

Jigsaw – National Centre for Youth Mental Health
Gender Pay Gap Report
1st July 2025 – 30th June 2026

1. Introduction

We are Jigsaw, the national youth mental health charity in Ireland. We are a community of professionals, supporters, and volunteers with a shared belief in an Ireland where every young person's mental health is valued and supported. We offer a listening ear and give advice and support to young people aged 12 – 25 years-old through in-person and online therapy. We also give families, teachers, and those who support young people's mental health ways to cope and skills to be there for young people. Here at Jigsaw, we are committed to creating a supportive and inclusive culture, where people feel a sense of belonging. In line with our commitment to Equity, Diversity and Inclusion, in 2022, we began to look at Gender Pay Gap Reporting.

The following report outlines some of the key findings of the gender pay gap in Jigsaw. The snapshot date used for this report is 30th June 2026 resulting in a reporting period of 1st July 2025 to 30th June 2026. This report has been prepared in line with the Gender Pay Gap Information Act 2021.

The report includes the following:

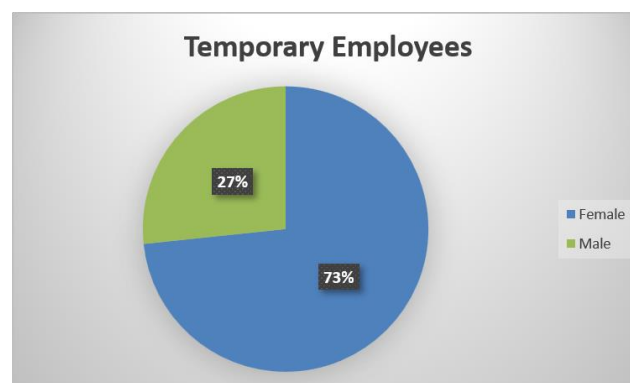
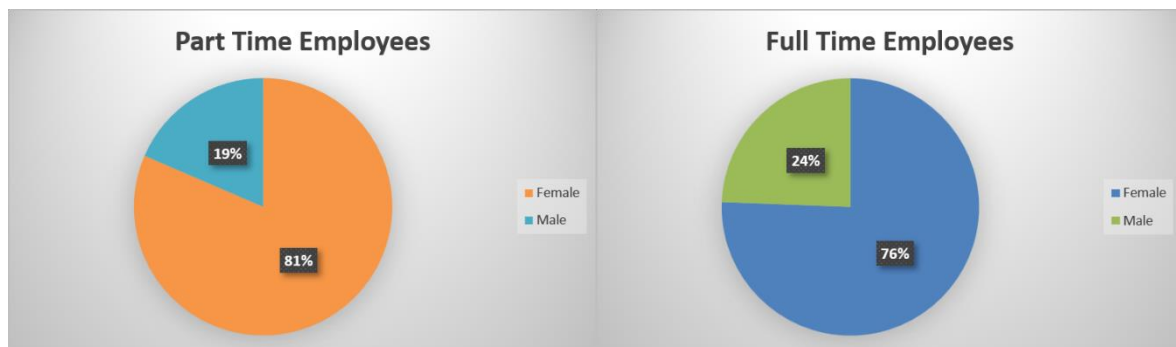
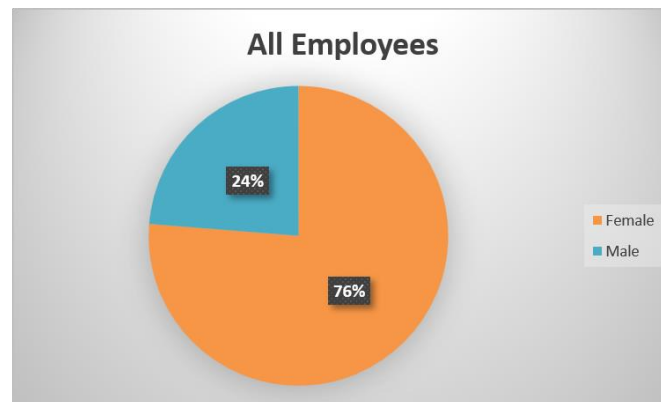
- Employment Profile Breakdown
- Gender Gap Analysis including mean and median gender pay gaps for all employees, part time employees and employees on temporary contract as well as gender breakdown by quartile
- Factors driving the gender pay gap
- Measures to address the gender pay gap

2. What is the gender pay gap?

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

The total headcount of Jigsaw on our snapshot date was 236 employees; this was made up of 180 female employees representing 76% of our headcount and 56 male employees representing 24% of our headcount.

1. Employment Profile



Department	Female	Male
Senior Management (incl. CEO)	28.57%	71.43%
Jigsaw Service National & Regional Management	72.09%	27.91%
National Office Management	58.33%	41.67%
Jigsaw Services Clinical Staff	82.35%	17.65%
Jigsaw Services Operational/Service Staff	87.50%	12.50%
National Office Staff	65.63%	34.38%

3. Gender Pay Gap Analysis

What is mean and median?

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

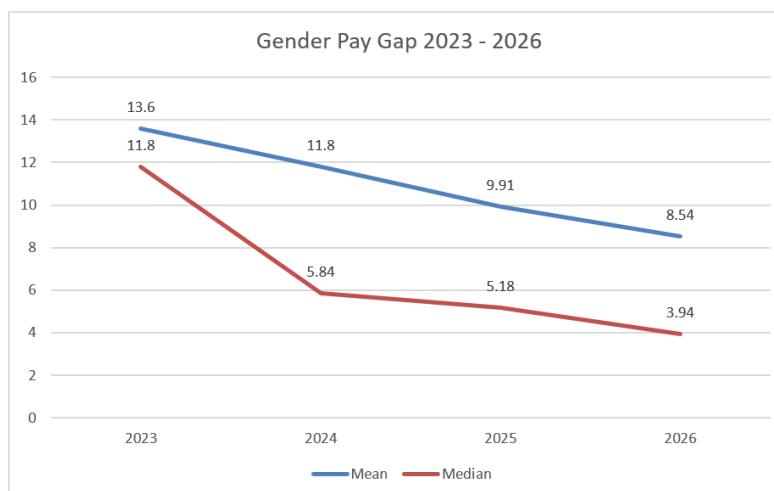
- The **mean** is the result when the sum of values is divided by the number of values (what is usually referred to as average)
- The **median** is the middle value when a set of values are ordered from the lowest to the highest.

The Gender Pay Gap is the difference in the average hourly wage of males and females across a workforce. It does not consider any other factors (for example, years of service, grade or any period of statutory leave). The Gender Pay Gap using the mean hourly rate for the reporting period was 8.54% in favour of male employees. The Gender Pay Gap using the median hourly rate was 3.94% in favour of male employees.

All Employees	Mean	Median
Hourly Rate	8.54%	3.94%
Bonus	0%	0%
BIK	0%	0%

Part Time Employees	Mean	Median
Hourly Rate	5.54%	5.84%
Bonus	0%	0%
BIK	0%	0%

Temporary Employees	Mean	Median
Hourly Rate	1.92%	(2.69%)
Bonus	0%	0%
BIK	0%	0%



For the fourth year in a row Jigsaw's mean gender pay gap and median gender pay gap has decreased. The mean gap has decreased from 9.91% in 2025 to 8.54% in 2026. Likewise, the median gap has decreased from 5.18% to 3.94%. This means that both the average and mid-point hourly rate of pay was higher for males than females for this period. Whilst these figures still indicate a gender pay gap in favour of men, our year-on-year decrease continues to be a positive trajectory for Jigsaw.

As part of this analysis, we also assess the mean and median pay gaps for part time employees and those employees on temporary contracts. The mean gender pay gap amongst part time employees for this period was 5.54% and the median gender pay gap for the same cohort is 5.84%. Unfortunately, both figures represent a regression in comparison to the 2025 figures. This is partly due to extreme outliers which skews the average downwards as well as there being females from all quartiles on part time hours. In contrast there are no males in the lower quartile currently working part time hours.

For employees on temporary contracts the mean gender pay gap for the period is 1.92% up from - 7.22% in 2025 and the median gender pay gap is (2.69%) up from (7.98%) in 2025. When reviewing gender pay gap data, it is important to remember that a positive figure represents a gap in favour of males i.e. males are earning more than females. In contrast a negative figure represents a gap in favour of females i.e. females are earning more than males. All things being equal Jigsaw would operate at a 0% gender pay gap which would mean males and females are paid equally. Whilst the figures for employees on temporary contracts have regressed in comparison to 2025, they are more balanced than 2025 in that they are both considerably closer to 0. As with the part time cohort, extreme outliers skew the average whereas the median (which is the middle value) is in favour of females.

Gender Breakdown by Quartile

Employees were organised into quartiles based on hourly rates of pay of all female and male employees from lowest to highest. The quartiles are lower, lower middle, upper middle and upper. The proportion of male and female employees in each quartile is expressed as a percentage in the below table.

Population by Pay Quartiles	Count of Gender	Percentage Breakdown	Quartile
Lower	59		1
Female	46	78%	
Male	13	22%	
Lower Middle	59		2
Female	45	76%	
Male	14	24%	
Upper Middle	59		3
Female	50	85%	
Male	9	15%	
Upper	59		4
Female	39	66%	
Male	20	34%	
Grand Total	236		

Bonus and Benefit in Kind Remuneration Gap

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

4. Factors driving the gender pay gap

- In the overall national context, the gender pay gap in Jigsaw is relatively small and is growing progressively smaller. At 8.54%, Jigsaw is two percentage points below the national average for 2025 of 10.5%. With 236 employees, a small number of changes in the gender balance of staff at certain levels (in either direction) can have significant impact on the gap.
- As is seen across the not-for-profit sector in Ireland, females make up the core demographic of employees in Jigsaw.
- A central driver of the gaps is overrepresentation of women at lower grades and underrepresentation of women within senior positions e.g. there was a higher representation of male employees at senior management level, (which would be higher paid roles) in the period under review.
- Salary determinations for all roles in the organisation are fastidiously applied at recruitment, regardless of gender. We would have a high degree of confidence therefore, that any variation in salary level for staff recruited into similar roles, is driven by the qualifications and experience of those staff, rather than any gender bias.

5. Measures being taken to address the gender pay gap

Recruitment and selection

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

To ensure we secure the strongest possible pool of candidates, all vacancies are advertised externally and publicly. We post job advertisements on the careers page of the Jigsaw website which allows for internal applications simultaneously to external applications. We strongly encourage all eligible employees to apply for internal progression opportunities and have a high promotion rate to reflect this. Over the past year, Jigsaw has continued to strengthen its recruitment processes through the implementation of Rezoomo as its new Applicant Tracking System, providing an improved candidate experience and supporting a more streamlined and consistent recruitment process.

Pay & Benefits

In Jigsaw we pay due regard to the HSE pay scales for all roles, this is applied to all new recruits regardless of gender to ensure a fair, transparent and evidence-based approach to salary determinations. In addition to this, we have defined ranges of salaries to provide a maximum and minimum range for the entire organisation. In 2024, in line with the WRC pay agreement, Jigsaw conducted a Salary and Pay Benchmarking project, which included a review of individual salaries to ensure all are in line with current market or in line with the WRC Pay Agreement. The organisation is committed to ongoing review of its Pay Policies in line with funding and public sector pay policies and this work has continued to date with the implementation of further salary increases as per the Section 39 WRC agreements.

Jigsaw offers several paid leave benefits for our employees. These include 18 of 26 week paid maternity leave, 7 out of 10 days paid paternity leave. It is envisioned that a further benchmark of all benefits in Jigsaw will take place in 26/27 to ensure we remain competitive in the market.

Flexible Working Policy

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

This policy has enabled us to retain staff while also attracting new talent into the organisation. The Flexible Working policy remains under review for other flexible options which could be reasonably considered for Jigsaw's workforce.

Training

In 2026 and beyond Jigsaw hopes to build on training completed in previous years (inclusive leadership, disability awareness, reasonable accommodations) by conducting training on topics such as Unconscious Bias, Inclusive Language, Neurodiversity, Psychological Safety etc.

Diversity, Equity & Inclusion

In 2021, Jigsaw published 'More than Words', Jigsaw Diversity, Equity and Inclusion Policy. Since then, Jigsaw obtained the Bronze and Silver Investors in Diversity accreditations. Focus has now turned to achieving the Gold accreditation in 2027.

As part of our work in this area Jigsaw has convened an Equity, Diversity and Inclusion working group. This group is staff led and are currently developing a framework and plan to further enhance and improve the lived experience of Jigsaw employee's and the communities we serve.

Employer branding

With the implementation of Rezoomo, a new Applicant Tracking System, we have strengthened our ability to build talent pools and proactively engage with prospective candidates for future opportunities. As part of our recruitment roadmap for the coming year, we will continue to enhance our employer brand through refreshed recruitment advertising, stronger Employer Value Proposition messaging, and careers content that better showcases Jigsaw's values, culture and opportunities, with the aim of attracting a diverse, high-quality candidate pipeline.

Policies

Jigsaw maintains and reviews numerous policies that support women in the workplace such as the Flexible Working Policy, Domestic Violence Leave Policy. Additionally, work is currently underway on the development and launching of a Menopause policy to support those employees at this stage of their lives and a Fertility Policy to support employees undergoing fertility treatment.