension costs	896,971	845,692
Redundancy costs	5,587	178,612
	<b>14,381,095</b>	<b>14,090,616</b>

**Reflected as:**

	<b>2025</b>	<b>2024</b>
	€	€
Expenditure on charitable activities		
Restricted	12,574,733	11,599,444
Unrestricted	305,507	751,127
Cost of raising funds	308,230	355,440
	<b>13,188,470</b>	<b>12,706,011</b>

Support costs	1,192,625	1,384,605
	<b>14,381,095</b>	<b>14,090,616</b>

**The number of employees on reportable salary bands was:**

	2025, Number of staff	2024, Number of staff
	<b>Based on salary payments</b>	<b>Based on salary payments</b>
€60,000-70,000	28	21
€70,000-80,000	13	17
€80,000-90,000	9	9
€90,000-100,000	7	5
€100,000-110,000	3	2
€110,000-120,000	-	-
€120,000-130,000	1	1
	<b>61</b>	<b>55</b>

“ I would like to truly thank you for your service... **it changed my life.** ”

A quote from a young person who attended Jigsaw for support with their mental health

Salaries include basic pay and exclude employer pension and PRSI contributions.

The variance of six between 2025 and 2024 is primarily due to increases paid in the year under a Workplace Relations Commission (WRC) agreement.

Arising out of the WRC agreement applicable to Section 39 organisations, in October 2025 Jigsaw paid back - dated increases applied from the period 1st October 2024 (2.25%) and 1st April 2025 (1%). A further 2% increase was paid from 1st November 2025. Further increases to be applied under the agreement are from April 2026 (2%) and from October 2026 (2%).

Jigsaw provides direct mental health services to young people. In order to ensure high quality and safety in the clinical services provided, the charity employs staff with suitable mental health professional qualifications and experience.

The charity refunds expenses incurred by employees in the course of their employment and pays for professional memberships related to the performance of their duties in their employment. Remuneration for these professionals are benchmarked against those of comparable HSE mental health professionals to the extent possible. Jigsaw aims to ensure that remuneration for other Jigsaw roles is competitive with that of our peers in the not-for-profit sector in Ireland.

#### **Redundancy payments**

There was one redundancy in 2025 (2024: 13). Total redundancy and payment in lieu of notice payment was €5,587 (2024: €178,612). Redundancy costs are covered by the funders associated with the role.

#### **Key management compensation**

The senior management team comprises the Chief Executive Officer and six heads of function, at 31st December 2025. The total salary cost, including employer pension (at 10%) and PRSI paid to Key Management in 2025 was €867,360; (2024: €841,591). A Director of Research role joined Key Management from January 2025. The Director of People and Culture role remained unfilled in 2025.

The CEO's contract was renewed in January 2021, for a second five - year term, at a salary of €125,000, which has remained unchanged since his appointment in December 2016. The contract runs to 1st December 2026. A 10% pension contribution is made for the CEO, as for all other members of the Jigsaw pension scheme. No other benefits or additional remuneration were paid to the CEO during the year 2025.

#### **8. Pension**

Jigsaw operates a defined contribution scheme. The assets of the defined contribution scheme are vested in independent trustees for the sole benefit of these employees. Staff also have the option to contribute additional AVCs. Jigsaw are entitled to a refund of the investment value of employer contributions (10%) where staff leave the scheme within two years and have declared themselves as not an outgoing worker at their leave date.

There were 237 staff in the pension scheme at 31st December 2025 (2024 :170), including 12 staff on unpaid leave and six December leavers. During the year 23 staff left the scheme (2024 :43) and there were 79 new joiners (2024: 28). The pension costs amounted to €896,971 (2024: €845,692) and are allocated between activities and between restricted and unrestricted funding, as designated for each employee. The increased pension cost is related to the increase in the number of staff in the scheme in 2025 compared to 2024, as well as increased contributions relating to backpay paid out in October and November 2025 under the WRC agreement. At 31st December 2025, employer contribution refunds accrued relating to staff who have left the organisation amounted to €10,623 (2024 €18,964).

From 1 January 2026 the government introduced auto - enrolment in a pension scheme for all employees meeting set criteria. From this date, we made membership of the Jigsaw pension scheme a condition of employment for new employees.



## 9. Intangible fixed assets

	Computer software €
<b>Cost</b>	
At 1st January 2025	304,931
Additions	9,838
Disposals	-
Write - off	(304,931)
<b>At 31st December 2024</b>	<b>9,838</b>
<b>Accumulated amortisation</b>	
At 1st January 2025	295,521
Amortisation charge for financial year (Note 6)	3,237
Accumulated amortisation on write - off	(297,278)
<b>At 31st December 2025</b>	<b>1,480</b>
<b>Net book value</b>	
<b>At 31st December 2025</b>	<b>8,358</b>
<b>At 31st December 2024</b>	<b>9,410</b>

The amortisation charge is allocated across activities reflecting the use of the assets.

## 10. Tangible fixed assets

	Leasehold improvement €	Fixtures, fittings and equipment €	Computer equipment €	Total €
<b>Cost</b>				
At 1st January 2025	849,050	85,986	171,975	1,107,011
Additions	4,020	-	2,803	6,823
Disposals	-	-	-	-
Write-off	-	(48,200)	(99,802)	(148,002)
<b>At 31st December 2025</b>	<b>853,070</b>	<b>37,786</b>	<b>74,976</b>	<b>965,832</b>
<b>Depreciation</b>				
At 1st January 2025	277,389	73,689	163,529	514,607
Charge for financial year (Note 6)	97,482	2,236	9,155	108,873
Accumulated depreciation on write - off	-	(48,200)	(99,802)	(148,002)
<b>At 31st December 2025</b>	<b>374,871</b>	<b>27,725</b>	<b>72,882</b>	<b>475,478</b>
<b>Net book value</b>				
<b>At 31st December 2025</b>	<b>478,199</b>	<b>10,061</b>	<b>2,094</b>	<b>490,354</b>
<b>At 31st December 2024</b>	<b>571,661</b>	<b>12,297</b>	<b>8,446</b>	<b>592,404</b>

The depreciation charge is allocated across activities reflecting the use of the assets.

“ I feel I have become more sure of myself, and **my anxiety is way more under control.** ”

A quote from a young person who attended Jigsaw for support with their mental health

“ I now know that **how I feel is normal** and it's not just me. ”

A quote from a young person who attended Jigsaw for support with their mental health

**11. Debtors**

	<b>2025</b>	<b>2024</b>
	€	€
Trade debtors	5,766	58,499
Other debtors	19,488	21,471
Prepayments and accrued income	241,758	209,703
<b>Total debtors</b>	<b>267,012</b>	<b>289,673</b>

**12. Creditors**

Amounts falling due within one year

	<b>2025</b>	<b>2024</b>
	€	€
Trade creditors	99,408	137,096
Taxation and social security costs (Note 13)	347,329	305,911
Accruals	241,966	312,606
Pension contributions	151,765	119,453
Deferred income	100,000	2,429
<b>Total creditors</b>	<b>940,468</b>	<b>877,495</b>

Trade creditors, accruals and other creditors are payable at various dates in the next 30 days in accordance with the suppliers' usual terms and conditions.

Tax and social insurance are payable at various dates in accordance with the applicable statutory provisions.

Movements in deferred income are as follow:

	<b>2025</b>	<b>2024</b>
	€	€
<b>At 1st January 2025</b>	2,429	7,130
Deferred during the year	500,231	2,429
Released during the year	(402,660)	(7,130)
<b>At 31st December 2025</b>	<b>100,000</b>	<b>2,429</b>

The 2025 closing balance represents a contribution received from the HSE towards the International Association of Youth Mental Health (IAYMH) Conference to be held in Dublin in November 2026. The 2024 deferred income related to a duplicate payment under a local HSE agreement.

### 13. Taxation and social security

	2025 €	2024 €
PAYE / PRSI (Note 12)	347,329	305,911
	<b>347,329</b>	<b>305,911</b>

### 14. Reserves

	2025 €	2024 €
At 1st January 2025	1,883,816	1,873,269
Surplus for the financial year	60,273	10,547
<b>At 31st December 2025</b>	<b>1,944,089</b>	<b>1,883,816</b>

### 15. Funds

#### 15.1 Reconciliation of movement in funds

	Unrestricted funds €	Restricted funds €	Total €
At 1st January 2024	1,824,990	48,279	1,873,269
Movement during the financial year	(242,351)	252,898	10,547
At 31st December 2024	<b>1,582,639</b>	<b>301,177</b>	<b>1,883,816</b>
Movement during the financial year	(3,938)	64,211	60,273
<b>At 31st December 2025</b>	<b>1,578,701</b>	<b>365,388</b>	<b>1,944,089</b>

“ My daughter found a place where she was being listened to and where all her feelings were respected. **She felt safe, understood and supported.** ”

A quote from a parent of a young person who attended Jigsaw for support with their mental health

“ It helped me feel more calm and able to deal with more difficult situations. ”

A quote from a young person who attended Jigsaw for support with their mental health

## 15.2. Analysis of movement on funds

<b>Current year</b>					
	<b>Balance 1st January 2025</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers between funds</b>	<b>Balance 31st December 2025</b>
	€	€	€	€	€
<b>Restricted funds</b>					
<b>Restricted</b>	301,177	16,010,543	(16,130,588)	184,256	365,388
<b>Unrestricted funds</b>					
<b>Designated general</b>	601,814	-	-	(103,102)	498,712
<b>Unrestricted general</b>	980,825	1,306,684	(1,126,366)	(81,154)	1,079,989
	<b>1,582,639</b>	<b>1,306,684</b>	<b>(1,126,366)</b>	<b>(184,256)</b>	<b>1,578,701</b>
<b>Total funds</b>	<b>1,883,816</b>	<b>17,317,227</b>	<b>(17,256,954)</b>	<b>-</b>	<b>1,944,089</b>

<b>Prior year</b>					
	<b>Balance 1st January 2024</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers between funds</b>	<b>Balance 31st December 2024</b>
	€	€	€	€	€
<b>Restricted funds</b>					
<b>Restricted</b>	48,279	15,287,697	(14,901,575)	(133,224)	301,177
<b>Unrestricted funds</b>					
<b>Designated general</b>	734,596	-	-	(132,782)	601,814
<b>Unrestricted general</b>	1,090,394	1,586,272	(1,961,847)	266,006	980,825
	<b>1,824,990</b>	<b>1,586,272</b>	<b>(1,961,847)</b>	<b>133,224</b>	<b>1,582,639</b>
<b>Total funds</b>	<b>1,873,269</b>	<b>16,873,969</b>	<b>(16,863,422)</b>	<b>-</b>	<b>1,883,816</b>

The Statement of Financial Activities shows an excess of unrestricted income over expenditure of €60,273 in 2025. There was an excess of restricted expenditure over income of €120,045 in the current year. In broad terms, this represents a break - even year for Jigsaw as had been budgeted for. There was a HSE deficit of €773,516 in 2025, of which €589,260 is covered by restricted grants. The balance is funded by a transfer on 31st December of €184,256 from unrestricted reserves to restricted reserves.

The year end Designated Reserve of €498,712 (2024: €601,814) was reviewed and approved by the board. This amount represents the net book value of Jigsaw's fixed assets at the end of 2025 - these are funds that are not readily available for use in Jigsaw operations. After deducting the designated funds, Jigsaw is retaining an unrestricted general reserve fund of €1,079,989 (2024: €980,825). The Board, having considered Jigsaw's Reserve Policy and guidance from the Charities Regulatory Authority, believes it is prudent to hold a minimum of three months of targeted fundraising income as an unrestricted general reserve to protect against unforeseen adverse events. For 2026 this equates to €575,000. The year end unrestricted general reserve is therefore above the targeted minimum reserve level.

Reserve levels are consistently monitored via monthly management accounts review. In the event of reserves falling below the minimum targeted level, Jigsaw management would seek to develop an action plan to curtail costs and increase income to bring reserve levels back into line.

Restricted funds pertain to the following grants that were recognised during year but not yet spent as at year end:

<b>Grant</b>	<b>2025</b>	<b>2024</b>
	€	€
Department of Children, Disability and Equality	98,250	-
NEPS / Department of Education and Youth	97,359	142,593
EQUICARES EU Funding	16,809	78,046
Google Data Centre Community Fund	8,500	-
Léargas	2,000	36,755
Tusla	1,738	4,553
Empower	1,381	-
The Ireland Funds - Heart of the Community Fund	-	24,635
Alstom Community Fund	-	13,538
CYPSC - Engagement activities with Young People in Direct Provision	-	1,056
Other (including anonymous)	139,351	-
	<b>365,388</b>	<b>301,176</b>

### 15.3 Analysis of net assets by fund

Fund balances at 31st December are represented by:

<b>Current year</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total 2025</b>
	€	€	€
Fixed assets	498,712	-	498,712
Debtors	267,012	-	267,012
Cash and cash equivalents	1,853,445	265,388	2,118,833
Liabilities	(1,040,468)	100,000	(940,468)
<b>Total net assets</b>	<b>1,578,701</b>	<b>365,388</b>	<b>1,944,089</b>

<b>Prior year</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total 2024</b>
	€	€	€
Fixed assets	601,814	-	601,814
Debtors	289,673	-	289,673
Cash and cash equivalents	1,571,077	298,747	1,869,824
Liabilities	(879,924)	2,429	(877,495)
<b>Total net assets</b>	<b>1,582,640</b>	<b>301,176</b>	<b>1,883,816</b>

**16. Status**

The charity is a company limited by guarantee not having a share capital. The membership of the charity is its current board of directors. The liability of the members is limited.

Every member of the charity undertakes to contribute to the assets of the charity in the event of its being wound up while they are members, or within one financial year thereafter. This contribution would be for the payment of the debts and liabilities of the charity contracted before they ceased to be members, and the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, not exceeding €1.

**17. Contingent liabilities and capital commitments**

There are no contingent liabilities and capital commitments as at 31st December 2025.

**18. Operating lease commitments**

The future minimum lease payments related to leases held by Jigsaw are:

	2025	2024
	€	€
Not later than one year	621,823	517,717
Later than one year and not later than five years	772,744	912,753
Later than five years	62,077	-
	<b>1,456,644</b>	<b>1,430,470</b>

**19. Directors' remuneration**

The Directors serve on the Board in a voluntary capacity and received no fees or remuneration for their time spent carrying out these duties. Directors are reimbursed for expenses incurred in carrying out their duties. In 2025 there were no expenses reimbursed (2024 €Nil).

The total amount of expenses reimbursed to directors or paid directly to third parties for directors' travel, accommodation and refreshments for meetings and visits to charity facilities was €Nil for eleven directors (2024: €Nil).

“ I feel my daughter really did benefit from her time with Jigsaw, she **learnt valuable coping skills to move forward in life.** ”

A quote from a parent of a young person who attended Jigsaw for support

## 20. Related party transactions

There were no related party transactions in the year.

There are no outstanding balances with and no provision for doubtful debts for related parties at the year end. There were no balances with related parties written off during the reporting period.

### Transactions with key management personnel

Other than as set out at Note 7 there were no transactions with key management personnel during the current financial period.

## 21. Cash and cash equivalents

	2025 €	2024 €
Cash and bank balances	1,598,641	1,350,152
Cash equivalents	520,192	519,672
<b>Total cash and cash equivalents</b>	<b>2,118,833</b>	<b>1,869,824</b>

## 22. Financial instruments

The carrying values of the charity's financial assets and liabilities are summarised by category below.

	2025 €	2024 €
<b>Financial assets that are measured at amortised cost</b>		
Debtors (excluding prepayments) (Note 11)	176,408	199,069
Cash and cash equivalents (Note 21)	2,118,833	1,869,824
	<b>2,295,241</b>	<b>2,068,893</b>
<b>Financial liabilities at amortised cost</b>		
Creditors (excluding deferred income and taxation and social security costs payable) (Note 12)	493,139	569,155
	<b>493,139</b>	<b>569,155</b>

“ I have **improved a lot of aspects of my life** by coming to Jigsaw. ”

A quote from a young person who attended Jigsaw for support with their mental health

### 23. Office and administration costs

Office and administration costs comprise:

	2025	2024
	€	€
Rent	929,718	913,443
Travel and subsistence costs	100,677	92,574
Professional development and staff support	160,303	126,543
Staff recruitment and agency fees	13,204	32,347
Building and facility costs	174,252	237,272
Insurance, legal and professional services costs	99,542	115,531
IT support & licences	238,905	273,512
General administration	151,358	140,990
Utilities	65,231	80,934
Telephone & internet charges	145,134	158,051
Postage	12,744	13,974
<b>Total office and administration costs</b>	<b>2,091,068</b>	<b>2,185,171</b>

These office and administration costs are reflected as:

<b>Office and administration costs</b>		
Charitable activities	1,060,397	1,199,573
Included as part of support costs	100,953	72,156
<b>Rent</b>		
Charitable activities	857,070	847,862
Included as part of support costs	72,648	65,579
	<b>2,091,068</b>	<b>2,185,171</b>

### 24. Post-balance sheet events

There have been no significant events affecting the charity since the year-end.

### 25. Approval of financial statements

The financial statements were approved and authorised for issue by the board of directors on 26th May 2026.

**JIGSAW** Young people's  
health in mind

follow us on... 

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National Centre for Youth Mental Health, t/a Jigsaw, is a registered charity.

Our charity (revenue) number is CHY 17439. Our Registered Charity number is 20064846.