

ANNUAL REPORT 2025

Strengthening Today. Sustaining Tomorrow.

ANNUAL REPORT AND AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31ST DECEMBER 2025

COMPANY REGISTRATION NUMBER: 405780 | REGISTERED CHARITY NUMBER: 20062026 | CHARITY REVENUE NUMBER: CHY 16913

How to get help

If you are thinking about self-harm or suicide, or if you have been bereaved by suicide, you can contact Pieta for free, confidential support from our professional therapy team.

Call 0818 111 126
to access counselling and therapy.

If you need urgent support, our
24-hour Crisis Helpline
is available on
1800 247 247.

or you can text
HELP to 51444.

All Pieta services are FREE of charge and no referral is required.



SECTION 01 LEADERSHIP AND RESPONSIBILITY 4
Message from Dr. Terry McWade, Chair of the Board of Trustees 5
Message from Stephanie Manahan, CEO 7

SECTION 02 OUR YEAR AT A GLANCE 9
Our impact in 2025 10
Ciaran's story… After years of coping alone 13
How we are funded and how we use our resources 14

SECTION 03 WHO WE ARE, AND WHAT GUIDES US 17
Guided by purpose, grounded in care 18

SECTION 04 THE CONTEXT FOR OUR WORK 20
Suicide and self-harm in Ireland 21

SECTION 05 OUR SERVICES 24
Services overview 2025 25
How Pieta supports people 26
Services activity in 2025 28
Paula's story… When someone is ready to talk 32
How services developed in 2025 33

SECTION 06 RAISING FUNDS FOR OUR SERVICES 35
Fundraising overview 2025 36
A year of collective action 37
Jessica, Abbey, and Yasmin's story… Taking on a challenge together 46
Thank you to our supporters and volunteers 47
Pat's story… When a community comes together 49

SECTION 07 TURNING STRATEGY INTO SUSTAINABLE CHANGE 50
Protecting free suicide-prevention services for the future 51
Looking ahead 58

SECTION 08 OUR PEOPLE AND CULTURE 61
An evolving team 62

SECTION 09 GOVERNANCE, RISK AND ACCOUNTABILITY 64
How we are governed 65
Managing risk 75

SECTION 10 FINANCIAL REPORT AND STATUTORY INFORMATION 78
Financial review 79
Trustees' responsibility statement 83
Legal and administrative details 85
Independent auditor's report 86
Financial statements 89
Notes to financial statements 93



section 01

Leadership and responsibility

Message from Dr. Terry McWade, Chair of the Board of Trustees



We are led by our purpose, to ensure that anyone having thoughts of suicide knows that there is another solution, knows that Pieta is here and that there is somewhere to turn to at a time of crisis.

Pieta has a vital role in Irish life. We continue to provide free, professional therapy and counselling support to people affected by suicide and self-harm at moments of deep vulnerability. Compassion is at the heart of our work, underpinned by strong governance, clear oversight and careful stewardship of the resources entrusted to us.

In last year's Annual Report, we highlighted the financial challenges that Pieta was facing and committed to developing a long-term sustainability plan that would allow Pieta to continue its critical work and secure the organisation's future. We are now well advanced in our journey to reshape the organisation so that it is well positioned to meet the needs of those who use our services.

I would like to acknowledge the people who use Pieta's services, and the families and communities affected by suicide and self-harm. Their experiences must remain at the centre of our decisions. We believe that we are privileged in being there for individuals and families at times of great distress.

I also wish to thank my fellow Trustees, the members of our Board Committees, Pieta's Executive Management Team, staff, volunteers, supporters, funders and partners for their commitment during a demanding year. Without their support, we would not be able to do the important work we do.

Governance, stewardship and financial sustainability

The theme of our Annual Report for 2025, Strengthening Today. Sustaining Tomorrow, focuses on the continued delivery of life-saving suicide prevention services and reflects the Board's responsibility during the year: to ensure that Pieta staff have the resources and support for the work that they do today while ensuring the organisation is resilient and can serve those who need its services in the years ahead. The people in crisis whom we serve are our absolute priority.

As highlighted in the 2024 Annual Report, the Board committed the organisation to developing a sustainability plan in 2025. This was necessary as Pieta had been, for some years, spending more annually than it had been receiving in fundraising and State support. This situation had only been possible by using reserves which had been accumulated in previous years. Without addressing this situation, Pieta would have used all its reserves and would not have been able to continue to deliver its services.

During 2025, an Accelerated Sustainability Programme was developed and approved by the Board. This focused on income growth, cost containment and long-term financial sustainability, while also protecting the provision of free suicide prevention services. In developing the programme, we reviewed Pieta's cost base, operating model and organisational structure.

With the support of the Board and its committees, the Pieta Executive Management Team led the implementation of the programme, which required difficult decisions and some restructuring of the Pieta organisation.

I would like to thank all our staff for their participation in helping to reshape Pieta so that it can continue to meet the needs of those who use our services.

Pieta receives the majority of its funding through donations from individuals, communities and corporate and philanthropic supporters. The Trustees have a responsibility to ensure that these funds are used effectively and in line with Pieta's charitable purpose.

This is achieved through the governance structure of the Board and its committees, and through the oversight processes of internal controls, audit, risk management and financial reporting. This work is core to maintaining trust, protecting the organisation's resources and ensuring that Pieta remains accountable to the people who rely on its services, along with its supporters, funders and partners.

Looking ahead

Looking ahead, the Board's priority is clear: to enable Pieta to continue providing safe, accessible and professional services, while building the financial and organisational resilience needed for the years ahead.

The Board is clear on the challenges ahead and we are focused on our mission - to ensure that no lives are ever destroyed by suicide. We are confident as we move forward, guided by the needs of the people we serve.



Dr. Terry McWade, CDir
Chair of the Board of Trustees

Message from Stephanie Manahan, CEO



As I reflect on 2025, I am struck by the courage of the people who turned to Pieta for support, and by the commitment of those who worked and volunteered to ensure that help was there when it was needed.

At the heart of everything we do is our commitment to providing free suicide prevention and bereavement support to those who need it most. Every day, people contacted Pieta because they were experiencing crisis, struggling with self-harm, worried about someone they loved, or coping with the impact of suicide bereavement. In each of these moments, our role was to respond with compassion, professionalism and care.

The theme of this year's Annual Report is Strengthening Today. Sustaining Tomorrow. For Pieta, this reflects our commitment to meeting people's needs today while continuing to strengthen the organisation for the future.

Behind every figure in this report is a person. Some came to us in a moment of crisis. Others reached out after a long period of distress. Some were parents concerned about a child, while others were families trying to find a path forward after loss. Being trusted at these moments is both a privilege and a responsibility that we never take lightly.

Throughout 2025, Pieta continued to provide free crisis intervention, therapy, bereavement support and prevention programmes across Ireland.

Whether delivered in person or remotely, our focus remained on ensuring support was accessible, safe, evidence-informed and centred on the needs of those we serve.

Strengthening Pieta for the future

Like many organisations across the charitable sector, Pieta faced significant challenges during the year. Demand for services remained high, needs were increasingly complex, and fundraising conditions continued to be difficult. Alongside meeting this demand, we focused on strengthening our foundations for the future through service improvement, stronger partnerships and a continued focus on sustainability.

Some difficult decisions were required as part of this work. While change is never easy, those decisions were guided by a commitment to protecting our core services and ensuring that Pieta can continue to provide free, high-quality support in the years ahead.

I would like to acknowledge the professionalism, resilience and dedication shown by colleagues across Pieta throughout a period of significant change. Their commitment to the people we serve never wavered.

There were also important achievements during the year. We completed the national rollout of CORE, our clinical outcomes measurement tool, helping us better understand the impact of our services and improve the support we provide. We also continued to strengthen our partnership with the HSE and the National Office for Suicide Prevention, while engaging communities across Ireland through prevention, awareness and fundraising initiatives.

Thank you

I want to sincerely thank our staff, volunteer Board of Trustees, clinicians, volunteers, donors, fundraisers, corporate partners, statutory funders and community supporters. Pieta's services remain free because of your commitment, generosity and belief in our work.

Most importantly, I want to acknowledge everyone who reached out to Pieta during 2025. Seeking help takes courage.

Whether someone contacted us in a moment of crisis, engaged in therapy, or sought support following a suicide bereavement, their experience remains at the centre of everything we do.

As we look ahead, our focus remains clear: to continue providing accessible, professional support while strengthening our services, partnerships and long-term sustainability. Above all, we remain committed to Pieta's purpose: reducing suicide and self-harm, and supporting all those affected.



Stephanie Manahan
Chief Executive Officer



section

02

Our year at a glance

Our impact in 2025

Supporting people in crisis, powered by public support.

Crisis support services

Pieta's crisis services provided immediate, compassionate support and information on further care where required.

98,158
crisis contacts made, including:

31,127
calls to our 24-hour crisis helpline.

67,031
texts through our crisis text service.

Delivering therapeutic support

Each person received structured, professional care tailored to their individual needs, delivered through Pieta's nationwide network of centres and remote service options to maximise reach.

41,253
hours of therapy and counselling.

6,029
people supported through ongoing therapy services.

159
children under 12.

2,071
people aged 12-17.

3,799
adults aged 18+.

500
families supported through Suicide Bereavement Liaison services.

4,001
hours of bereavement support.

Building awareness and resilience

Through schools, colleges and community settings, Pieta continued to build awareness, resilience, and early intervention across Ireland.



151,131
people reached through education and training programmes.

554
Amber Flags awarded, including:

402
primary schools.

119
secondary schools.

11
third-level and further education.

22
community groups, clubs and organisations.

Powered by public support

The continued generosity of supporters, fundraisers, participants and volunteers enables Pieta to deliver free, accessible services to those who need them.

202,000
donations received.

96,000+
participants took part in **Darkness Into Light**

7,000+
volunteers contributed **53,000 hours** to make the walks happen.

356
community fundraising events.

6,947
participants took part in **digital fundraising challenges.**

Reaching people across Ireland

Through digital platforms, national campaigns and public awareness activity, Pieta helped more people to understand the impact of suicide and self-harm, and to know where to turn for support.

351,864
people recruited on **social media.**

356,540
website visits during the year.

84%
prompted **awareness** of Pieta among Irish public.

76%
trust among those aware of Pieta.


DARKNESS INTO LIGHT
electric Ireland


pieta
Darkness into light
electric Ireland


ATHLONE
REGIONAL SPORTS CENTRE
pieta


IRELAND
Olivia & Elaine
Always in Our Hearts
supported by

Ciaran's story...

After years of coping alone

Ciaran has been through a lot – grief, addiction, family breakup, and depression. Losing his father was a devastating blow. He still remembers being told by his uncle, "You're the man of the house now", leading Ciaran to believe he shouldn't grieve – that it wasn't "manly".

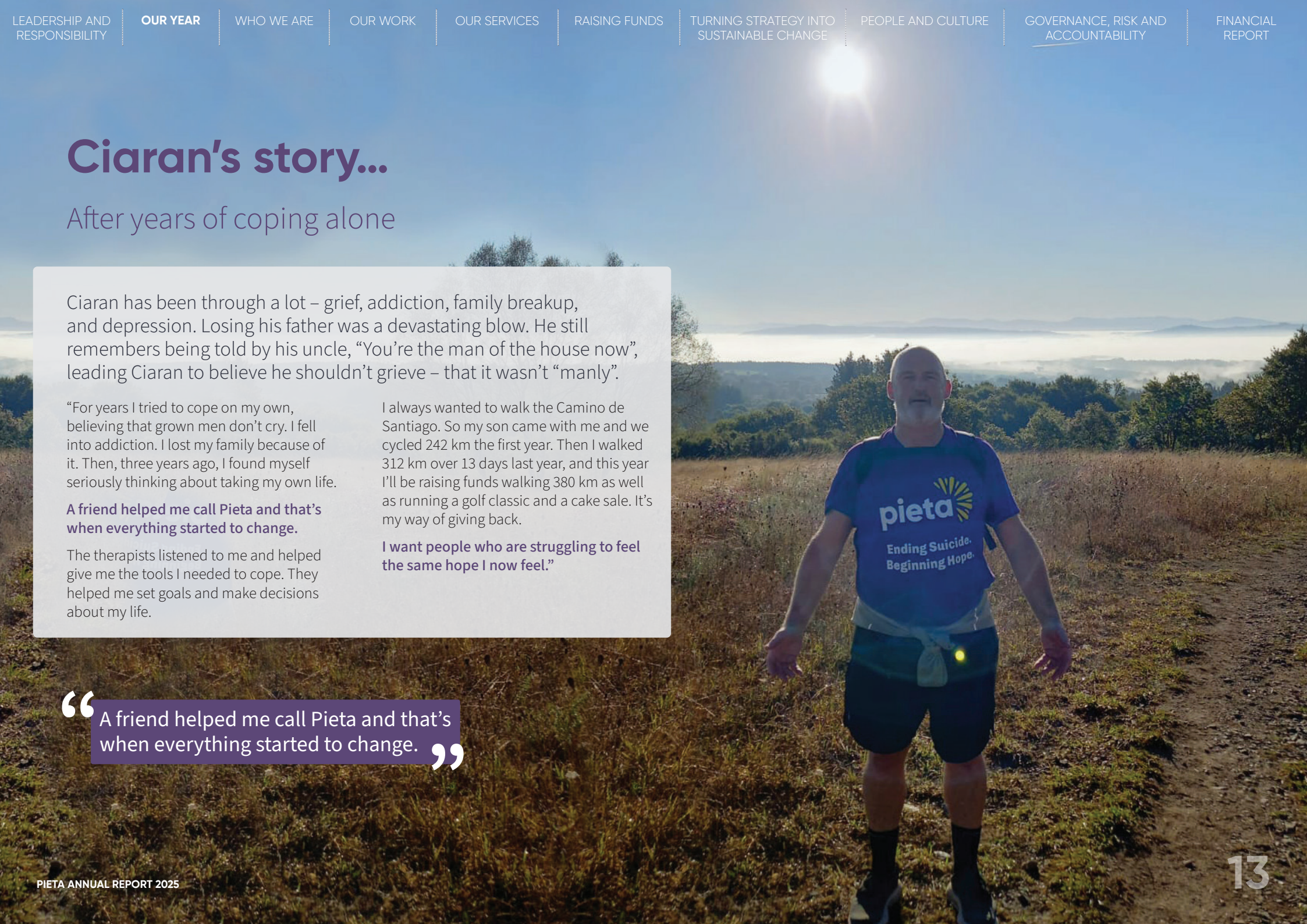
"For years I tried to cope on my own, believing that grown men don't cry. I fell into addiction. I lost my family because of it. Then, three years ago, I found myself seriously thinking about taking my own life.

A friend helped me call Pieta and that's when everything started to change.

The therapists listened to me and helped give me the tools I needed to cope. They helped me set goals and make decisions about my life.

I always wanted to walk the Camino de Santiago. So my son came with me and we cycled 242 km the first year. Then I walked 312 km over 13 days last year, and this year I'll be raising funds walking 380 km as well as running a golf classic and a cake sale. It's my way of giving back.

I want people who are struggling to feel the same hope I now feel."



> "A friend helped me call Pieta and that's when everything started to change."

How we are funded and how we use our resources

In 2025, Pieta invested €15.6 million (€17.3 million in 2024) in delivering life-saving services, raising vital income and ensuring the organisation operates safely and responsibly.

Approximately 76% of Pieta's funding is provided by our generous donors, fundraisers and supporters, while statutory and grant funding contributes a further 24%. Together, they enable us to provide free, accessible, professional support to those affected by suicide and self-harm.

income
€13.1m

expenditure
€15.6m

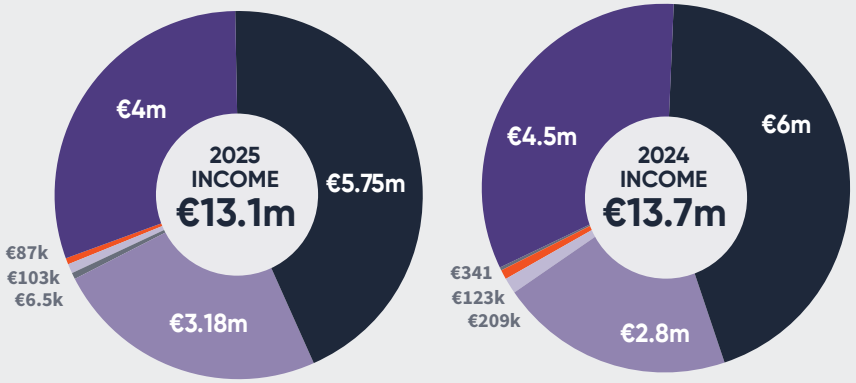
76%
funding provided by donors, fundraisers and supporters.

24%
statutory and grant funding contributions.

Income

In 2025, Pieta raised total income of **€13.1 million** (€13.7 million in 2024) from a diverse range of sources:

	2025	2024
Darkness Into Light	**€4 million**	€4.5 million
Donations and legacies	**€5.75 million**	€6 million
Statutory and grant funding	**€3.18 million**	€2.8 million
Investment income	**€103,000**	€209,000
Other income	**€87,000**	€123,000
Trading activities	**€6,500**	€341
Total income	**€13.1 million**	€13.7 million

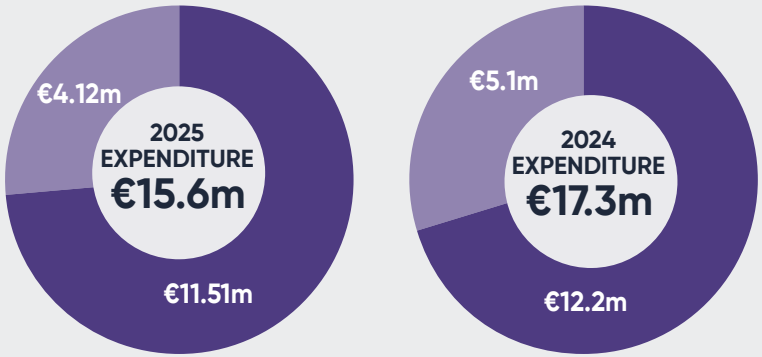


Expenditure

Total expenditure in 2025 was **€15.6 million** (€17.3 million in 2024), reflecting sustained demand for Pieta's services and our commitment to meeting that need.

Expenditure was allocated as follows:

	2025	2024
Charitable activities, including the delivery of services, supports and operational infrastructure	**€11.51 million**	€12.2 million
Raising funds	**€4.12 million**	€5.1 million
Total Expenditure	**€15.6 million**	€17.3 million



There was no reduction in the level of services provided during the year, ensuring continued access to professional support for those who need it.

Financial position and reserves

In 2025, expenditure exceeded income, resulting in a deficit of €2.5 million (€3.6 million in 2024).

This has been supported through the planned and careful use of reserves, enabling Pieta to continue delivering services during a period of sustained demand.

As a result, reserves reduced from €10.7 million at the end of 2024 to €8.2 million at 31st December 2025.

Reserves remain a critical element of Pieta's financial stability, particularly given the variability of voluntary income. At year end, reserves represented approximately 8.1 months of operating expenditure, remaining above the minimum level set out in the organisation's reserves policy.

However, reserves are not intended to support ongoing deficits. Ensuring that expenditure is aligned with sustainable income levels remains a key priority in strengthening Pieta's long-term financial resilience and safeguarding the sustainability of our services.

Further details on this work are included in **Section 7, under Implementing Sustainability.**

2024 reserves	2024 deficit	2025 reserves	2025 deficit
€10.7m	€3.6m	€8.2m	€2.5m



section
03

Who we are, and what guides us

Guided by purpose, grounded in care

Pieta's work is guided by a clear purpose: to provide free, professional support to people affected by suicide and self-harm, and to help build a society where fewer lives are lost or damaged by suicide.

Who we are

Pieta was founded in 2006 in Lucan, Co. Dublin, in response to a clear and urgent need: accessible, free, professional support for people experiencing suicidal thoughts, engaging in self-harm, or bereaved by suicide.

Since then, **Pieta has grown into a national charity providing free crisis, therapy, bereavement and prevention services across Ireland.** People can access support in a number of ways: through in-person appointments at Pieta locations, by phone or video therapy, through our 24-hour crisis helpline and text service, and through bereavement supports, education programmes and national awareness campaigns.

Pieta is a registered charity with the Charities Regulator.

Our purpose

To make sure that anyone having thoughts of suicide knows that there is another solution.

We exist to reduce suicide and self-harm, and to support those who have been affected by suicide and self-harm.

Our mission

An Ireland where no lives are ever destroyed by suicide.

Pieta delivers on our mission by providing professional counselling, support and education to people experiencing suicidal thoughts, people who are self-harming, and people who have been bereaved or affected by suicide.

Through education, awareness, advocacy and partnership, Pieta works to build understanding, reduce stigma, strengthen prevention, and improve how people affected by suicide and self-harm are supported across Ireland.





What guides us

Our work is guided by **Hope in Action 2024–2028,** our five-year strategy. The strategy is built around three commitments: Intention and Voice, Value and Impact, and Capacity and Sustainability. These are supported by four enablers: People and Culture, Funding, Technology Infrastructure, and Process.

Together, these commitments and enablers guide how Pieta develops services, supports staff and volunteers, uses resources, measures impact, and plans for the future.

5 year strategy Hope in Action 2024–2028.

3 commitments

- Intention and Voice
- Value and Impact
- Capacity and Sustainability

4 enablers

- People and Culture
- Funding
- Process
- Technology Infrastructure

Our values in practice

Our values guide how we act, especially when services are under pressure.

They shape how we listen, how we prioritise care, how we communicate, how we work with others, and how we use the resources entrusted to us.

Respect

We recognise the inherent worth of every person. We treat people with dignity, courtesy and consideration, and we take their experiences seriously.

Compassion

We respond with care, kindness and understanding. We aim to meet people without judgement, particularly at moments of distress, fear or vulnerability.

Collaboration

We work in partnership with the people we support, our staff, volunteers and partners, recognising that positive outcomes are achieved together.

Transparency

We communicate openly and honestly, take responsibility for our decisions, and hold ourselves accountable for how we work and how resources are used.



section

04

The context for our work

Suicide and self-harm in Ireland

Suicide remains a significant cause of premature death in Ireland. Its impact is felt not only by individuals, but by families, friends, workplaces, schools and communities. Behind every statistic is a person, and behind every death or episode of self-harm are people affected by crisis, distress or bereavement.

This is the context in which Pieta provides timely, professional support to people experiencing suicidal thoughts, people who are self-harming, and people bereaved or affected by suicide.

500
deaths by suicide in Ireland in **2022.**

12,621
hospital presentations for self-harm in **2024.**





The national picture

500 deaths by suicide were recorded in Ireland in 2022

(Central Statistics Office)

Suicide figures are published after coronial processes are completed, which means there is a time lag and recent years may be revised. The 2022 figure, for example, was revised upwards from 436 to 500 following late registrations, underlining the need for care when interpreting year-on-year changes.

Around 8 in 10 people who died by suicide in 2022 were men, with males accounting for 77.8% of deaths.

More than seven in ten people who died by suicide were aged 35 or older.

500
deaths by suicide in Ireland in **2022.**

77.8%
8 in 10 people who died by suicide in 2022 were men.

12,621 hospital presentations for self-harm in 2024

9,436 individuals

(National Self-Harm Registry)

Although this represents a reduction from earlier peaks, the number remains high. Hospital figures also do not capture the full picture. Many episodes of self-harm occur in the community and do not result in an emergency department visit. Official data, therefore, likely underestimates the true level of distress.

Younger people are particularly affected. In 2024, almost half of all hospital presentations for self-harm were by people under 30. For women, the highest rate was among those aged 15 to 19. Hospital-presenting self-harm among young adolescents also remains a concern, particularly among girls aged 10 to 14.

Suicidal thoughts are also common. National survey data show that around one in five people in Ireland will experience suicidal thoughts at some point in their lives.

10–14
ages of girls presenting with self-harm.

The effects of suicide reach well beyond one person.

Research shows that at least six people are closely bereaved by each suicide. Up to 135 people may be affected in some way, including extended family, friends, classmates, colleagues and professionals involved in responding to the death.

60,000–70,000 people are estimated to be directly or indirectly affected by suicide in Ireland in 2022.

National survey data also show how widely suicide touches people's lives. In the Healthy Ireland Survey 2024, 69% of respondents said they knew someone who had died by suicide, and 15% knew someone close to them who had died by suicide.

Being bereaved by suicide can increase the risk of depression, anxiety and suicidal thoughts. These effects can last for many years and affect relationships, education, employment and physical health.

60,000–70,000
estimated no. of people affected by suicide in Ireland 2022.





Ongoing risk

Self-harm is one of the strongest risk factors for suicide. People who attend hospital following self-harm are at a significantly higher risk of later suicide, particularly within the first year after presentation. Repeated self-harm is also common.

These patterns show why early intervention, accessible crisis support and ongoing therapeutic care are essential. They also underline the need for appropriate support for people, families and communities bereaved by suicide.

People who attend hospital following self-harm are at a significantly higher risk of later suicide, particularly within the first year after presentation.

The wider cost to society

The impact of suicide and self-harm is not only personal but societal. Costs include healthcare, emergency response, and legal processes, as well as longer-term impacts on families, workplaces and communities.

€900 million is the estimated economic cost of suicide in Ireland (2001 study)

Although this estimate has not been fully updated, it shows the scale of the burden even two decades ago. Similar patterns are seen internationally. In the United Kingdom, the economic cost of suicide in 2022 was estimated at £9.58 billion. In the United States, the combined annual cost of suicide and non-fatal self-harm has been estimated at over $500 billion.

€900 million

estimated economic cost of suicide in Ireland (2001 study).

Why timely support matters

Taken together, these figures point to three clear realities: suicide remains a major cause of preventable loss of life in Ireland; self-harm continues to affect thousands of people each year, particularly young people; and suicide bereavement reaches deeply into families, communities and wider networks..

This is why timely, accessible support matters. This is why Pieta matters.

In 2025, this was the context in which Pieta continued to provide free crisis, therapy, bereavement and suicide prevention services. Pieta's role is not only to respond when people are in immediate distress, but to provide safe, professional support, reduce stigma, strengthen prevention, and help ensure that people affected by suicide and self-harm can access care when they need it.

...accessible support matters. This is why Pieta matters.

Sources:
Central Statistics Office (2025); National Self-Harm Registry Ireland (2025); Healthy Ireland Survey (2024); Cerel et al. (2019); Andriessen et al. (2017); Kennelly (2007); Samaritans (2024); Peterson et al. (2024); World Health Organization (2023)

section 05

Our services



Services overview 2025

98,158
crisis contacts made, including:

31,127
calls to our 24-hour crisis helpline.

67,031
texts through our crisis text service.

41,253
hours of therapy and counselling.

6,029
people supported through ongoing therapy services.

500
families supported through Suicide Bereavement Liaison services.

4,001
hours of bereavement support.



554
Amber Flags awarded.

How Pieta supports people

Call 0818 111 126
to access counselling and therapy.

If you need urgent support, our 24-hour Crisis Helpline is available on 1800 247 247.

or you can text HELP to 51444.

Pieta provides free, professional suicide prevention, self-harm and bereavement support nationally through our centres, co-located Pieta spaces, phone and video appointments, and our 24/7 crisis helpline and text service.

Anyone can contact Pieta for support. No referral is needed. People in crisis can call Pieta's 24/7 Crisis Helpline on 1800 247 247 or text HELP to 51444.

People seeking therapy or counselling support can contact Pieta's Therapy Services team on 0818 111 126. From there, we help each person access the most appropriate support, whether that is through Pieta or another service.

People come to Pieta in different ways. Some contact us in crisis. Some are looking for therapy or counselling support. Others come to us following a suicide bereavement, or engage with Pieta through education, awareness, workplace or community programmes.

Pieta's work is delivered through three connected areas:

1.

Prevention
builds awareness, reduces stigma and helps people and communities strengthen resilience. This includes **education programmes** such as Amber Flag, workplace and community awareness activity, and national campaigns such as Darkness Into Light and No More Silence.

2.

Intervention
provides direct support for people in distress. This includes 24/7 crisis **support through our helpline and text line,** as well as free counselling and therapy for people experiencing suicidal thoughts or self-harm.

3.

Postvention
supports people, families and households bereaved by suicide. This includes bereavement counselling and the **Suicide Bereavement Liaison Service,** which provides information and support in the immediate aftermath of a suicide bereavement.

Across all of these routes, our aim is to make support timely, accessible and appropriate to the person's needs.

Our core supports

Pieta provides free, professional support to people across Ireland who are experiencing suicidal thoughts, engaging in self-harm, or bereaved by suicide. Support is available through our national 24/7 crisis helpline and text line, scheduled therapy and counselling, and our Suicide Bereavement Liaison Service.

National crisis helpline and text line



Pieta's national crisis helpline and text line provide free, 24/7 support for people in distress, including people experiencing suicidal thoughts or self-harm, and those concerned about someone else. Available 365 days a year, the service gives people direct access to professional therapists by phone and text, wherever they are in Ireland.

24/7

support is available through our national crisis helpline.

365

days a year, direct access to to professional therapists.

Nationwide therapy and counselling

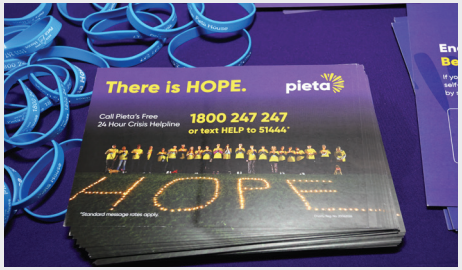


Pieta provides free, professional therapy and counselling for people experiencing suicidal thoughts, engaging in self-harm, or bereaved by suicide. Support is delivered nationwide through scheduled appointments in person, by phone and by video. Depending on individual need, people experiencing suicidal thoughts or self-harm may receive up to 12 sessions, while people bereaved by suicide may receive up to 20 sessions.

Up to 12 sessions for people experiencing suicidal thoughts or self-harm.

Up to 20 sessions for people bereaved by suicide.

Suicide Bereavement Liaison Service



Pieta's Suicide Bereavement Liaison Service supports families and households across Ireland in the weeks and months following a death by suicide. The service provides practical information, emotional support and guidance at an extremely difficult time. Pieta offers up to 10 sessions of support, helping people navigate the immediate aftermath of bereavement and connect with further supports where needed.

Up to 10 sessions of support, helping people navigate bereavement.

Services activity in 2025

In 2025, demand for our suicide and self-harm support remained high. People continued to reach out in crisis, to seek therapy, and look for support following a suicide bereavement.

Across the year, Pieta provided support at scale:

Crisis support:

Pieta responded to **98,158 contacts** through its helpline and text line, including 31,127 calls answered and 67,031 texts received.

Therapy and counselling:

Pieta delivered **41,253 hours** of therapy and counselling, supporting 6,029 people.

Suicide Bereavement Liaison Service:

Pieta supported **500 families** following a suicide bereavement.

Prevention reach:

554 Amber Flags were awarded, reaching **143,974 participants.**

These figures show the breadth of support Pieta provided in 2025, from immediate crisis response to scheduled therapy, bereavement support and prevention work.

31,127
calls answered.

67,031
texts received.

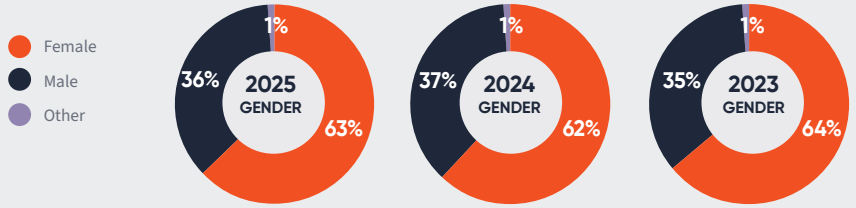
500
families supported.

143,000
participants.

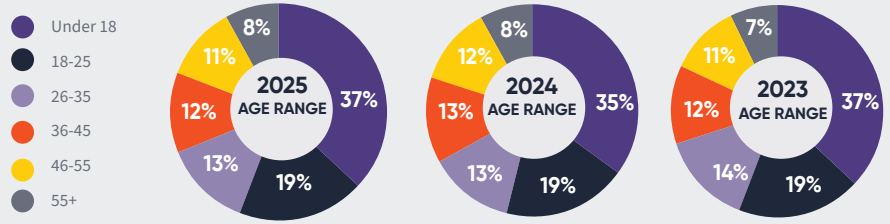
Who came to our services and why

The people who come to Pieta's in-person therapy services reflect a wide range of ages, backgrounds and life circumstances. The figures below show the profile of people supported through our therapy services in 2025, alongside previous years for comparison.

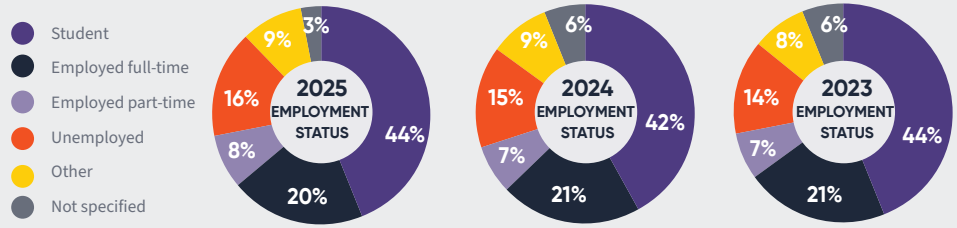
Gender	2025	2024	2023
Female	63%	62%	64%
Male	36%	37%	35%
Other	1%	1%	1%



Age range	2025	2024	2023
Under 18	37%	35%	37%
18-25	19%	19%	19%
26-35	13%	13%	14%
36-45	12%	13%	12%
46-55	11%	12%	11%
55+	8%	8%	7%

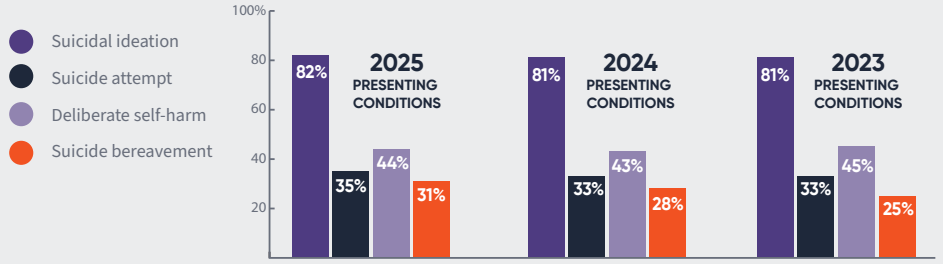


Employment status	2025	2024	2023
Student	44%	42%	44%
Employed full-time	20%	21%	21%
Employed part-time	8%	7%	7%
Unemployed	16%	15%	14%
Other	9%	9%	8%
Not specified	3%	6%	6%



Presenting conditions	2025	2024	2023
Suicidal ideation	82%	81%	81%
Suicide attempt	35%	33%	33%
Deliberate self-harm	44%	43%	45%
Suicide bereavement	31%	28%	25%

Note: Clients may present with more than one issue, so percentages do not total 100%.



Where need was highest

Pieta responded to a diverse and complex range of needs in 2025.





Self-harm remained a major presenting issue. In 2025, 43.7% of therapy clients presented with deliberate self-harm, representing 2,635 people.

A high proportion of people presenting with self-harm was under 18, with 57.5% of clients presenting with self-harm aged under 18. At Pieta, support for a child is never provided in isolation. Our teams work with parents and carers as part of the wider support around the young person.

Bereavement support also remained significant, with continued demand for immediate outreach and follow-on counselling for people, families and communities affected by suicide.

43.7%
therapy clients presented with deliberate self-harm

57.5%
clients presenting with self-harm aged under 18

Presentations were often complex and high risk. Many people contacting Pieta in 2025 were presenting with multiple overlapping difficulties, including suicidal ideation, self-harm, trauma, anxiety, family stress and social isolation. This increased the level of clinical assessment, safety planning and coordination required across services.

Responding at this scale requires more than capacity. It requires clinical judgement, risk management and consistent quality. In 2025, Pieta's skilled teams continued to manage access carefully, while protecting safety, quality and continuity of care.

2,635
people presented with deliberate self-harm in 2025





What people told us about support

Alongside service activity and demand, we monitor what people tell us about their experience of support. In 2025, feedback surveys were completed by 495 people across our services (335 adults and 160 completed under-18 treatment surveys). Response rates were 22% for adults and 18% for under-18s.

85%
mental health improved.

82%
could deal more effectively with their problems.

78%
aspects of life improved.

94%
would recommend Pieta.

Overall experience (adults)

Most adult respondents reported a positive impact following their contact with Pieta:

Therapy experience (adults)

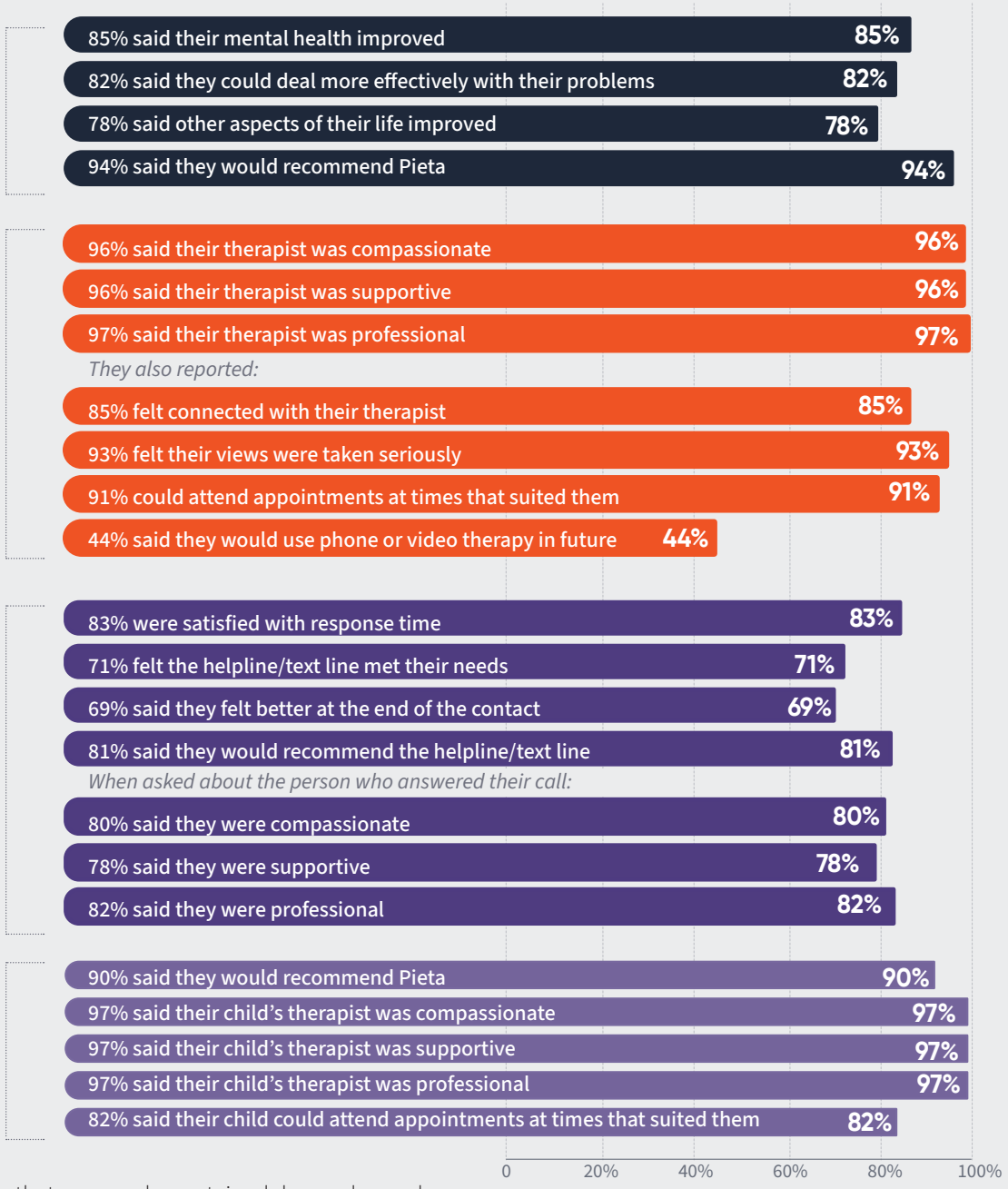
Adults who completed therapy feedback surveys reported strong relationships with their therapists and high levels of professionalism:

Crisis helpline and text line experience (adults)

In 2025, **32%** of adult respondents said they had used the crisis helpline **1800 247 247.** Among those respondents:

Parents and carers

Parents and carers who completed the under-18 treatment survey reported high confidence in Pieta's support:



Taken together, this feedback suggests that even under sustained demand, people continue to experience Pieta's support as professional, compassionate and helpful.

Paula's story...

When someone is ready to talk

It can be hard to talk about how you are really feeling. Often, when someone finally does open up, it has taken time, hesitation and courage. Helpline counsellor Paula describes what it means to be ready when that moment comes.

"We always try to support parents who call in and are worried about their children. Just the other day I had a mother call and she said she had spent the past few weeks watching her teenage son disappear in front of her eyes. I'll call him Tommy.

Tommy had fallen out with his friends in school and every day he was isolated in the classroom. He had struggled with his mental health and self-esteem before but this time it had really taken a toll on him. His mother had tried to get him to talk but he was reluctant to engage with her or their GP. Instead, Tommy spent long periods of his day just hidden away in his room.

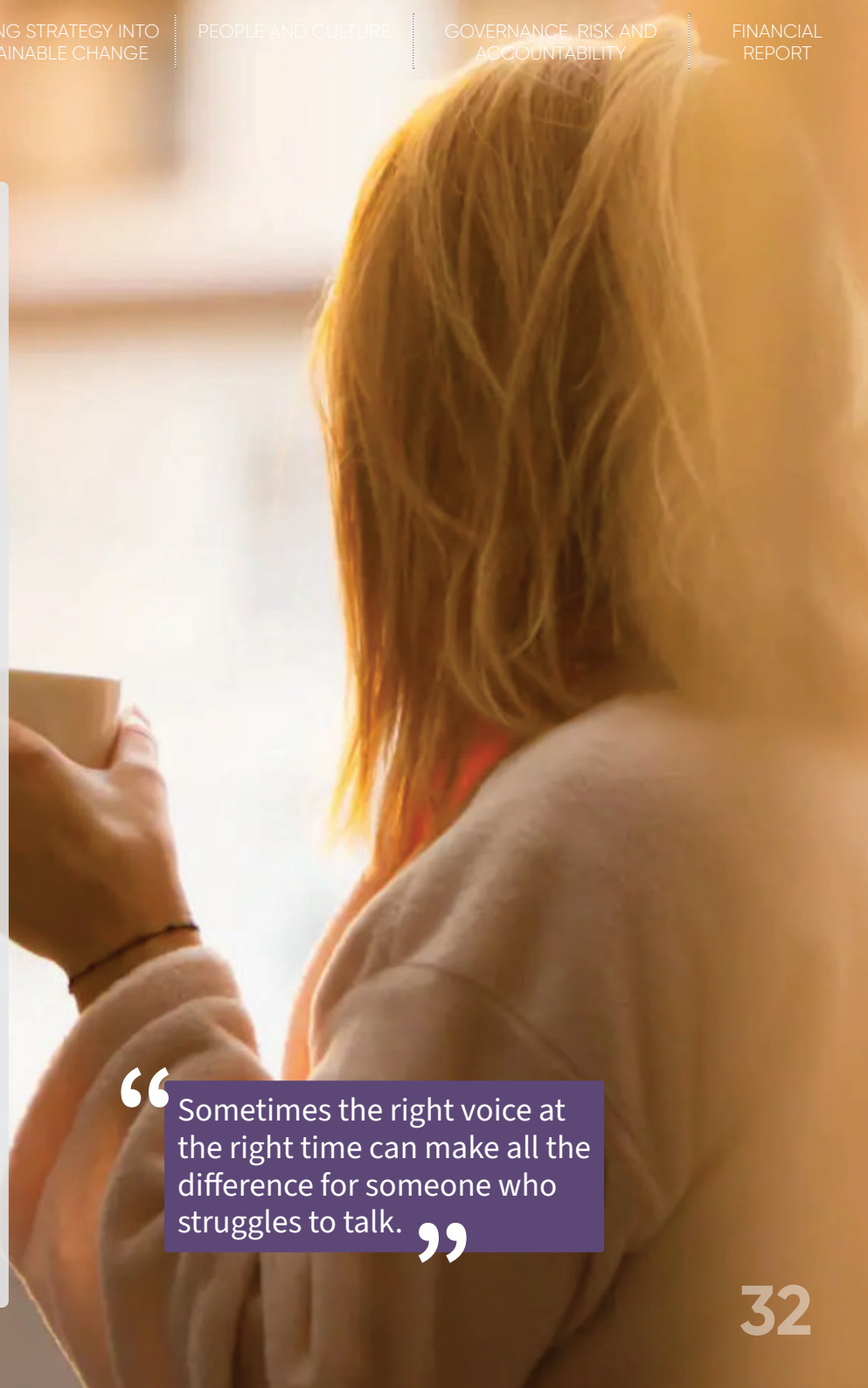
In desperation she had called Pieta. Thanks to the support of our donors, who keep this helpline open 24/7, I was there to take the call. I suggested to pass the phone to Tommy and that I would wait until he was ready. It took a few minutes before he really began to talk. But then slowly and steadily he opened up.

Tommy said he wasn't actively suicidal, but he thought it was only a matter of time before he was gone. It felt almost inevitable. That there was no light left for him in the world. He didn't think therapy could do anything for him, that there was no way out.

I listened carefully and tried to understand what had brought him to this place. I asked about school and his friends. I asked what he thought could support him. I suggested linking through to our therapy services and he was negative about that at first. But I encouraged him just to try it and meet with the team, that it would be no different to our conversation. That they would look at coping mechanisms, supports they could put in place around them, starting him on a journey that would take him out of that darkness step by step.

Thankfully, after our conversation, he agreed to give it a go. He passed the phone back to his mother and she was unbelievably relieved and appreciative as this was the first time he had let someone in. I gave her all the details for booking an appointment and how a therapy journey would work for Tommy. She understood there was still a long path ahead but at least now her son was willing to give it a go.

Sometimes the right voice at the right time can make all the difference for someone who struggles to talk. And that conversation, that opportunity to let a glimmer of light in, would not be possible without the kind donors who keep our crisis helpline open."



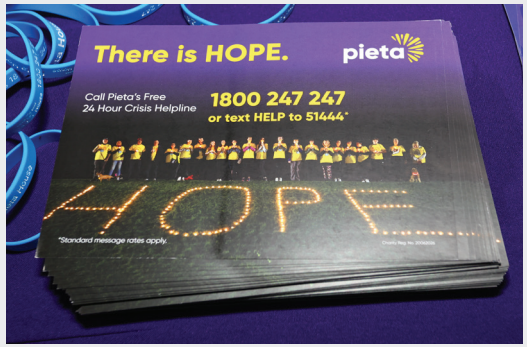
> "Sometimes the right voice at the right time can make all the difference for someone who struggles to talk."

How services developed in 2025

In 2025, Pieta continued to strengthen how its free suicide prevention, self-harm and bereavement support services were planned, delivered and evaluated, while responding to sustained demand from people in crisis, people experiencing suicidal thoughts or self-harm, and those bereaved by suicide.

This work included the rollout of CORE, an internationally recognised clinical outcomes tool used to help measure client progress and support service quality across therapy services; continued use of client feedback and service evaluation data; further development of phone and video therapy; strengthened safety planning on Pieta's phone lines; and ongoing work to improve access pathways for people seeking support.

Pieta also continued to develop targeted local access to in-person support where this aligned with community need and available resources. In 2025, this included the launch of a **Wicklow-Bray service at South Bray Resource Centre** and the opening of **Pieta's first service in Co. Kildare, based in Leixlip.**



These developments supported access to free, professional therapy in local community settings, while reflecting Pieta's wider move toward more flexible and sustainable service delivery.

Further detail on Pieta's wider service model, sustainability work and future direction is included in **Section 7: Turning strategy into sustainable change.**

What we learned

The year showed where Pieta's service model is strongest, and where further work is needed to protect access, quality and sustainability.



Phone and video support helped improve access. Continuing to provide therapy and counselling by phone and video helped people access support regardless of location, travel limitations or personal circumstances. It also gave Pieta greater flexibility in how appointments were offered.

Progress toward a more regional and local counselling model strengthened community access. In 2025, Pieta continued work to align services more closely with HSE regions, Integrated Healthcare Areas and local population needs. This supported the development of a more regional and community-based counselling model, helping Pieta build stronger local access points while maintaining national reach.

Work to simplify phone access pathways helped improve clarity. Pieta reviewed phone service pathways, with the aim of making it clearer and easier for people to know how and where to contact Pieta when they need support.

Recruiting and retaining skilled clinicians remained challenging. Like many mental health services nationally, Pieta continued to operate in a highly competitive recruitment environment. Delivering suicide and self-harm intervention work requires skilled, compassionate professionals who are able to work in a demanding but deeply meaningful area of care.

Sustaining services while redesigning them created operational pressure. At the same time as maintaining frontline services, Pieta was also progressing significant service redesign and sustainability work. Managing both at once required careful balancing of operational, clinical and financial priorities.

In 2025, Pieta continued to provide safe, professional care under sustained demand. The lessons from the year are shaping how we strengthen our service model, so support remains accessible and effective for the people who need it, while also being sustainable into the future.



section

06

Raising funds for our services

Fundraising overview 2025

€13.1m
Pieta's total **income.**

€4m
raised through **Darkness Into Light.**

€5.75m
received from donations and legacies.

€3.18m
statutory and grant funding.

76%
received from public, community, corporate and philanthropic support,

24% from statutory and grant funding.

202,000
donations received.

356
community fundraising events.

96,000+
participants for Darkness Into Light.

7,000+
volunteers contributed **53,000 hours** to make the walks happen.

6,947
participants took part in **digital fundraising** challenges.

84%
prompted **awareness of** Pieta among Irish public.

76%
trust among those aware of Pieta.

A year of collective action

In 2025, Pieta continued to deliver life-saving services across Ireland, supported by the generosity of individuals, communities, corporate partners and statutory funders.

Despite a challenging fundraising environment, total income reached €13.1 million (€13.7 million in 2024), reflecting continued public support and the strength of Pieta's evolving funding model. This collective commitment enables Pieta to respond to sustained demand and continue providing our free, accessible support to those affected by suicide and self-harm.

Throughout the year, people came together in many ways: donating, volunteering, taking part in Darkness Into Light, organising community fundraisers, joining digital challenges and supporting campaigns in workplaces, schools and local communities.



Supporters organised a wide range of activities, including walks, runs, cycles, workplace fundraisers, school initiatives, coffee mornings and community-led events. From those who took part in Darkness Into Light walks to those who gathered for Tea & Talk in their communities, every contribution helped bring people together in support of Pieta's work.

Digital fundraising challenges, including Pieta's 12 Dips in December, also gave people accessible and flexible ways to take part from wherever they were, while helping to raise funds and build awareness online.

Together, these efforts generated vital income, strengthened awareness and helped keep Pieta's work visible in communities across the country.

Campaigns that support fundraising and connection

Pieta's campaigns play an important role in raising vital funds while also creating opportunities for people to connect, participate and engage with conversations around mental health.

In 2025, campaigns continued to evolve, with both national and community-led initiatives supporting fundraising efforts and helping to extend Pieta's reach across different audiences.





Darkness Into Light: a national and global movement

Darkness Into Light remains a defining moment in the year for Pieta, bringing together communities in hope, remembrance and solidarity. **In 2025:**

- **€4 million (€4.5 million in 2024) was raised**
- **190 walks took place nationwide and internationally**
- **96,000+ participants took part**
- **Events were held in 12 countries worldwide**

The success of Darkness Into Light is made possible by an extraordinary network of:

- **Local volunteer committees across Ireland**
- **Thousands of volunteers supporting events on the ground**
- **International partner organisations delivering walks globally**

Their commitment enables the delivery of a nationwide and global event that continues to unite people in support of Pieta's services.

As well as raising vital funds, Darkness Into Light plays an important role in encouraging open conversations about mental health and suicide, and in showing people affected by suicide and self-harm that they are not alone.





€4m
in 2025 raised.

190
walks nationwide and internationally.

96,000+
participants took part.







Darkness Into Light remains a defining moment in the year for Pieta, bringing together communities in hope, remembrance and solidarity.









Tea & Talk: conversations that matter



Ahead of World Mental Health Day, Pieta partnered with Lyons to launch Pieta's Tea & Talk Morning, encouraging communities, workplaces, families and friends to come together in a simple and accessible way.

The campaign provided an opportunity to:

- Support fundraising through local participation
- Encourage conversations around mental health in everyday settings
- Engage new audiences with Pieta's work

The campaign highlighted the value of simple, shared moments in supporting both fundraising and connection, and provides a strong foundation for further development in 2026 and beyond.

Strengthening individual giving and supporter engagement

Individual giving continues to be central to Pieta's funding model, providing essential and sustained support for our services.

Throughout 2025, supporters contributed through:

- One-off donations and appeal responses
- Monthly giving programmes
- In-memory donations and gifts in wills

Monthly giving programmes remain particularly important in providing predictable, sustainable income that supports service planning and delivery.

Seasonal appeals, including summer and Christmas campaigns, continued to connect supporters with the impact of Pieta's work. These were complemented by newsletters, supporter updates and regular digital communications, helping to keep people informed, engaged and connected to the difference their support makes.

Community fundraising in action

Alongside Darkness Into Light, Pieta's community fundraising team supported a strong year of activity, with 356 community fundraising events and initiatives taking place across the country.

Activities included:

- Major physical challenges, including the Jim O'Connor Memorial Castle to Castle Swim, a 13.5 km open-water swim from Rindoon Castle to Athlone Castle, alongside individual supporter challenges such as Aidan Knight's 245 km River Shannon swim and Paul Doherty's Inishowen 100 Ultra.
- Community-led events across the country, including Ahiohill Vintage Club's Harvest Day, Sam Motivation Fitness's 12-hour Spin Challenge, Geary's Garage's Malin to Mizen tractor fundraiser, darts tournaments, table quizzes, charity matches, local collections and memorial events.
- School, workplace and group fundraisers, including Uniphar's "Unity of Hope" global steps challenge, HP Inc internship fundraising, school Amber Flag fundraisers, mini-marathon teams, community walks and employee-led fundraising activity.

Jim O'Connor Memorial Castle to Castle Swim. **Aidan Knight's 245 km River Shannon swim.**
Paul Doherty's Inishowen 100 Ultra. **Ahiohill Vintage Club's Harvest Day.**
Sam Motivation Fitness's 12-hour Spin Challenge **Geary's Garage's Malin to Mizen tractor fundraiser**
Uniphar's "Unity of Hope" global steps challenge **HP Inc internship fundraising** **School Amber Flag fundraisers**





Community led fundraising and digital challenge activity continued to demonstrate strong engagement.



















Jim O'Connor Memorial Castle to Castle Swim, a 13.5 km open-water swim from Rindoon Castle to Athlone Castle.













Supporting young people through the Amber Flag

Pieta's Amber Flag programme continued to grow in 2025:



- **554** Amber Flags were awarded nationwide (2024: 532)
- Participants engaged in wellbeing campaigns, events and peer-led initiatives, working towards environments where mental health is openly discussed and supported.

The programme strengthens Pieta's presence in schools, colleges and communities, supporting early awareness and helping to build a culture where suicide and self-harm can be discussed more openly.

554

Amber Flags awarded nationwide. Pieta's Amber Flag programme continued to grow in 2025.

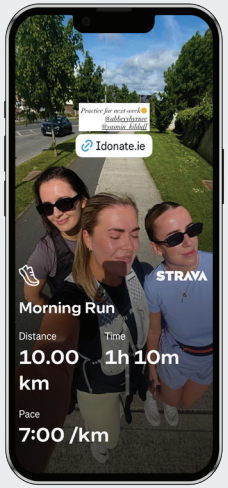
Digital fundraising challenges

In 2025, 6,947 people took part in digital fundraising challenges, building on Pieta's digital-first fundraising activity in 2024.

Challenges including running, press-ups and 12 Dips gave supporters accessible and flexible ways to take part, raise funds and share their support. Many documented their progress across social media, creating a visible sense of community and helping to extend Pieta's reach online.

6,947

people took part in digital fundraising challenges: running, press-ups and 12 Dips





Partnerships that strengthen impact

Corporate partnerships continue to play an important role in supporting Pieta's work, helping to raise vital funds, build awareness and connect our message and services with workplaces and communities across Ireland.

In 2025:

- More than **500 companies** supported Pieta across a broad range of sectors, including technology, construction, retail and aviation.
- This support included financial contributions, employee fundraising, volunteering and awareness-building activities.

500+

companies supported Pieta across a broad range of sectors: technology, construction, retail and aviation.

We extend our sincere thanks to **Irish Life** for its valued support and partnership.



In 2025, Pieta was selected as one of Irish Life's Staff Charity Partners, alongside Breast Cancer Ireland, following nomination and voting by Irish Life employees.

Through its staff charity programme, Irish Life supports employee-led fundraising and matches every euro raised by employees.

Irish Life

We are also deeply grateful to **Electric Ireland** for its continued support of Darkness Into Light over the last 13 years.



In 2025, Darkness Into Light, proudly supported by Electric Ireland, brought together more than 96,000 people across 190 walks in 12 countries, raising more than €4 million for Pieta's suicide and self-harm prevention services.

Reflecting on the partnership, Lisa Browne, Head of Marketing and Customer Insights at Electric Ireland, described Electric Ireland's continued support as important to its customers and staff, who take part each year to raise funds and show solidarity with people affected by suicide and self-harm.

pieta Darkness into light supported by electric Ireland

During 2025, Pieta also progressed work to develop a new three-year charity partnership with **Circle K**, which formally launched in early 2026.



Circle K has committed to raising €1 million for Pieta over three years, supporting suicide prevention, therapy services and 24/7 crisis support.

The partnership builds on Circle K's previous support for Pieta, including its support for Darkness Into Light and its Coast to Coast fundraising initiative. Speaking at the launch, Ciara Foxton, Managing Director of Circle K Ireland, said the partnership reflected a cause close to Circle K colleagues and customers, and would help raise vital awareness and support for people who need it most.

These partnerships provide essential funding, while also helping to connect Pieta's message and services with workplaces and communities across Ireland.

CIRCLE K

Pieta's Amber Flag for Business

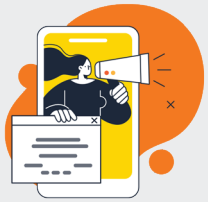
In 2025, Pieta launched its Amber Flag for Business programme, creating a new way for organisations to prioritise mental health and wellbeing in the workplace.

The programme supports businesses to take practical action through awareness, wellbeing and fundraising initiatives, while working towards more supportive and mentally healthy workplace cultures.

Following its launch in 2025, DPD became the first business to complete Pieta's Amber Flag for Business programme, marking an important early milestone for this developing area of work.

This programme complements Pieta's corporate partnerships by enabling organisations to play an active role in supporting both their employees and the wider community.

pieta
AMBER FLAG



A balanced and sustainable funding model

Pieta continues to operate a blended funding model, combining public support, corporate partnerships and statutory funding.

In 2025, approximately 76% of income came from public, community, corporate and philanthropic support, while 24% came from statutory and grant funding.

Statutory and grant funding remains an important part of this model, supporting Pieta's ability to respond to demand and deliver its services. In 2025, Pieta received €3.18 million in statutory and grant funding (€2.79 million in 2024), reflecting ongoing collaboration with public sector partners.

This funding contributes to the delivery of core services and complements the strong base of public support.

This balanced approach, together with the careful management of reserves, supports continued service delivery while strengthening long-term sustainability.

2025.
€3.18m

2024.
€2.79m

Amount Pieta received in statutory and grant funding.

Investing in our digital future

In 2025, Pieta secured important support from The Ireland Funds to strengthen its digital and operational capabilities, helping to advance a major digital transformation programme planned for 2026.

This was complemented by an independent review of Pieta's IT infrastructure, generously supported by PwC as a gift in kind, providing valuable insight to inform future improvements.

Together, these investments will enhance Pieta's digital capability, strengthen governance and improve operational resilience, supporting the sustainable delivery of services into the future.

THE IRELAND FUNDS

pwc

Jessica, Abbey, and Yasmin's story...

Taking on a challenge together

Public support plays a vital role in helping Pieta keep free suicide and self-harm prevention services available. For best friends Jessica, Abbey and Yasmin, taking part in the VHI Women's Mini Marathon was a way to challenge themselves, spend time together and raise funds for a cause they believe in.

"We've been best friends for 14 years, so it means a lot to be doing this together.

The VHI Women's Mini Marathon has always been a goal of ours. It is a great way to challenge ourselves while raising funds for a charity that matters to us.

We are all at different stages in our running journey, so training together can be challenging. But our aim is not to run the fastest time. We want to achieve a shared goal, raise funds and enjoy the experience.

Anyone who takes part, whether walking or running, should be really proud. It is a personal achievement, but also a meaningful way to support a cause you care about.

We chose to support Pieta because we wanted to remind people that, no matter what life throws at you, support is available and there is always a way through.

By taking part, we hope we can support Pieta's work and help make sure its services are there for people when they need them."

"We've been best friends for 14 years, so it means a lot to be doing this together."

Thank you to our supporters and volunteers

Everything Pieta achieved in 2025 was made possible by the generosity, commitment and trust of people and organisations across Ireland.

We would like to thank everyone who supported us, including:

- everyone who **donated to Pieta**
- everyone who took part in or supported **Darkness Into Light**
- Darkness Into Light **committees and volunteers** across Ireland and internationally
- **community fundraisers** who organised walks, runs, swims, cycles, balls, collections, school fundraisers and local events
- **individual donors,** regular givers and those who gave in memory of loved ones
- those who remembered Pieta through **gifts in wills**
- **schools, colleges, youth groups, workplaces and community organisations** that supported Amber Flag, No More Silence, Tea & Talk Morning and other campaigns
- corporate partners and workplace fundraisers
- philanthropic supporters, trusts and foundations
- statutory funders and public sector partners
- media, agency and creative partners who helped share Pieta's message safely and responsibly
- volunteers, ambassadors and lived-experience contributors who supported awareness and engagement

Volunteers play a vital role in Pieta's work. In 2025, their time, commitment and generosity helped Pieta connect with communities, support fundraising activity and share our message across Ireland and beyond.

From early morning Darkness Into Light walks to local fundraising initiatives, community-led events and corporate volunteering programmes, volunteers are at the heart of so much of what Pieta does. The commitment of Darkness Into Light committees across the country and internationally continues to be central to the success of the event, with local volunteers leading and coordinating activity in their communities each year.

During the year, Pieta also hosted a number of supporter and volunteer acknowledgement events across its centres. These events provided an opportunity to recognise the impact volunteers and supporters make, while also offering insight into Pieta's services and the difference their support enables in communities.

We are especially grateful to our key partners and corporate supporters, including Electric Ireland, Irish Life, Circle K, Sherry FitzGerald, Lyons, PwC, RDJ, First Derivative, Homesavers, BMC Manufacturing and Genesys, as well as all companies and workplaces that supported Pieta through fundraising, donations, awareness activity and staff engagement.

Supporter reflections

Corporate supporters play an important role in helping Pieta raise funds, build awareness and encourage more open conversations about mental health in workplaces and communities.

"Employee wellbeing, specifically mental health, represents a key component of our People Strategy here at PwC. Our commitment to reducing the stigma associated with mental health in the workplace and in driving awareness on this important topic, provided a clear connection with Pieta - ensuring our impact is felt both within the organisation and our communities."

PwC

"Supporting Pieta's mental health services and employee wellbeing is very important to us, so being able to raise much-needed funds for Pieta, an organisation that provides life-changing support to people in their time of need, was something we were truly honoured to contribute to."

BMC Manufacturing

"Darkness Into Light is a cornerstone in our annual calendar, aligning with our commitment to supporting mental health charities. We choose Pieta for its impactful work, and we encourage fellow organisations to join this transformative experience."

Genesys







Pat's story...

When a community comes together

Pat is a Darkness Into Light volunteer from Moyvane in County Kerry. For him, the event is not just one morning in May. It is months of preparation, local effort, community spirit and shared purpose.

"It has become an integral part of my year.

I look forward to January, when Darkness Into Light comes back into the spotlight.

The evenings are getting longer, brightness is reappearing, life is beginning to appear everywhere, trees with shoots, flowers with buds, lambs on farms.

People attending think it just happens and takes a few days to put together.

What they don't realise is the hours behind the scenes to make it happen, but sure, we enjoy the buildup and the bit of banter along the way.

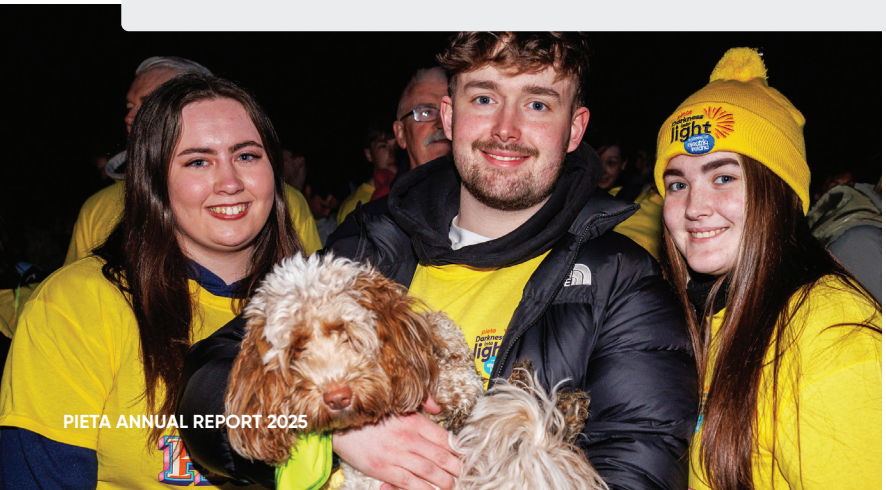
The days in the lead-up to the event are hectic, down here anyway, making sure everything is done right.

In the end, it is all worthwhile, and to just see the people walk in unison as one on the morning is a joy to behold.

You do miss it in the weeks after as the buzz is gone, but sure, then you realise it's only around the corner again."













section

07

Turning strategy into sustainable change

Protecting free suicide-prevention services for the future

In 2025, Pieta continued to deliver life-saving services nationally, while making the changes needed to protect free, professional support for those who need it, now and into the future.

Hope in Action 2024–2028

Implementing sustainability

Strategic commitment:

- **Value and Impact**
- **Intention and Voice**
- **Capacity and Sustainability**

How our strategy guided us

Pieta's strategy, **Hope in Action 2024–2028**, was developed for a changed environment. Demand for suicide and self-harm support remains high. People's needs are often complex. The health system is changing. Public fundraising is under pressure. Charities are also expected to demonstrate clear impact, strong governance, transparency and responsible use of resources.

Hope in Action provides the framework for how Pieta responds to that environment. It is built around our strategic commitments:

Intention and Voice:

Building trust in Pieta's services and strengthening our role as a voice for people affected by suicide and self-harm.

Value and Impact:

Working alongside the State, our people and communities to develop services that align with policy, meet local needs and demonstrate impact.

Capacity and Sustainability:

Building a future-focused and sustainable organisation.

These commitments are supported by four enablers:

1. People and culture
2. Funding
3. Technology infrastructure
4. Organisational processes

In 2025, this strategy guided practical decisions about services, access, evidence, funding, partnerships, controls and the operating model.

Hope in Action 2024–2028

Pieta's strategy, developed for a changed environment.

Implementing sustainability

Building on our strategic plan, **Hope in Action**, a key priority in 2025 was strengthening Pieta's long-term sustainability and ensuring our services remain available to those who need them most, now and into the future.



In the years following the COVID-19 pandemic, Pieta faced a challenging financial environment. Declining fundraising income, rising inflation and increasing operational costs placed significant pressure on our finances, resulting in a sustained draw on reserves to support service delivery. Recognising the need to address this trend, the Board of Trustees and Executive Leadership Team took the responsible decision to implement a comprehensive programme of organisational sustainability and transformation.

Known as the **Accelerated Sustainability Programme (ASP),** this initiative was overseen by a dedicated board working group and led by the CEO and Executive Team. Its primary objective was to reduce Pieta's reliance on reserves, align expenditure more closely with income and build a financially sustainable organisation capable of delivering life-saving services for generations to come.

With an annual draw on reserves of approximately €3 million, the programme set an ambitious target of reducing overheads and the overall cost base by more than €3 million, while protecting frontline service delivery.

We recognised that achieving this objective would require difficult decisions. Throughout the process, we remained committed to transparency, meaningful stakeholder engagement and ensuring that every action reflected Pieta's values of compassion, respect and integrity.

During the first half of 2025, a comprehensive review of Pieta's operations, structures and expenditure was undertaken. Phase one of the programme commenced in August and included reviews of our fundraising department, education and training services, appointments and telephone services, support services and all areas of non-pay expenditure.

As a result of this review, organisational restructuring and redundancy measures were implemented, resulting in 20 employees leaving Pieta. Staff were consulted and supported throughout the process, with a strong emphasis placed on communication, dignity and respect. We are deeply grateful to those colleagues who contributed so much to Pieta's mission and whose dedication has helped shape the organisation we are today.

The changes implemented through phase one created a more streamlined and sustainable operating model, while also enabling targeted investment in key areas where additional skills and capacity were required to support future growth and service delivery.

By year end, planning was well advanced for phase two of the programme, scheduled to commence in the first quarter of 2026. This phase would focus on the further optimisation of support and ancillary services, alongside the development and implementation of Pieta's national and regional counselling model, designed to strengthen service consistency, accessibility and efficiency across the organisation.

The programme delivered significant financial progress during 2025, reducing the draw on reserves from €3.6 million in 2024 to €2.5 million in 2025.

A further reduction to €1.2 million was incorporated into the approved 2026 budget, demonstrating the positive impact of the sustainability measures implemented and the progress being made towards achieving long-term financial stability.

While these changes have not been easy, they represent important steps in ensuring Pieta remains a resilient, sustainable organisation, capable of continuing our vital work in suicide and self-harm prevention for many years to come.

Strategic commitment: Value and Impact

A central part of Pieta's strategy is to demonstrate value and impact by focusing on community need, monitoring outcomes and using evidence to improve services.



In 2025, Pieta's work focused on the continued review and development of our clinical service model. This work was about more than maintaining existing services. It focused on how people access support, how services are organised, how risk is managed, how outcomes are measured, and how care can be delivered safely and sustainably within available resources.

In 2025, Pieta progressed work to:

- **strengthen routine outcome measurement through the national rollout of CORE**
- **use client feedback and service evaluation data more consistently**
- **review the location and configuration of therapy services**
- **continue developing phone and video therapy as core parts of service delivery**
- **review phone service pathways, with the aim of making access clearer for people seeking support**
- **support a more regional and localised counselling model aligned with HSE regions and areas of population need**
- **continue strengthening bereavement support and pathways for people, families and communities affected by suicide**

Safety planning was also strengthened on Pieta's phone lines during the year, helping to provide a more structured and consistent response for people contacting Pieta in distress.

Under the Accelerated Sustainability Programme, Pieta reviewed how our phone lines operated, streamlining the service and improving the experience for people contacting us.

Pieta also continued engagement on access pathways and service coordination, including work with statutory and community partners to clarify Pieta's role alongside wider supports. This reflected the need for clearer routes into care, stronger coordination and better alignment with national and local service structures.

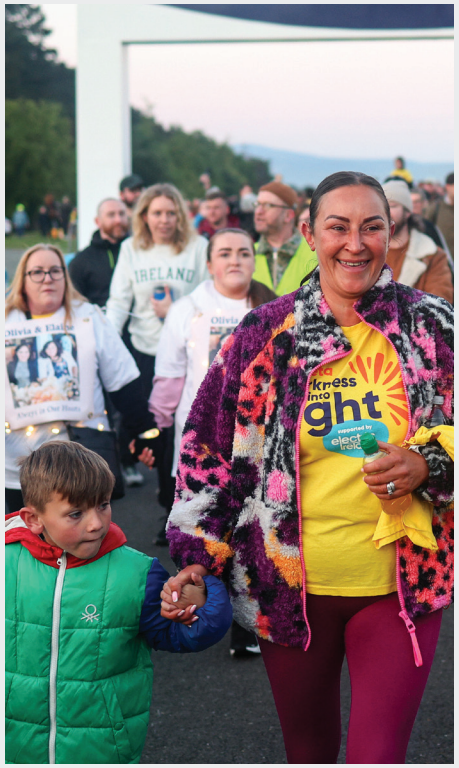
Pieta continued to develop targeted local access to in-person support where this aligned with community need and available resources. This reflected our evolving approach to bringing services closer to communities in a sustainable way. In 2025, this included the launch of a Wicklow-Bray service at South Bray Resource Centre and the opening of Pieta's first service in Co. Kildare, based in Leixlip.

These developments supported access to free, professional therapy in local community settings, while reflecting Pieta's wider move toward more flexible and sustainable service delivery. This programme of work was further developed under phase two of the Accelerated Sustainability Programme for implementation in 2026, with plans to open further new service locations.

These changes were designed to improve accessibility, quality and sustainability. The aim is to ensure that Pieta can continue to provide safe, professional support while making the best possible use of clinical capacity, resources, evidence-based practice, funding and partnerships.

Using evidence to improve care

Hope in Action commits Pieta to demonstrating value and impact. In 2025, this meant strengthening how Pieta measures outcomes, listens to people who use services, and uses evidence to support service planning and improvement.



Following a pilot in 2024, Pieta completed the national rollout of CORE, the Clinical Outcomes in Routine Evaluation measure, across therapy services. CORE gives Pieta a stronger



foundation for understanding therapy outcomes, monitoring change over time and using evidence to support service improvement.

Client feedback also continued to inform service quality and development. Feedback from adults, young people, parents and carers helped Pieta understand how people experienced support, including therapeutic relationships, accessibility, professionalism and perceived impact.

Further details on 2025 client feedback is included in **Section 5: Our Services.**

Strategic commitment: Intention and Voice

Pieta's strategy commits the organisation to using its voice carefully and responsibly on behalf of people affected by suicide and self-harm.

In 2025, this meant strengthening how we communicated across public campaigns, media, advocacy, fundraising, internal communications and stakeholder engagement. The focus was on clearer messaging, safer language, better coordination and more consistent explanation of Pieta's role.

Pieta used key awareness moments during the year to speak about suicide and self-harm prevention in a clear and responsible way. Ahead of Self-Harm Awareness Day, Pieta called for greater awareness and understanding of self-harm and encouraged people to learn more about how to support those affected.

No More Silence helped strengthen this work. The campaign highlighted the need to speak more openly about suicide and self-harm prevention, particularly for children and young people.

Pieta also continued to communicate with supporters, donors, volunteers and the wider public about why its work matters. Monthly e-newsletters, social media communications and regular supporter in-person events were held across the country, helping to keep supporters, volunteers and the wider public informed about Pieta's work, impact, services, campaigns and ways to stay involved.

Working with partners

Pieta does not work in isolation. Supporting people affected by suicide and self-harm requires coordination across statutory, voluntary, community and clinical services.

In 2025, Pieta continued engagement with statutory and sector partners, including the HSE, the HSE National Office for Suicide Prevention, Integrated Healthcare Area structures, HSE Child and Adolescent Mental Health Services, Tusla, government departments, public representatives, and community and voluntary organisations working across mental health and suicide prevention.



LGBTQ+

Pieta's partnership with Belong To also continued to support access to free crisis counselling services for LGBTQ+ young people.

This engagement was important for Pieta as we reviewed our services and future operating model, with alignment to national policy, including Connecting for Life and Sláintecare, as a central consideration. This helped ensure that service planning considered Pieta's role within the wider system of suicide prevention, mental health support, community-based care and integrated service delivery.

Pieta also participated in the National Review Group supporting preparation of the next national suicide prevention policy, due to be published in 2026. This provided an opportunity to contribute learning from our frontline service delivery, client feedback, service demand, community engagement and suicide bereavement support.

Our engagement supported several areas of work:

- engaging on the changes underway through the Accelerated Sustainability Programme
- explaining Pieta's role within the wider system of suicide and self-harm prevention
- sharing information on service demand, delivery and sustainability pressures
- strengthening relationships under new HSE structures, including engagement with leads in newly established regions
- supporting policy and system discussions, including preparation for the next national suicide prevention policy
- supporting clearer pathways between Pieta, statutory services and community supports
- engaging with and contributing to CAMHS pilot sites and workstreams
- making the case for sustainable funding for services delivered in the public interest

Pieta continued to work with communities through Darkness Into Light committees, Amber Flag, the Suicide Bereavement Liaison Service, local service development, awareness activity and supporter engagement.

Pieta also supported wider community awareness activity during the year, including participation in Dublin Pride alongside partners and supporters. This reflected Pieta's role in promoting awareness, access and inclusion across different communities.

Pieta's partnership with **Belong To** also continued to support access to free crisis counselling services for LGBTQ+ young people.

Belong To LGBTQ+ Youth Ireland

This partnership work is important because people affected by suicide and self-harm may need different types of support at different points. Clearer pathways, stronger coordination and better local relationships can help people access the right support more easily.

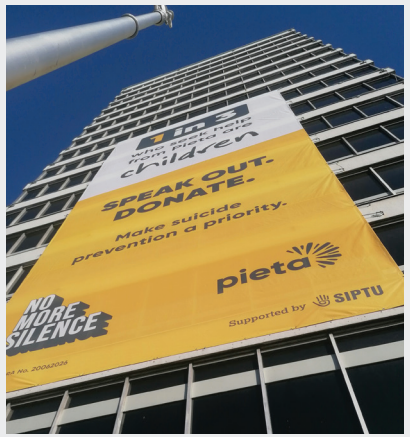
Communications and advocacy: No More Silence

In 2025, Pieta continued to strengthen its communications and advocacy work through campaigns such as No More Silence.

No More Silence secured 74 pieces of media coverage, with the coverage helping to raise awareness of suicide and self-harm prevention and Pieta's role in providing free support. Campaign monitoring showed that 57% of coverage clearly identified Pieta as a suicide and self-harm prevention charity, while 70% referred to Pieta correctly.

pieta NO MORE SILENCE





This work helped to:

- **increase awareness of suicide and self-harm**
- **encourage help-seeking and early support**
- **support more open conversations around mental health**

Alongside this, Pieta continued to improve its approach to communications and media engagement. During the year, communications policies and processes were reviewed to support clearer structures for media engagement and approvals. Improvements were also made to media monitoring, helping Pieta track and respond to coverage more effectively and efficiently.

Together, this work supported more consistent communication, safer messaging, stronger accountability and greater awareness of Pieta's role in suicide and self-harm prevention.

74

No More Silence pieces of media coverage

Strategic commitment: Capacity and Sustainability

Delivering national suicide prevention services requires strong organisational foundations. In 2025, Pieta continued to strengthen the systems, functions and processes that support frontline work.

Through the Accelerated Sustainability Programme and related work, Pieta reviewed its cost base, operating model and organisational structure. This included restructuring measures during the year, including a reduction in overall staffing levels. These were difficult decisions, but they were taken to reduce financial risk, align expenditure with sustainable income and protect the continued delivery of core clinical services.

Pieta recognises that these processes were difficult for staff and teams affected by change. The organisation sought to manage the work with care, communication and appropriate support, while also remaining clear about the need to reduce financial risk and protect services for the future.

Core functions were also reviewed, restructured and strengthened, including fundraising, people and culture, education and training, helpline operations, facilities and IT. This work was intended to improve capability, accountability, coordination and support value for money.

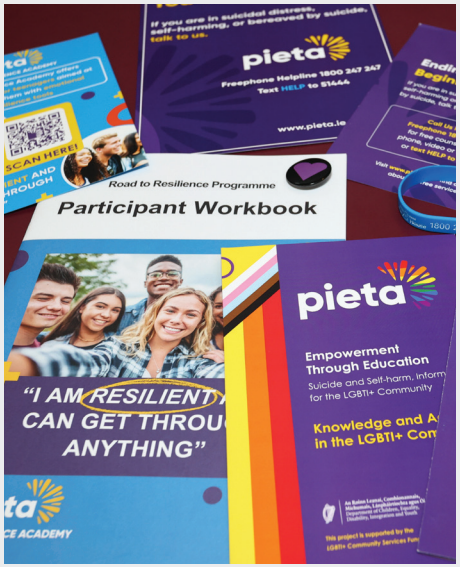


Pieta also began preparing for future digital and infrastructure improvements. During the year, Pieta secured confirmation of two major grants for a major IT digital transformation programme planned to commence in early 2026 and benefited from an independent review of IT infrastructure through a donation in kind from PwC.

Looking ahead

As Pieta looks towards 2026 and beyond, the organisation remains focused on delivering its charitable purpose and mission: providing support to people experiencing suicidal ideation, people engaging in self-harming behaviours, and those bereaved by suicide.

- **Sustaining services for the future**
- **A more community-based model of care**
- **Supporting our clinical workforce**
- **Flexible and accessible support**
- **Working with communities and partners**
- **Strengthening lived experience**
- **Digital transformation**
- **Strengthening income**



Sustaining services for the future

To support the long-term sustainability of services, 2026 will see the continued implementation of **Phase Two of the Accelerated Sustainability Programme.**

Building on the progress achieved in 2025, this phase will focus on the further redesign of support and ancillary services, while advancing the development of the regional counselling model that commenced during the year.

A more community-based model of care

Central to Pieta's future service delivery strategy is the development of a more accessible, community-based model of care. Through a co-located approach, Pieta services will increasingly be delivered alongside other community organisations and support services within local facilities and resource centres. The ambition is to establish one primary Pieta centre within each of the six HSE regions, supported by a network of locations across all 20 HSE Integrated Healthcare Areas, ensuring greater accessibility and responsiveness to community needs.

Supporting our clinical workforce

Pieta will also continue to develop and support a skilled clinical workforce.

Meeting demand requires skilled, compassionate professionals who can provide safe and effective support to people affected by suicide and self-harm. A strong clinical workforce supports access, continuity and responsiveness across services.

Flexible and accessible support

Pieta will continue strengthening flexible and accessible models of care, including a balanced model of in-person, phone and video support, so people can access care in a way that works for their needs and circumstances.

Flexible delivery helps people access support regardless of location, travel limitations or personal circumstances.

Working with communities and partners

Pieta will continue working with communities and partner services.

Collaboration with voluntary, community and statutory partners will remain central to suicide prevention and mental health support, including working alongside local providers and community resources to strengthen pathways into support.

Pieta will also continue to work closely with the HSE, the Department of Health and sector partners to support the implementation of the next national suicide prevention strategy, **Connecting for Life 2026–2035.** As a provider of suicide intervention and prevention services, Pieta is committed to playing a key role in helping to achieve the strategy's ambitions and improving outcomes for individuals, families and communities across Ireland.

HSE

An Roinn Sláinte
Department of Health



Strengthening lived experience

Pieta is also committed to strengthening the role of lived experience in shaping services. Building on client feedback received throughout 2025 and looking towards the publication in 2026 of the new **National Policy Connecting for Life 2026–2035**, Pieta will design a framework to establish a dedicated Lived Experience Panel to ensure that the voices of those who have directly engaged with services continue to inform service design, delivery and strategic decision-making alongside clinical expertise.

Digital transformation

Digital transformation will be a significant strategic priority over the coming two years. In 2026, Pieta will commence a comprehensive organisation-wide programme designed to enhance service delivery, strengthen operational effectiveness and improve organisational resilience.

This programme will include the implementation of a new client management system, customer relationship management platform, and upgraded finance and human resource systems.

The majority of this work will be supported through dedicated grant funding secured specifically for this purpose. The programme is planned to commence in the first quarter of 2026 and continue through to the second quarter of 2027.

Strengthening income

Pieta will also focus on strengthening and diversifying income streams through the development of a renewed fundraising strategy.

This work will establish a clear case for support, deepen engagement with existing and new supporters, and create the sustainable funding base required to deliver services and realise long-term ambitions.

Across this work, Pieta will continue strengthening sustainability alongside quality of care. Strengthening sustainability helps protect long-term access to free support for people affected by suicide and self-harm.

While the challenges facing the charity sector remain significant, **Pieta enters 2026 with a clear strategy,** a renewed focus on sustainability, and an unwavering commitment to ensuring that anyone affected by suicide and self-harm can access the support they need, when they need it most.



section

08.

Our people and culture

An evolving team

2025 presented some significant challenges in our organisation, and it has also been one that has revealed the extraordinary strength and commitment of our people.

As outlined in Section 7, Pieta made difficult but necessary decisions during the year to reduce costs, protect long-term sustainability and safeguard the services our clients depend on. These changes included restructuring measures across the organisation, with a deliberate focus on protecting frontline services and the clinical capacity that sits at the heart of Pieta's work.

These were not decisions taken lightly. Every role affected represented a person who contributed to Pieta, and we are deeply grateful to those colleagues for their dedication and the mark they left on Pieta.



217

Pieta's headcount as at 31st December 2025.

Pieta's headcount as at 31st December 2025 stood at 217 (2024: 270), reflecting the impact of these changes. The clinical team continues to represent the largest cohort of our staff base, reflecting the organisation's priority of protecting the sustainability and accessibility of services for clients.

Through this period of change, Pieta continued to provide safe, professional support to people affected by suicide and self-harm. This was made possible by the resilience, professionalism and compassion of our staff, who continued to support clients, colleagues and communities during an uncertain period.

We continue to develop and support our managers to lead with purpose and to cultivate a culture rooted in Respect, Compassion, Collaboration and Transparency. We remain committed to equipping managers with the skills they need and to ensuring our team has a genuine voice in how we operate, particularly as we continue to navigate change.

Investing in our people

Even against the backdrop of financial constraint, our commitment to our people has not wavered. We believe that investing in our staff team is inseparable from investing in our clients, and we have continued to prioritise learning and development in meaningful ways.



In 2025, we again supported applications through our bursary awards programme, enabling team members to deepen their knowledge, skills, and specialisms in service of those who need us most. We continue to encourage all staff to take full advantage of their CPD (Continuous Professional Development) allowances and study leave.



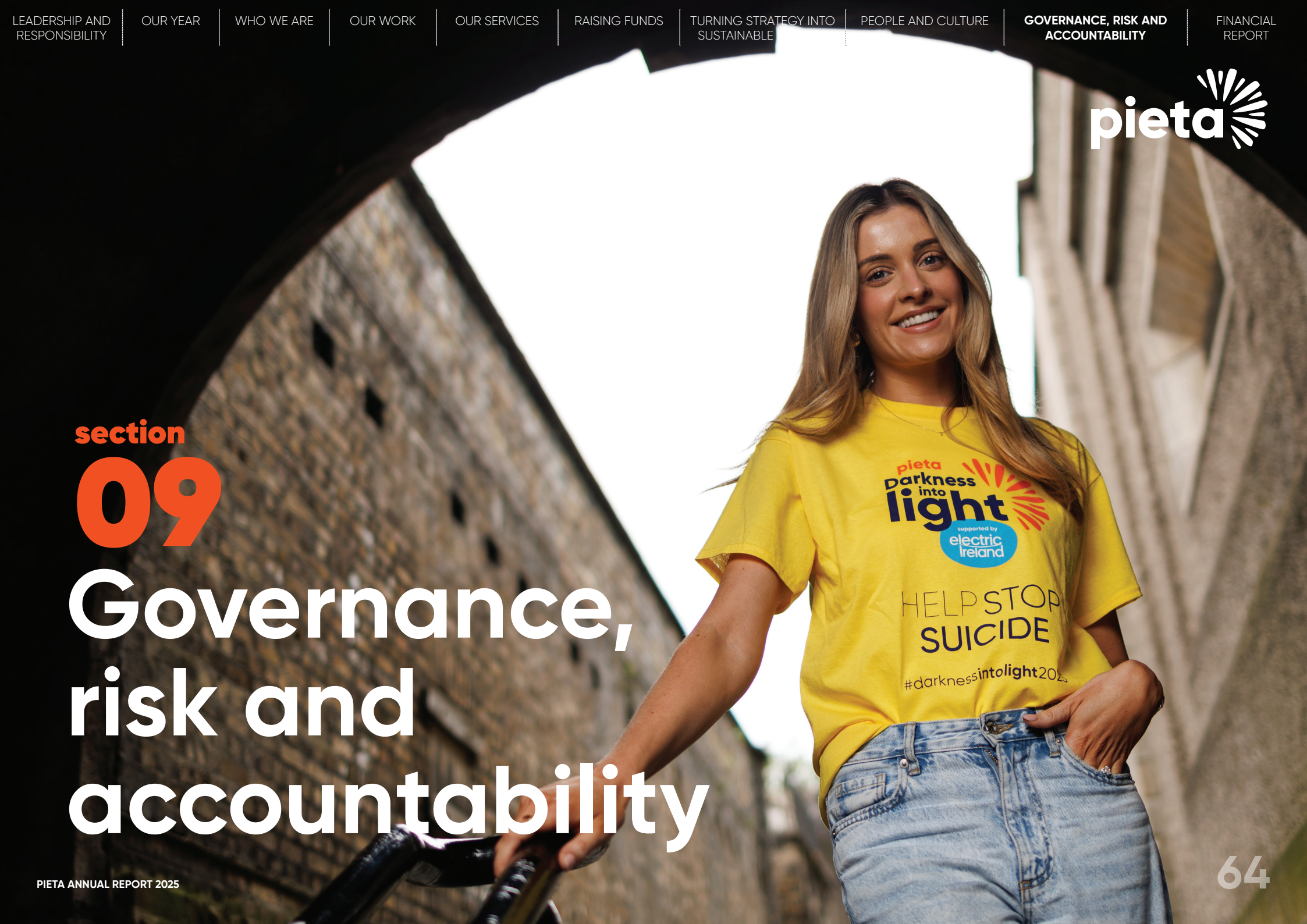
As the demand for child and adolescent therapeutic services continues to grow, we have continued to support therapists pursuing post-graduate qualifications in this area. This recognises that the depth of expertise in our clinical team is among our most valuable assets.

We are pleased to have maintained our enhanced Employee Assistance Programme, which provides psychotherapeutic supports for employees and their immediate family members. In a year that placed considerable emotional weight on our team, having access to these supports has been more important than ever. We remain committed to ensuring that the people who care for others are themselves cared for. We now look to the future as we align our People and Culture priorities with our overarching strategic objectives, and together build a resilient service to ensure those who need us can reach us in the way that's most accessible to them.

section

09

Governance, risk and accountability



How we are governed

Our Board of Trustees ensures that the vision, mission and values of Pieta are upheld and realised in practice. The primary purpose of our Board is to ensure the long-term success of the organisation.

The Board:

The Board takes on the ultimate legal and financial responsibility for all the activities of the organisation and maintains an overview of policy and strategic direction (rather than being involved in the day-to-day operations).

It has three primary functions:

strategy, control, service.

strategy,
control,
service.

Functions of the Board

To properly execute these functions, the Board:

- Establishes Pieta's mission, vision, and values and ensures that organisational activity supports its ethos and purpose.
- Sets the strategic objectives for Pieta, and working with the CEO, oversees the development of supporting financial and operating plans, ensuring that the necessary financial and human resources are in place to meet the overall objectives.
- Oversees the development of a robust framework to identify, manage and monitor our principal risks.
- Requires management to put in place a prudent and effective system of internal controls, which is subject to regular review.
- Appoints the Chief Executive Officer, oversees his or her performance and that of the senior management team and oversees succession planning.
- Defines management's duties and limits of authority and maintains a list of those decisions which require Board approval.
- Ensures that formal policies are in place to help safeguard the wellbeing of employees and the people we support.
- Ensures that an active stakeholder engagement programme is in place to facilitate an understanding of the needs of the people we support, when planning services and activities.
- Ensures that all money, property, investments, and resources are properly managed, safeguarded and accounted for and that we are accountable to all our stakeholders.
- Monitors the reporting of our financial position, and ensures that annual accounts are prepared, audited, approved and filed in accordance with the requirements of all regulatory bodies and include the required statements of compliance.
- Ensures that Pieta complies with the provisions of Section 39 of the Health Services Executive (HSE) Service Arrangement.
- Ensures that Pieta complies with all relevant legislation and other regulatory and governance requirements, including the constitution of Pieta.
- Acts in the interests of the organisation and as advocates and champions of Pieta's vision and mission to the outside world.

Membership of the Board

The directors of the company are also Pieta's Trustees. The constitution provides for a minimum of three Trustees and a maximum of twenty-five.

All Board and committee members are volunteers. They have a fixed membership term of four years, renewable once. The decision on renewing the term of a Board member is taken by the nominations committee. Renewal of the Board and its committees should be on a staggered basis to ensure continuity.

No Board or committee member receives a fee.

Board training and learning

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

At each meeting, the Board holds a spotlight session, focusing on a specific area relevant to Pieta's services or governance improvement.

Further training needs, for either the whole Board or individual members, may be identified through the annual Board and committee evaluation process. New Board members receive induction training as soon as possible after their appointment.

We retain memberships with various bodies who provide training events and opportunities for the Board throughout the year.





Recruitment of new members

On an annual basis, and whenever a trustee resigns or completes their term of office, the nominations committee undertakes a review of the Board and its sub committees to assess their ongoing suitability and to identify any gaps in skills or experience.

The results of this assessment are shared with the Board, and a shortlist of skills for recruitment is agreed. The steps thereafter include:

Sourcing:

The vacancy is communicated through appropriate channels, including contacts of existing Board members and/or external director recruitment agencies.

Selection:

The nominations committee leads the interview process and proposes a final shortlist of candidates to the Board, who approve the final appointment.

Appointment:

The director/sub-committee member is appointed by formal letter, setting out his/her duties and obligations.

The principles of diversity and equality are fully upheld throughout this process.

Induction to the Board and/or sub-committee is the responsibility of the Board or committee chair and involves:

- A meeting with the Chair or Committee Chair covering the following: the role and aims of the organisation and its core activities, history, and successes; how the Board and its committees operate; the expectations of the new member and the estimated time commitment.
- Meetings with other Board and/or committee members and members of management.
- An opportunity to visit the charity's offices and services and to meet staff.
- A full overview of the role and responsibilities of becoming a Board/committee member of Pieta.

The new member receives a copy of the Governance Manual and minutes of the previous six Board meetings. All Trustees are required to sign the Code of Conduct for Board and Committee Members and to disclose any existing or potential conflicts of interest to the Secretary, to be recorded in the Register of Interests.

Board diversity and inclusion

At Pieta, we value inclusion and equality. We believe that a diverse Board improves our performance. To increase diversity, we have added external, independent members to our Board committees. This approach has been very successful. We are committed to maintaining a diverse and well-balanced Board of directors.



Sub-committees

The Trustees have established a number of sub-committees, to assist the Board in effectively discharging its duties, recognising that some elements of the Board's work can be delegated to specialists for more in-depth review.

The sub-committees are as follows:

- **Clinical Advisory and Advocacy**
- **Risk, Audit and Finance**
- **Fundraising and Engagement**
- **People and Culture.**

New ad hoc committees may be established by the Chair, if necessary, to support the objectives of the organisation.

Each committee is chaired by a Board member and membership consists of a mix of Board members and non-Board members (co-optees). The Board appoints people with the relevant expertise or an interest in the area in question and entrusts them with ensuring that the aims of each committee are met. Outside members should be experienced in the area of interest of the committee, have a sufficient degree of knowledge of the organisation and be willing to devote the necessary time to participating in the work of the committee.

Membership of a committee is determined by the Board, but each committee has the right to co-opt additional members, subject to the consent of the Chair. As the purpose of a sub-committee is to assist the Board with its duties, it does not have decision-making powers. The Board discusses committee recommendations and then decides if they should be adopted or not.

The terms of reference of the sub-committees are set out in the governance manual. Each committee adopted a schedule of meetings and work plan for 2025 and made regular reports to the Board on their work. The committees kept their terms of reference under review.

Risk, Audit and Finance sub-committee

This sub-committee assists the Board with the following important functions:

- Ensuring a strong culture of compliance with laws, regulations and recognised best practice, underpinned by strong internal and external audit functions throughout the organisation.
- Ensuring that formal processes are in place to identify and deal with risks to which the organisation, its staff and those we support are exposed, and monitoring and reviewing all aspects of the financial performance of Pieta.
- Keeping under review the scope and effectiveness of the charity's internal financial controls and risk management systems and the process for monitoring compliance with legislation and regulations associated with financial reporting.
- Considering and recommending the appointment, reappointment, and removal of the external and internal auditors.

Clinical Advisory and Advocacy sub-committee

The Clinical Advisory and Advocacy sub-committee assists the Board with the following functions:

- Monitoring access to services.
- Monitoring and evaluating the clinical effectiveness of our services.
- Overseeing the efficiency of our services.
- Ensuring that our management focuses on efficiency and productivity.
- Increasing the use of technology to gather and use data in relation to wait times and treatment pathways.
- Overseeing Pieta's research and communications functions.
- Increasing awareness and understanding of issues relating to suicide and self-harm among policymakers and the general public.





Fundraising and Engagement sub-committee

The Fundraising and Engagement sub-committee assists the Board with the following functions:

- Reviewing annual fundraising plans.
- Ensuring that any potential shortfalls in fundraising income are flagged to the Board, so that any operational or cost implications are addressed in a timely manner.
- Providing challenge, oversight and support and ensuring that donor intent is always respected and that all relevant laws, regulations and recognised best practices in respect of its fundraising activities are adhered to.
- Reviewing the development of strategic relationships with relevant state agencies.
- Advancing the strategic objective of materially increasing the percentage of Pieta's total revenue that comes from the state, to mitigate the risks associated with an over-reliance on public fundraising.
- Overseeing and supporting strategic communications and marketing activities.
- Ensuring that all marketing and fundraising activities are consistent with Pieta's values and are aligned with the organisation's strategic objectives.

People and Culture sub-committee

The People and Culture sub-committee assists the Board with the following functions:

- Discussing, agreeing and recommending to the Board the policy for the recruitment, remuneration and employment terms and role objectives of the chief executive officer and the senior management team.
- Undertaking succession planning for the Chief Executive Officer and the senior management team.
- Assessing the annual staff budget, including approved pay rates and headcount, and sharing insights and recommendations with the Board and other Board committees, as appropriate.
- Assessing pay and other employment benefits, to make recommendations to the Board on these matters.
- Ensuring that contractual terms on termination of employment and any payments made, in such circumstances, are fair to the individual and the organisation.
- Overseeing compliance with employment law and other regulations and supporting staff engagement and a positive culture aligned with Pieta values.
- Assisting with the induction process for new Board and committee members.



Trustees

The following people are the Trustees of Pieta, who served during the financial year and unless otherwise stated up to the date of approval of the financial statements:

- Celine Fitzgerald
- Dr. Terry McWade CDir
- Anne Bradley
- John Casey
- Majella Gallagher
- Paraic Joyce
- Eamon Keating
- Dr. Niki Nearchou
- Liam O'Brien
- Colin Potts
- Anne-Marie Taylor
- Angela Walsh
- Mary Walshe

Celine Fitzgerald

(Trustee and Chair of the Board. Resigned 27th January 2025)

Celine serves on a number of Boards, including VHI Health and Wellbeing DAC and PTSB. Prior to transitioning to a non-executive career, Celine spent over 20 years as a senior executive in the telecommunications sector (Eircom and Vodafone) and was Chief Executive Officer of managed service provider, Rigney Dolphin for five years. More recently, Celine worked with overseas development organisation, Goal Global, as Chief Executive Officer. Celine is a chartered director and has extensive experience of leading organisations through periods of transformation, both as an executive and a non-executive.

Dr. Terry McWade CDir

(Designated Trustee and Chair of the Board. Appointed 27th January 2025)

Dr. Terry McWade CDir is a distinguished chartered director, with a career spanning senior leadership roles in the healthcare, business, and education sectors. Terry has held key positions, including Chief Executive Officer of the Royal College of Physicians of Ireland and Deputy Chief Executive Officer of the Royal College of Surgeons in Ireland, and was the co-founder, Chief Executive Officer and Chairman of the biotechnology company, ValitaCell. In his earlier career, he worked with the Boston Consulting Group. He is currently a member of the Institute of Directors (IoD) Ireland Council and IS on the Board of the Health Research Board. He is a member of the Judicial Appointments Commission.

Anne Bradley

(Trustee and member of Risk, Audit and Finance sub-committee, and Clinical Advisory and Advocacy sub-committee

Anne has held senior leadership positions in technology, business transformation and aviation. She is a strong believer in inclusiveness. She knows that it is the diverse experience and ideas of people that inspire and lead an organisation to deliver for its clients. As the Head of Group IT Digital & Delivery for International Airlines Group, Anne was responsible for a dynamic and innovative workforce in a highly competitive and technologically evolving industry. With over 30 years of experience in industry, she led some of the most complex implementations in multi-million-pound organisational transformation programmes and new business models.

John Casey

(Trustee and member of Risk, Audit and Finance sub-committee. Resigned 30th September 2025)

John is a partner in PwC, working in the firm's Advisory practice where he specialises in mergers and acquisition and related due diligence. He has a broad sectoral experience, including healthcare, technology, pharma and life sciences, insurance and financial services, for both corporate and private equity clients. This involves advising clients on the financial and strategic implications of business decisions, through the various stages of the life cycles of those businesses. John also leads PwC Ireland's Capital Markets practice, supporting clients on IPOs, equity fundraising, debt issues and cross-border mergers.

Majella Gallagher

(Trustee and Chair of People and Culture sub-committee)

Majella Gallagher is a senior leader and human resources director with 22 years of experience in media and publishing. As an independent consultant, she specialises in human resource and management services, with a focus on strategic planning and organisational change. She provides mediation, facilitation and dispute resolution services and helps organisations navigate complex industrial and employee relations. She is also active as a coach and mentor.
In her two decades at The Irish Times Group, Majella held a number of key roles, including that of Group HR Director and Managing Director of the Irish Examiner and The Echo. Majella has a career history of successful leadership, supporting diversity and inclusion, and delivering digital transformation strategy and organisational change in a complex industrial relations environment. Prior to joining the media industry, Majella worked in banking at AIB and in Morgan Stanley and Independent Strategy in London.

Paraic Joyce

(Trustee and Chair of Risk, Audit and Finance sub-committee, and member of the Fundraising and Engagement sub-committee. Appointed 28th July 2025)

Paraic Joyce is a chartered accountant. Paraic worked for PwC for 31 years where he was a partner in the firm's Assurance practice. He worked predominantly with clients in the banking and insurance sectors and, in addition to leading statutory audits, provided regulatory advice and held Head of Internal Audit roles. He also was the chair of the audit committee of the firm's European insurance captive. Paraic is currently chair of the audit committee of the Department of Education and Youth.

Eamon Keating

(Trustee and Chair of Fundraising and Engagement sub-committee. Appointed 24th November 2025)

Eamon Keating is a chartered accountant and has worked in a variety of roles across a range of industries. He was Chief Executive of eShopWorld, an international ecommerce company; Chief Operating Officer of the Bank of Ireland Wealth Division; General Manager of Trintech, a NASDAQ listed technology company; Chief Financial Officer of Ryanair; and Finance Director of Concern. He is a past Chair of the Irish Charities Tax Reform Group.

Dr. Niki Nearchou

(Trustee and member of Clinical Advisory and Advocacy sub-committee)

Dr. Niki Nearchou is Associate Professor in Psychology at University College Dublin (UCD) and Research Director on the university's Doctoral Programme in Clinical Psychology. Her work focuses on understanding resilience in relation to young people's mental health, especially around self-harm and suicide. Niki teaches resilience and research methods and has published widely, including research papers, book chapters, and reports. She has shared her work at conferences worldwide. As the head of the UCD Resilience and Health Laboratory, Niki leads a team of researchers working on funded projects. Her research has been supported by organisations such as the Irish Research Council, the European Commission, the Health Research Board, and Saint John of God Research Foundation.

She works closely with hospitals and mental health organisations in Ireland, including St. Patrick's Mental Health University Hospital and Saint John of God Hospital, and collaborates with universities in the UK, Spain, Greece, France, and Italy. In 2016, Niki became a Chartered Member of the British Psychological Society, and in 2022, she was recognised as an Associate Fellow for her contributions to psychology. She was awarded UCD's Ad Astra Fellowship in 2019 and has also worked as a research consultant for St. Patrick's Mental Health University Hospital.

Liam O'Brien

(Trustee)

Liam O'Brien is an experienced executive, with over three decades of experience in the global telecommunications industry, specialising in strategy, corporate affairs, and external relations and is a key member of Vodafone's executive leadership team. Currently he serves as the Vodafone Group External Affairs Strategy and Programmes Director and External Affairs Leader for EU Markets and Vodafone Investments. Previously, Mr. O'Brien spent six years at Vodafone Ireland as Director of Corporate Affairs and Director of Strategy and Corporate Development, where he led key corporate functions such as Corporate Security, Privacy, Legal Affairs, Public Policy and the Vodafone Foundation. He was also responsible for corporate strategic planning and execution and led on matters related to M&A and wholesale market development. Liam's experience extends beyond executive roles. He serves as a non-executive director at SIRO, a joint venture between ESB and Vodafone, building high-speed fibre broadband across Ireland. Originally qualified as an electronic engineer, Liam holds an MBA from Smurfit Business School and is IOD-certified Chartered Company Director.

Colin Potts

(Trustee and member of Risk, Audit and Finance sub-committee. Resigned 30th June 2025)

Colin is the Director of Finance and Operations at The Bar of Ireland, the representative body for the barristers' profession in Ireland. Prior to this, Colin held several senior finance positions in the private sector, including healthcare and construction supply. Colin is a commercially experienced chartered accountant, with over 30 years of experience directing and managing finance functions. Colin is a Fellow of Chartered Accountants Ireland. In 2017, he completed the Diploma in Corporate Governance at UCD Smurfit Graduate Business School. He has been a Board member of the Residential Tenancy Board since 2019 and sits on the RTB Audit and Risk Committee and the Information Technology Committee. He has served as a member of the Pieta Risk, Audit and Finance committee since 2018.

Anne-Marie Taylor

(Trustee and member of Fundraising and Engagement sub-committee. Appointed 27th January 2025)

Anne-Marie Taylor is an experienced non-executive director and governance expert, serving on Boards such as the University College Dublin Governing Authority, the Irish Hospice Foundation and the Public Appointments Service. Anne-Marie has extensive consulting experience, having previously worked in senior leadership roles in Accenture. She is currently a partner in Board Excellence, where she leads the non-executive director search service.

Angela Walsh

(Trustee, and Chair of Clinical Advisory and Advocacy sub-committee)

Angela Walsh has worked in mental health services since 1980, qualifying as a Registered Psychiatric Nurse while working at St. Loman's Hospital, and leading the opening of the Tallaght Unit. She further qualified as a Registered General Nurse in 1990 and has held senior nursing positions, including Assistant Director of Nursing. Angela transitioned into management roles, serving as Senior Manager in Primary Care (1999), Manager for Older People (2003), and Business Manager, overseeing disabilities, older people, childcare, primary care, and mental health (2007). In 2015, she became General Manager for Midlands Mental Health Services, and in 2016, she was appointed Head of Mental Health in CHO Dublin North City and County, managing services for a population of 624,000, with a budget of €122 million.

Angela has extensive experience managing statutory and voluntary mental health services, with a particular focus on youth mental health. She has chaired multiple groups, including the Drugs and Therapeutics Committee, Research and Ethics, and the Sláintecare Integration Steering Group. She has contributed to national policy initiatives such as Sharing the Vision and served on national HSE groups, including the Covid-19 Nursing Home Expert Panel. Angela holds qualifications in nursing, management, Lean Healthcare, governance, and leadership from institutions including RCSI, IMI, and IPA.

Mary Walshe

(Trustee and member of Fundraising and Engagement sub-committee, and Clinical and Advocacy sub-committee. Resigned 1st September 2025)

Mary has 36 years' experience working in the health service. She is a registered nurse and midwife and has worked in senior nursing positions as a clinical nurse manager, Assistant Director of Nursing and Director of Nursing, in Beaumont Hospital, Peamount Hospital and Connolly Hospital. She holds a Bachelor of Nursing Studies, a Post-Graduate Diploma in Management, a Post-Graduate Certificate in Neurosciences, a Masters in Quality and Safety in Healthcare, and a Diploma in Coaching for Performance.

Mary also worked in acute services as the CEO in Connolly Hospital and in CHO 9, Dublin North City and County in several roles as Area Manager, Head of Social Care and as Chief Officer. In these roles, she was the accountable officer for a significant budget of €720 million and the delivery of health and social care services to a population of 620,000. Within her remit was responsibility for primary care, mental health, and social care services, including disability and older person services. Mary retired from the health service in 2019 and now does healthcare consultancy. She has served as a Board member of Grangegorman Development Agency.

External members

In addition to the Trustees, the committees of the Board generally include external members (co-optees), who bring specific expertise and independent insight to bear on the governance of Pieta, on a voluntary basis.

In 2025, these were:

Clinical Advisory and Advocacy sub-committee

- Anna Fitzgerald

Fundraising and Engagement sub-committee

- Viv Maher
- Denise Fitzgerald
- Emer Beesley
- Deirdre Tracey

People and Culture sub-committee

- Moirin Moynihan
- Gillian Moore

Board attendance

Attendance of Trustees at Board meetings and sub-committees 2025

A represents the number of meetings held during the period the trustee was a member of the Board/committee and **B** represents the number of meetings attended during the period.

NAME	BOARD		RISK, AUDIT AND FINANCE		FUNDRAISING AND ENGAGEMENT		PEOPLE AND CULTURE		CLINICAL ADVISORY AND ANADVOCACY	
	A	B	A	B	A	B	A	B	A	B
Anne Bradley	8	7	8	8					4	4
John Casey	8	6	6	6						
Celine Fitzgerald	1	1								
Majella Gallagher	8	7	1	1			2	2		
Paraic Joyce	4	4	4	4	3	2				
Eamon Keating	1	1	1	1						
Dr. Terry McWade (Chair)	8	8	2	2	1	1			1	1
Dr. Niki Nearchou	8	5							4	2
Liam O'Brien	8	4								
Colin Potts	3	2	4	3						
Anne-Marie Taylor	8	8			3	1				
Angela Walsh	8	8							4	4
Mary Walshe	5	4			3	1			4	2

COMMITTEE CO-OPTEES										
	A	B	A	B	A	B	A	B	A	B
Emer Beesley					3	3				
Deirdre Tracey					3	2				
Denise Fitzgerald					3	3				
Viv Maher					3	2				
Anna Fitzgerald									4	4
Gillian Moore							2	2		

Day-to-day running

The Chief Executive Officer, assisted by an Executive Management Team, runs Pieta. The Chief Executive Officer delegates authority, within terms of delegation approved by the Trustees for operational matters, including finance and employment.

Executive Management Team:

Chief Executive Officer
Stephanie Manahan

Chief Finance Officer
Andrea Neill

Director of People and Culture
Jennifer Murphy

Director of Clinical Services
Emma Dolan

Director of Fundraising and Marketing
Nichola Mullen
(resigned 17th February 2026
recruitment in progress)

Director of Quality, Risk and Safety
Seamus Dillon

Compliance

Pieta operates within a robust governance framework and is committed to high standards of transparency and accountability. Pieta complies with the requirements of the Companies Act 2014, the Charities Act 2009 (as amended), and the reporting requirements of the Charities Regulator.

The Trustees confirm that the financial statements have been prepared in accordance with Charities SORP (FRS 102).

The Trustees also have regard to the principles of the Charities Regulator Governance Code and continue to monitor compliance with the Code as part of their oversight responsibilities.

During 2025, Pieta maintained an externally provided internal audit function to support the Board in its oversight of governance, risk and internal controls. As part of the internal audit programme for the year, reviews were conducted in the areas of compliance, business continuity and cybersecurity, and cash handling controls for fundraising events. These reviews provided assurance to the Board on the design and operation of key controls and identified a small number of recommendations for improvement, which have been addressed by management.

Managing risk

As Trustees, we are committed to ensuring that managing risk is an integral part of the organisation's activities.

In striving to deliver on its strategy, Pieta faces a range of strategic, clinical, operational, financial, legal and regulatory risks, which may prevent it from achieving its objectives and delivering the best possible service. It has, therefore, put a risk management system in place, to identify those risks, evaluate their potential impact, determine the best way to mitigate any potential adverse effects, maximise any opportunities and monitor and report on the overall effectiveness of these procedures.

Risk management policy

Risk appetite statement

Risk register

Principal risks and uncertainties

Pieta risk management approach

Pieta employs a 'three lines of defence' risk model. The operational management team is supported by a specialist risk management and internal audit to identify, manage, and treat the risks it faces.

This approach is in line with the ISO 31000 risk framework and employs the following risk management elements.

Risk management policy

The purpose of the risk management policy is to provide guidance on the management of risk, to support the achievement of objectives, to protect staff and those we support, to protect business assets and to ensure financial sustainability.

The goal of the risk management policy is to describe:

- The roles and responsibilities of Pieta staff, managers, executive directors and the Board and its various sub-committees, as they relate to risk management.
- The escalation process within Pieta that ensures decisions relating to risk are made at an appropriate level for the risks that are being managed.
- The review and reporting schedule for risk within Pieta.
- The risk matrix used by Pieta.
- The process employed to identify the risk training needs of Pieta.

Risk appetite statement

This is a statement, approved by the Board and the Executive Team, that describes the level of risk within which the Executive Team can operate. Risks that are deemed outside of appetite should be flagged to the Pieta Board, accompanied by a plan to bring them back within appetite.

Risk register

This is a system to log risks, along with how they are being managed and progressed.

The register allows for the management and oversight of risks, with clearly defined risk ownership and a process for escalation in line with policy.

Principal risks and uncertainties

RISK	Financial sustainability	Quality of service	Cyber security information governance	Inability to meet demand	Safety of our staff	Financial stewardship
	The organisation relies significantly on fundraising income to fund its activities. This reliance brings inherent uncertainty and constraint, particularly in the context of a competitive fundraising market, and may be influenced by factors including inflation, public sentiment and wider socio-economic conditions.	This risk relates to the potential that the services provided may not meet the expectations of service users or be regarded as best practice, which could negatively impact individuals and compromise their safety. This includes risks relating to child safeguarding and the protection of vulnerable adults.	The organisation holds a regulatory and moral responsibility for the safety and security of personal data relating to staff, service users, volunteers and donors. This responsibility is managed in the context of a continually evolving risk landscape and increasing reliance on ICT systems to support service delivery.	There is a risk that demand for Pieta's services may exceed the organisation's capacity to provide timely support, given the scale of national need for suicide prevention and crisis support services.	As an employer, Pieta has a responsibility to keep our staff safe and to support their wellbeing.	Pieta receives the majority of its funding through the generosity of public donations. The Trustees recognise their responsibility to ensure that these funds are used efficiently and effectively to maximise the delivery of services in furtherance of the organisation's charitable purpose. In addition, the Trustees place strong emphasis on the safeguarding of assets and the prevention of fraud, supported by appropriate systems of internal control, oversight and assurance.
PRINCIPAL RISK CONTROLS	• We have a strong budgeting and forecasting process. • Pieta places emphasis on continuous review and effective cost management in support of financial sustainability and value for money. • The organisation continues to engage with Government stakeholders to secure enhanced funding in support of the essential services provided by Pieta. • We have a developed fundraising strategy. • We have an experienced and innovative fundraising team • Diversifying the organisation's fundraising income streams is a key strategic priority for Pieta.	• Feedback is key to how Pieta tailors its services to meet people's needs. When we receive feedback we act on it through various channels such as: o An ongoing satisfaction survey o A complaints and compliments process • Pieta also measures the quality of its services against National Office for Suicide Prevention (NOSP) standards, using external objective subject matter expertise. • We have a comprehensive safeguarding framework in place.	• Pieta runs an ongoing cyber security awareness programme for all staff. • Pieta monitors its cyber security risk and preparedness using established tools and processes to support effective oversight and risk management. • Internal audit undertakes a periodic review of cyber security.	• Service capacity is actively monitored, with regular review of key metrics such as waiting lists and service utilisation. • Ongoing fundraising activity supports the maintenance and development of services to respond to demand. • Continuous recruitment and retention initiatives are in place to support workforce capacity and service delivery.	• We operate a health and safety management system, guided by the Pieta Safety Statement. • Pieta operates various health and wellbeing initiatives, such as the Employee Assistance Programme (EAP).	• An externally provided internal audit function operates a risk based audit programme approved by the Board. • Internationally recognised external auditors provide independent assurance on the annual financial statements. • The Board's Risk, Audit and Finance sub-committee oversee financial risk, including fraud risk. • Pieta maintains robust internal controls, including financial reconciliations, segregation of duties, protected disclosures arrangements, and controls over fundraising activities.



section
10

Financial report and statutory information

Financial review

The financial results for the year ended 31st December, 2025, are detailed in the Statement of Financial Activities on page 89.

Pieta's financial performance in 2025 continued to be impacted by a challenging fundraising environment, with income under pressure due to inflationary conditions, cost of living challenges, and wider national and international economic and geopolitical uncertainty. Despite this, Pieta continued to benefit from strong public and corporate generosity, together with ongoing Government support.

€13.1m

total income for the year

€15.6m

total expenditure during the year

€2.5m

deficit for the year

Total income for the year amounted to €13.1 million (2024: €13.7 million), representing a year-on-year decrease of €0.6 million, or approximately 4%, reflecting weaker fundraising performance in a challenging sector wide environment

(see page 89 with further details outlined in notes 5,6,7,8 and 9).

Total expenditure during the year amounted to €15.6 million (2024: €17.3 million), representing a reduction of €1.7 million, or approximately 10% year on year, reflecting continued cost control measures implemented across Pieta *(see page 89 with further details outlined in note 10).*

This resulted in a deficit for the year of €2.5 million (2024: deficit €3.6 million), representing a €1.1 million improvement on the prior year, reflecting progress in addressing Pieta's cost base *(see page 89).*

At the reporting date, total funds amounted to €8.2 million (2024: €10.7 million). The reduction reflects the planned use of reserves to support the continued delivery of free clinical services during a period of sustained financial pressure.

The Trustees recognise that the continued use of financial reserves to fund recurring deficits is not sustainable over the long term.

In response, Pieta implemented its Accelerated Sustainability Programme, focused on income growth and cost containment, with the objective of restoring long term financial sustainability while protecting core services.

As part of this programme, Pieta undertook a review of its cost base, operating model and organisational structure. As a result, restructuring measures were implemented during 2025, including a reduction in overall staffing levels. These actions were taken to realign Pieta's cost base and to protect the continued delivery of core clinical services within a more sustainable operating model.

While challenging, the Trustees considered these measures necessary to safeguard Pieta's long term viability and ensure that services to people in crisis could be maintained. Work under the Accelerated Sustainability Programme remains ongoing and will continue to focus on strengthening financial sustainability and operational resilience.

Looking ahead, the financial outlook remains dependent on the achievement of fundraising targets and the continued delivery of planned efficiencies. Notwithstanding these uncertainties, the organisation expects a planned reduction in the operating deficit of approximately 44% year on year, reflecting the impact of measures implemented to date and those currently underway. The Trustees will continue to actively monitor financial performance and liquidity to ensure that Pieta remains on a sustainable financial footing.

Reserves policy

The Trustees maintain a formal reserves policy designed to ensure that Pieta can continue to deliver its core clinical services and meet its obligations in the event of short term funding volatility.

The policy provides for the maintenance of unrestricted reserves equivalent to a minimum of six months' operating expenditure and is reviewed annually by the Board to ensure it remains appropriate given Pieta's risk profile and operating environment.

On 31st December 2025, Pieta's reserves were sufficient to cover approximately 8.1 months of operating costs. The level of reserves required to meet the six month policy threshold amounted to €5.15 million, which has been designated by the Trustees in accordance with Pieta's reserves policy.

The Trustees note that reserves held in excess of the minimum policy level provide an additional buffer to manage income volatility and support Pieta during a period of transition.

In line with sector practice, the Trustees recognise that reserves are not intended to fund recurring deficits on an ongoing basis. Accordingly, the Board's focus remains on restoring financial balance so that reserves can be preserved for their intended purpose of protecting service continuity and organisational resilience in the face of unforeseen disruption.

Achievements and performance

Pieta operates a mixed funding model, with statutory funding and public fundraising both essential to the delivery of its services.

Engagement continued throughout 2025 with the HSE regarding funding for services delivered on behalf of the State.

Statutory income increased to €3.18 million during the year (2024: €2.8 million). Trustees acknowledge the continued importance of fundraising income and reserves, alongside statutory funding, in supporting Pieta's service delivery model.

Fundraising activities

In line with Pieta's strategy, the Trustees continued to oversee the diversification of fundraising activity to reduce reliance on any single income stream, including individual giving, corporate partnerships, grants and foundations, and community led fundraising. While the overall fundraising environment remained challenging across the charitable sector, a number of areas performed positively during the year, reflecting continued public engagement and support for Pieta's work.

Trustees note that performance across major campaigns was mixed during 2025. In particular, income from Darkness Into Light, while remaining a significant contributor to overall fundraising, was below target for the year.

This reflected a combination of broader economic pressures and evolving participation dynamics. Learning from the 2025 campaign is being actively applied to inform future planning and delivery.

In relation to Darkness Into Light, Pieta works in partnership with a number of overseas charity organisations that organise local walks within their respective communities. Pieta administers the funds raised from these events and subsequently disburses the proceeds to the relevant partner charities to support delivery of services and impact at a local level. In line with this arrangement, the income associated with Darkness Into Light International is presented separately within income *(see page 99, note 7),* with the corresponding costs recognised within expenditure *(see page 101, note 10).*

Community led fundraising and digital challenge activity continued to demonstrate strong engagement, supported by effective use of digital channels and responsive campaign management. Individual giving benefited from targeted year end activity and an increasingly integrated multi channel approach, while corporate fundraising continued to be supported by established partnerships and the development of new strategic relationships.

During the year, Pieta received a significant grant from the **Ireland Funds** to support a major IT digital transformation programme, planned to commence in early 2026. In accordance with **Charities SORP (FRS102),** this funding has been recognised as deferred income and will be released to income as the related expenditure is incurred and the relevant performance conditions are met *(see note 16).*

In addition, Pieta received a donation in kind from PwC, supporting the completion of an independent review of Pieta's IT infrastructure *(see note 23)*. These investments will enhance Pieta's digital capability, governance, and operational resilience, and will support sustainable service delivery into the future.

The Trustees consider that continued focus on fundraising diversification, improved financial reporting and strengthening organisational infrastructure will support improved income sustainability and provide a stronger platform for service delivery in future years. The Trustees also wish to recognise and express their sincere appreciation to Pieta's supporters, donors, fundraisers and volunteers, whose continued generosity and commitment play a vital role in enabling Pieta to deliver its services.

Charitable activities

During 2025, Pieta continued to deliver free, specialist suicide and self harm prevention services to individuals and families across Ireland, supporting people of all ages through a range of therapeutic and crisis interventions. Services were delivered both in person and virtually, ensuring accessibility regardless of location or personal circumstances.

Over the year, Pieta provided 41,253 hours of therapy and counselling to 6,029 clients experiencing suicidal ideation, self harm and those bereaved by suicide.

Services were delivered through Pieta's nationwide network of centres, complemented by remote and service options to maximise reach.

Pieta also delivered targeted support to households bereaved by suicide through its Suicide Bereavement Liaison Service, providing 4,001 direct support hours and supporting approximately 500 households during the year.

Crisis support remained a core element of service delivery. In 2025, Pieta's 24/7 helpline answered 31,127 calls, while the text support service received 67,031 texts, offering immediate support and information on further care where required.

All services are provided free of charge, ensuring that financial barriers do not prevent access to support at times of crisis. Pieta places a strong emphasis on quality and accountability, using outcome measurement tools and regularly reviewing and evaluating clinical effectiveness to inform continuous service improvement.

The Trustees acknowledge the dedication and professionalism of Pieta's clinical, fundraising and support teams, whose expertise and commitment enabled Pieta to continue delivering high quality services in 2025, despite a challenging external environment and increased demand for mental health supports.

Going concern

The Trustees have prepared budgets and cash flow forecasts for a period of at least twelve months from the date of approval of the financial statements. These forecasts take account of current funding arrangements, anticipated fundraising activity, the cost reduction measures implemented during 2025, and the ongoing actions under the Accelerated Sustainability Programme.

Based on this review, the Trustees have not identified any material uncertainties that may cast significant doubt on Pieta's ability to continue as a going concern.

Accordingly, the Trustees consider it appropriate to prepare the financial statements on a going concern basis and remain confident that Pieta will continue to deliver its charitable purpose within a strengthened and more sustainable financial framework.

Political Contributions

There have been no political contributions made in the period.

Post-balance sheet events

There have been no significant events affecting the company since the period end.

Auditors

The auditors, Forvis Mazars, Chartered Accountants and Statutory Audit Firm, have expressed their willingness to continue in office in accordance with the provision of Section 383 (2) of the Companies Act 2014.

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 head office at First Floor, Greenhills Retail Park, Greenhills Road, Tallaght, Dublin 24.

Disclosure of information to auditors

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. as far as the director is aware, there is no relevant audit information of which the charity's auditors are unaware; and

b. each director has taken all steps that ought to have been taken by the director, in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Signed on behalf of the Board of Trustees:



Dr. Terry McWade
Date: 22nd June 2026



Paraic Joyce
Date: 22nd June 2026

Trustees' responsibility statement

The Trustees are responsible for preparing the Annual 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 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council.

Under company law, the Trustees 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 period and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the Trustees 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 applicable accounting standards, 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 company will continue in business.

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

Signed on behalf of the Board of Trustees:



Dr. Terry McWade
Date: 22nd June 2026



Paraic Joyce
Date: 22nd June 2026

Legal and administrative details

As at 22nd June 2026

Trustees

Dr. Terry McWade
Chairperson (appointed 27th January 2025)

Anne Bradley

Majella Gallagher

Liam O'Brien

Angela Walsh

Dr. Niki Nearchou

Anne-Marie Taylor (appointed 27th January 2025)

Paraic Joyce (appointed 28th July 2025)

Eamon Keating (appointed 24th November 2025)

Company Secretary

Anne Bradley (resigned 24th March 2025)

Declan Sheedy
(appointed 24th March 2025, resigned 12th August 2025)

Andrea Neill (appointed 12th August 2025)

Chief Executive Officer

Stephanie Manahan

Charity number	**16913**
Charities regulatory authority number	**20062026**
Company number	**405780**
Registered office and business address	First Floor Greenhills Retail Park Greenhills Road Tallaght Dublin 24
Auditors	Forvis Mazars Chartered Accountants and Statutory Auditors Block 3 Harcourt Centre Harcourt Road Dublin 2
Bankers	Allied Irish Bank Main Street Lucan Co. Dublin
Solicitors	Mason Hayes and Curran South Bank House Barrow Street Dublin 4

Independent auditor's report

Report on the audit of the financial statements

Opinions

We have audited the financial statements of Pieta House ('the charity') for the year ended 31st December 2025, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, 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.

In our opinion the financial statements:

give a true and fair view of the assets, liabilities and financial position of the charity as at 31st December 2025 and of its result for the period 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 requirements of 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 described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charity in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard 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

Based solely on the work undertaken in the course of the audit, we report that:

- the information given in the Trustees' (directors') report is consistent with the financial statements;
- the Trustees' (directors') report has been prepared in accordance with applicable legal requirements;
- 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, to the best of our knowledge and belief, are 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 charity and its environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of Sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the company. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Trustees' (Directors') Responsibilities Statement set out on page 17, the Trustees (directors) are responsible for the preparation of financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as management determines 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 charity'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 charity 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 website** at:

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 charity'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 charity'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 charity and the charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Aedín Morkan
Date: 22nd June 2026

For and on behalf of
Forvis Mazars
Chartered Accountants and
Statutory Audit Firm
Harcourt Centre
Block 3
Harcourt Road
Dublin 2

Financial statements

(A company limited by guarantee, not having a share capital)

(Incorporating an Income and Expenditure Account) for the year ended 31st December 2025.

Statement of financial activities

Balance sheet

Statement of cashflows

Statement of financial activities

	Notes	Unrestricted funds 2025 €	Restricted funds 2025 €	Total 2025 €	Total 2024 €
Income					
Donations & legacies	6	5,576,280	177,581	5,753,861	6,030,803
Darkness Into Light	7	3,752,812	250,417	4,003,229	4,520,647
Income from charitable activities	9	-	3,182,664	3,182,664	2,796,642
Trading activities		6,504	-	6,504	341
Investment income	8	102,985	-	102,985	209,702
Other income		86,509	-	86,509	123,324
Total income		**9,525,090**	**3,610,662**	**13,135,752**	13,681,459
Expenditure on:					
Raising funds	10	3,874,077	250,417	4,124,494	4,565,099
Charitable activities	10	7,741,873	3,770,718	11,512,591	12,726,340
Total expenditure	10	11,615,950	4,021,135	15,637,085	17,291,439
Net (expenditure)		(2,090,860)	(410,473)	(2,501,333)	(3,609,980)
Net movement in funds for the year	19	(2,090,860)	(410,473)	(2,501,333)	(3,609,980)
Reconciliation of funds					
Total funds at 1st January		10,155,502	522,157	10,677,659	14,287,639
Transfer between funds	19	(2,500)	(2,500)	-	-
Total funds at 31st December	19	**8,062,142**	**114,184**	**8,176,326**	10,677,659

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure relate to continuing activities.

Balance sheet

	Notes	2025 €	2024 €
Fixed assets			
Tangible assets	12	508,619	692,954
Current assets			
Debtors	13	1,667,376	1,070,701
Cash and cash equivalents		7,436,681	9,958,042
		9,104,057	11,028,743
Creditors: amounts falling due within one year	14	(1,436,350)	(1,044,038)
Net current assets		7,667,707	9,984,705
Total assets less current liabilities		**8,176,326**	10,677,659
Funds of the charity			
Unrestricted – general		2,906,889	1,517,502
Unrestricted – designated		5,155,253	8,638,000
Restricted		114,184	522,157
Total funds	19	**8,176,326**	10,677,659

Approved by the Board of Trustees on 22nd June 2026 and signed on its behalf by:



Dr. Terry McWade
Date: 22nd June 2026



Paraic Joyce
Date: 22nd June 2026

Statement of cashflows

	Notes	**2025** **€**	2024 €
Cash flows from operating activities			
Net expenditure		(2,501,333)	(3,609,980)
Adjustments for:			
Depreciation	**12**	184,335	186,368
Interest receivable		(102,985)	(209,702)
		(2,419,983)	(3,633,314)
Movements in working capital:			
Debtors		(596,675)	(9,276)
Creditors		392,312	(274,297)
Net cash used in operating activities		**(2,624,346)**	(3,916,887)
Cash flows from investing activities			
Interest received		102,985	209,702
Payments to acquire tangible fixed assets	**12**	-	(11,091)
Net cash provided by investing activities		**102,985**	198,611
Net decrease in cash and cash equivalents		(2,521,361)	(3,718,276)
Cash and cash equivalents at 1st January		9,958,042	13,676,318
Cash and cash equivalents at 31st December		**7,436,681**	9,958,042

Notes to financial statements

(A company limited by guarantee, not having a share capital)

(Incorporating an Income and Expenditure Account) for the year ended 31st December 2025.

1. General information
2. Accounting policies
3. Significant accounting judgements and key sources of estimation uncertainty
4. Net expenditure
5. Income
6. Donations & legacies
7. Darkness into light income
8. Investment and other income
9. Income from charitable activities
10. Analysis of expenditure
11. Employees and remuneration
12. Tangible fixed assets
13. Debtors
14. Creditors
15. Taxation and social security
16. Deferred income
17. Pension costs - defined contribution
18. Analysis of net assets by fund
19. Analysis of movement of funds
20. Status of the charity
21. Contingent liabilities
22. Trustees' remuneration
23. Related party transactions
24. Financial instruments
25. Prior year comparatives
26. Post-balance sheet events
27. Financial commitments
28. Approval of financial statements

1. General information

Pieta House (the "charity") is a company limited by guarantee incorporated in the Republic of Ireland and is a public benefit entity. First Floor Greenhills Retail Park, Greenhills Road, Tallaght, Dublin 24, is the registered office, which is also the principal place of business of the charity. The nature of the charity's operations and its principal activities are set out in the Trustees' Report.

Statement of compliance

The financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102).

2. Accounting policies

Basis of preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention modified to include certain items at fair value. The financial reporting framework that has been applied in their preparation is 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)) 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 bodies to issue SORPs for the charity sector in the UK. Financial reporting in line with SORP is considered best practice for charities in Ireland. The Trustees consider that the adoption of the SORP requirements is the most appropriate accounting to properly reflect and disclose the activities of the organisation.

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

Restricted funds

Restricted funds represent income which has been recognised in the financial statements, which is subject to specific conditions imposed by the donors or grant making institutions. Donations or grants may become repayable in the event that the conditions of the related agreements are not adhered to. These funds are not available for the general purpose of Pieta House.

Expenditure which meets these conditions is shown as charged to the fund.

General unrestricted funds

Unrestricted funds are those which are expendable at the discretion of the charity in furtherance of any of the objects of the charity. If part of an unrestricted fund is earmarked for a particular project, it may be designated as a separate fund, but the designation has an administrative purpose only and does not legally restrict the charity's discretion to apply the fund.

Designated funds

Designated funds are unrestricted funds that have been earmarked for a particular purpose by the Trustees.

Income

All income is included in the statement of financial activities when the charity is entitled to the income, receipt is probable, and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and legacies

Income is included in the statement of financial activities only when realised in the form of cash or other assets, the ultimate realisation of which can be assessed as probable. The charity, in common with many similar charitable organisations, derives a proportion of its income from voluntary donations and fundraising activities held by individuals/parties outside the control of the charity.

Income from fundraising, voluntary subscriptions and donations is necessarily recognised with effect from the time it is received into the charity's bank accounts or entered into the charity's accounting records.

Donations received from individuals and companies using online fundraising platforms to raise funds are recognised when the charity already has an entitlement, it is probable that the donations will be received and it can be measured reliably.

Donations comprise gifts that will not provide any economic return to the donor other than the knowledge that someone will benefit from the donation.

Legacy income is recognised in the accounting period in which it is received or when it is probable that the legacy will be received and the value of the legacy can be measured reliably. In these circumstances, if the legacy income has been received post year end, and the personal representatives have agreed to the amount thereof prior to the year end, the income can be recognised.

Assets donated under bequests or otherwise are included in the statement of financial activities at their value to the charity on the date of receipt.

Donated services and facilities are included at the value to the charity where this can be quantified. The donated services and facilities are presented as income and expenditure in the SOFA.

The value of services provided by volunteers has not been included in these accounts.

Darkness Into Light

Income from Darkness Into Light is accounted for when earned. It is collected through registrations to the Darkness Into Light website and is recognised when there is evidence of entitlement, receipt is probable and the amount can be measured reliably.

Income from charitable activities

Income from charitable activities is accounted for when earned. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. Income from grants, where related to performance and specific deliverables, is accounted for as the charity earns the right to consideration by its performance.

Income from trading activities

Income from trading activities is accounted for when received. It is collected through the sale of Pieta branded merchandise and is recognised only when realised in the form of cash.

Investment income

Investment income is included when receivable.

Expenditure

All expenditure is recognised on an accruals basis and is analysed between expenditure on charitable activities and expenditure on raising funds, in accordance with Charities SORP (FRS 102).

Expenditure on charitable activities comprises costs incurred directly in the delivery of Pieta's services in furtherance of its charitable objectives.

Expenditure on raising funds includes costs associated with fundraising activities and donor engagement.

Support costs are those costs that assist the work of the organisation as a whole but cannot be directly attributed to a specific activity. These include finance, HR, IT, central administration and facilities costs. Governance costs, including costs relating to Board and committee meetings, audit, statutory compliance and regulatory reporting, are treated as a sub category of support costs.

Support and governance costs are apportioned to charitable activities and fundraising activities on a consistent and reasonable basis, using direct salary costs as the primary allocation driver, as this is considered to best reflect the level of resources applied to each activity.

Research

Research expenditure is recognised in the statement of financial activities in the year in which it is incurred.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, 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:

Buildings freehold straight line	2%
Buildings leasehold straight line	25%
Furniture, fixtures & equipment straight line	25%

The carrying values of tangible fixed assets are reviewed annually for impairment if events or changes in circumstances indicate the carrying value may not be recoverable.

Leasing

Rentals payable under operating leases are recognised in the statement of financial activities as incurred over the period of the rental agreement.

Taxation

Pieta House is a registered charity and as such is exempt from corporation tax under Section 208 of the Taxes Consolidation Act 1997 (Revenue Commissioners' registration number CHY16913).

VAT recovered under the VAT Compensation Scheme is recognised as income in the statement of financial activities upon receipt.

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the balance sheet date. The exchange differences are dealt with in the statement of financial activities.

Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pensions

The charity operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charity. Annual contributions payable to the charity's pension scheme are charged to the statement of financial activities in the period to which they relate.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short-term highly liquid investments with original maturities of 3 months or less.

Financial instruments

Financial assets

Basic financial assets, including other debtors, accrued income and cash and cash equivalents are initially measured at cost, which is normally the transaction price, and are subsequently measured at amortised cost less impairment, where there is objective evidence of impairment.

Financial liabilities

Basic financial liabilities, including accruals, trade and other creditors are measured at transaction price, unless payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate. In this case the arrangement constitutes a financing transaction, and the financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

3. Significant accounting judgements and key sources of estimation uncertainty

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. The resulting accounting estimates will, by definition, seldom equal the related actual results. Judgments and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The 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.

Critical judgements made in applying the charity's accounting policies

Key sources of estimation uncertainty

Estimating useful lives of tangible fixed assets:

Tangible fixed assets consist primarily of land and buildings. The annual depreciation charge depends primarily on the estimated useful lives of each type of asset and estimates of residual values. The Trustees regularly review these asset lives and change them as necessary to reflect current thinking on remaining estimated useful lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation charges for the period. Detail of the estimated useful lives is included in the accounting policies.

There are no changes in the estimated useful lives of the tangible fixed assets. The carrying amount of the tangible fixed assets amounted to €508,619 as at 31st December 2025 (2024: €692,954).

Going concern

The Trustees 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. The key judgements and significant assumptions underpinning the continuance of Pieta as a going concern are based on the expected level of income and the cost of clinical services.

The Trustees are confident that Pieta can continue to provide its services for at least 12 months post the date of approval of the Financial Statements with the size of the financial reserves on hand and the strength of the fundraising team to raise the necessary income. On this basis the Trustees consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

4. Net expenditure

Net expenditure for the financial year is stated after charging:	**2025**	2024
	€	€
Lease expense	336,476	342,416
Depreciation of tangible assets	184,335	186,368
Auditors' remuneration		
- for statutory audit services	25,215	25,215
- for other non-audit services	7,080	8,592

5. Income

Income was derived from:	**2025**	2024
	€	€
Republic of Ireland	12,516,517	12,849,591
Outside the Republic of Ireland	619,235	831,868
	13,135,752	13,681,459

6. Donations & legacies

Breakdown of donations & legacies is as follows:	**2025**	2024
	€	€
Donations	2,746,402	3,162,455
Donations in kind	72,681	-
Public fundraisers	1,875,513	2,719,114
Pieta fundraisers	1,059,265	149,234
	5,753,861	6,030,803

All income from donations and legacies was unrestricted in both current and prior year.

7. Darkness into Light income

	2025	2024
	€	€
Donations	1,998,672	2,605,234
DIL International	250,417	-
Participant fees	1,523,121	1,708,175
Sponsorship	206,250	155,250
Trading activity	24,769	51,988
	4,003,229	4,520,647

All income from Darkness Into Light was unrestricted in both current and prior year.
All income from Darkness Into Light International is restricted in current year.

8. Investment and other income

	2025	2024
	€	€
Bank interest – all unrestricted	**102,985**	209,702

9. Income from charitable activities

Current Year 2025

Grant	Grantor	Restrictions	Restricted €	Unrestricted €	Total €
HSE Mental Health Services & NOSP*	HSE	Treatment therapists	2,961,041	-	2,961,041
HSE CHO 1	HSE	Treatment therapists	77,713		77,713
HSE CHO 2	HSE	Treatment therapists	16,520	-	16,520
HSE CHO 3	HSE	Treatment therapists	51,652	-	51,652
HSE CHO 7	HSE	Treatment therapists	55,827	-	55,827
Tusla	Tusla	Counselling services	6,470	-	6,470
HSE National Lottery Grants	HSE	Treatment therapists	13,441	-	13,441
			3,182,664	**-**	**3,182,664**

Prior Year 2024

Grant	Grantor	Restrictions	Restricted €	Unrestricted €	Total €
HSE Mental Health Services & NOSP*	HSE	Treatment therapists	2,682,460	-	2,682,460
HSE CHO 3	HSE	Treatment therapists	52,073	-	52,073
HSE CHO 7	HSE	Treatment therapists	56,791	-	56,791
Tusla	Tusla	Counselling services	5,318	-	5,318
			2,796,642	**-**	**2,796,642**

*HSE Mental Health Services & NOSP" includes a direct transfer to NOSP from CHO9 for local CHO9 specific services.

The charity is compliant with Circular 44/2006 "Tax Clearance Procedures Grants, Subsidies and Similar Type Payments".

10. Analysis of expenditure

Certain prior year comparatives have been reclassified for consistency and comparability.

10.1 Raising funds

	Unrestricted Raising funds General	**Unrestricted Raising funds DIL**	**Restricted Raising funds DIL**	**Total**	Unrestricted Raising Funds	Unrestricted Raising Funds DIL	Restricted Raising Funds DIL	Total
	2025 €	**2025 €**	**2025 €**	**2025 €**	2024 €	2024 €	2024 €	2024 €
Staff and related costs	1,081,849	564,669	-	1,646,518	1,169,136	687,224	-	1,856,360
Office and administration costs	300,685	72,132	-	372,817	288,639	24,348	-	312,987
Fundraising campaigns/events	1,219,194	148,210	-	1,367,404	1,651,374	270,206	-	1,921,580
Support costs (note 10.3)	321,643	165,695	-	487,338	360,371	113,801	-	474,172
DIL International costs	-	-	250,417	250,417	-	-	-	-
	2,923,371	**950,706**	**250,417**	**4,124,494**	3,469,520	1,095,579	-	4,565,099

10.2 Charitable activities

	Unrestricted 2025 €	**Restricted 2025 €**	**Total 2025 €**	Unrestricted 2024 €	Restricted 2024 €	Total 2024 €
Clinical services – HSE Nationally funded	-	2,961,041	2,961,041	-	2,524,241	2,524,241
Clinical services – HSE locally funded	-	201,712	201,712	-	272,316	272,316
Clinical services – other funded	5,041,001	562,831	5,603,832	5,775,606	1,027,751	6,803,357
Public awareness & advocacy	281,174	-	281,174	389,309	-	389,309
Mental health promotion “Resilience Academy”	199,604	45,134	244,738	422,044	-	422,044
Support costs (note 10.3)	2,220,094	-	2,220,094	2,315,073	-	2,315,073
	7,741,873	**3,770,718**	**11,512,591**	8,902,032	3,824,308	12,726,340

10. Analysis of expenditure

Support costs comprise expenditure on the organisation's central functions, including finance, human resources, information technology, general administration, and management. They also include governance costs such as external audit fees and other legal and regulatory compliance activities.

Support costs are allocated across Pieta's activities to fairly represent the cost of delivering those activities. The costs have been allocated on a direct salary costs basis and are apportioned as follows:

18% raising funds (2024: 17%)

82% charitable activities (2024: 83%)

Certain prior year comparatives have been reclassified for consistency and comparability.

10.3 Support costs

	Unrestricted 2025	**Restricted 2025**	**Total 2025**	Unrestricted 2024	Restricted 2024	Total 2024
	€	**€**	**€**	€	€	€
Staff and related costs	1,283,685	-	1,283,685	1,494,046	-	1,494,046
Office and administration costs	817,242	-	817,242	698,136	-	698,136
Rent	103,896	-	103,896	104,496	-	104,496
Governance	318,274	-	318,274	306,200	-	306,200
Amortisation/depreciation	184,335	-	184,335	186,367	-	186,367
	2,707,432	**-**	**2,707,432**	2,789,245	-	2,789,245

10.3 Support costs

	Raising Funds 2025 €	**Charitable Activities 2025 €**	**Total 2025 €**	**Total** 2024 €
Staff and related costs	231,064	1,052,621	1,283,685	1,494,046
Office and administration costs	147,104	670,138	817,242	698,136
Rent	18,701	85,195	103,896	104,496
Governance	57,289	260,985	318,274	306,200
Amortisation/depreciation	33,180	151,155	184,335	186,367
	487,338	**2,220,094**	**2,707,432**	2,789,245

Certain prior year comparatives have been reclassified for consistency and comparability.

11. Employees and remuneration

The average number of persons employed during the year was as follows:

	Number 2025	Number 2024
Clinical staff	104	121
Clinical support staff	78	88
Administration staff	41	46
Bereavement staff	32	36
Key management personnel	6	6
	261	297

The staff costs comprise:

	2025 €	2024 €
Wages and salaries	9,368,985	9,985,465
Social security costs	970,129	1,207,111
Pension costs	243,300	220,044
Termination costs	166,837	49,400
	10,749,251	11,462,020

	2025 no. of employees	2024 no. of employees
€60,000 to €70,000	14	11
€70,000 to €80,000	7	7
€80,001 to €90,000	2	2
€90,001 to €100,000	2	2
€100,001 to €110,000	2	1
€110,001 to €120,000	**1**	1

The total amount of employee benefits received by the charity's key management personnel was €705,839 (2024: €708,712). The total number of employees whose benefits (excluding employer pension contribution and employer PRSI) for the reporting period fell within the bands below were as follows:

The CEO's salary in 2025 was €120,000 (2024: €120,000). A 5% pension contribution is made for the CEO as for all other members of the Pieta pension scheme. No other benefits or additional remuneration was paid to the CEO during the year 2025.

12. Tangible fixed assets

	Land and buildings freehold €	Land and buildings leasehold €	Computer equipment €	Furniture & fixtures €	Total €
Cost					
At 1st January 2025	452,563	1,577,209	98,803	157,967	2,286,542
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31st December 2025	**452,563**	**1,577,209**	**98,803**	**157,967**	**2,286,542**
Depreciation					
At 1st January 2025	81,460	1,273,870	98,803	139,455	1,593,588
Disposals	-	-	-	-	
Charge for the year	9,052	164,092		11,191	184,335
At 31st December 2025	**90,512**	**1,437,962**	**98,803**	**150,646**	**1,777,923**
Net book value					
At 31st December 2024	**371,103**	**303,339**	**-**	**18,512**	**692,954**
At 31st December 2025	**362,051**	**139,247**	**-**	**7,321**	**508,619**

13. Debtors

	2025 €	2024 €	
Accrued income	1,066,138	595,423	Debtors are shown net of impairment (if any) in respect of doubtful debts.
Prepayments	523,756	451,606	
Other debtors	77,482	23,672	
	1,667,376	1,070,701	

14. Creditors

	2025	2024
	€	€
Amounts falling due within one year		
Trade creditors	403,309	291,788
Taxation and social security costs (note 15)	192,785	236,736
Accruals	247,097	337,809
Other creditors	68,159	107,571
Deferred income (note 16)	525,000	70,134
	1,436,350	1,044,038

Trade and other creditors are payable at various dates in the next 12 months in accordance with the suppliers' usual and customary terms.

The terms of the accruals are based on underlying contracts.

15. Taxation and social security

	2025	2024
	€	€
Creditors:		
PAYE / PRSI	**192,785**	236,736

16. Deferred income

	2025	2024
	€	€
At beginning of year	70,134	-
Deferred during the year – restricted grant	500,000	70,134
Released during the year	(45,134)	-
At end of year	**525,000**	70,134

Deferred income of €500,000 relates to restricted grant funding received in advance of the utilisation of the grant income received from The Ireland Funds. Income will be recognised as the grant conditions are met in future periods as detailed on page 59.

17. Pension costs - Defined contribution

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. Pension costs amounted to €243,300 (2024: €220,044). The amount payable at year end was €57,907 (2024: €50,961).

18. Analysis of net assets by fund

Current year 2025	**Unrestricted**	**Designated**	**Restricted**	**Total**
	€	**€**	**€**	**€**
Represented by:				
Fixed Assets	508,619	-	-	508,619
Current Assets	3,834,620	5,155,253	114,184	9,104,057
Current Liabilities	(1,436,350)	-	-	(1,436,350)
	2,906,889	**5,155,253**	**114,184**	**8,176,326**

Prior Year 2024	**Unrestricted**	**Designated**	**Restricted**	**Total**
	€	**€**	**€**	**€**
Represented by:				
Fixed Assets	692,954	-	-	692,954
Current Assets	1,868,586	8,638,000	522,157	11,028,743
Current Liabilities	(1,044,038)	-	-	(1,044,038)
	1,517,502	8,638,000	522,157	10,677,659

The decrease in designated reserves from €8.6m to €5.2m reflects a revision to the organisation's reserves policy. The previous policy provided for approximately nine months of operating expenditure, whereas the updated policy provides for six months, resulting in a lower level of funds designated for this purpose.

19. Analysis of movement of funds

Current year:	**Unrestricted €**	**Designated €**	**Restricted €**	**Total €**
Opening balance at 1st January 2025	1,517,502	8,638,000	522,157	10,677,659
Income	9,525,090	-	3,610,662	13,135,752
Expenditure	(11,615,950)	-	(4,021,135)	(15,637,085)
Transfer between funds	3,480,247	(3,482,747)	2,500	-
Closing balance at 31sts December 2025	2,906,889	5,155,253	114,184	8,176,326

A transfer of €2,500 has been moved from unrestricted funds to restricted funds in the current year. This represents funds received in 2024 which were subject to donor-imposed restrictions which were originally classified as unrestricted income.

Prior year:

Opening balance at 1st January 2024	3,013,816	9,987,000	1,286,823	14,287,639
Income	10,621,817	-	3,059,642	13,681,459
Expenditure	(13,467,131)	-	(3,824,308)	(17,291,439)
Transfer between funds	1,349,000	(1,349,000)	-	-
Closing balance at 31st December 2024	1,517,502	8,638,000	522,157	10,677,659

Pieta has designated a level of reserves that will allow it to continue to deliver services for a period of at least 6 months in the event of a sudden loss of funding. This will allow Pieta to finish all courses of therapy while allowing capacity to seek alternative sources of funding. The designated funds at 31st December 2025 is calculated based on budgeted costs for 2026.

20. Status of the charity

The charity is limited by guarantee not having a share capital.
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 year thereafter 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.

21. Contingent liabilities

The charity received a grant of €300,000 in 2011 from the JP McManus Pro-AM 2010 Committee towards the cost of acquiring the centre occupied by Pieta Mid-West in Mungret Co Limerick. This grant included the condition that, if the property was disposed of and Pieta House services were downgraded in Limerick, the €300,000 grant or an equivalent portion thereof would be repayable to the JP McManus Charitable Foundation. It is a condition of the JP McManus grant that a charge may not be registered on the property.

22. Trustees' remuneration

None of the Trustees received any remuneration during the year. Incidental travel and meeting expenses are reimbursed where incurred and claimed. These expenses amounted to €nil for the year (2024: €nil).

23. Related party transactions

John Casey was a trustee until September 2025. He is a partner in the Irish firm of PricewaterhouseCoopers (PwC). During 2025, PwC provided an IT infrastructure review to Pieta, which has been recognised as a donation in kind in the financial statements. In accordance with Charities SORP (FRS 102), the donated service has been recognised where the value could be reliably measured, with a corresponding amount recorded as both income and expenditure for the year.

Transactions with key management personnel
Other than as set out at note 11 there were no transactions with key management personnel during the current financial period.

24. Financial instruments

The carrying values of the charity's financial assets and liabilities are summarised by category below:

	2025 **€**	2024 €
Financial assets		
Cash at bank and in hand	7,436,681	9,958,042
Accrued income	1,066,138	595,423
Other debtors	77,482	23,672
	8,580,301	10,577,137
Financial liabilities		
Accruals	247,097	337,809
Trade creditors	403,309	291,788
Other creditors	68,159	107,571
	718,565	737,168

25. Prior year comparatives

Certain prior year comparatives have been reclassified for consistency and comparability.

26. Post-balance sheet events

There have been no significant events affecting the company since the period end.

27. Financial commitments

At 31st December 2025 the charity had annual commitments under non-cancellable operating leases as follows:

	2025	2024
	€	€
Within one year	361,209	323,304
Between one and five years	579,186	710,610
In over five years	126,303	146,260

28. Approval of financial statements

The financial statements were approved and authorised for issue by the Board of Trustees on 22nd June 2026.



You are amazing!

To all of you who have helped us to be there for people affected by suicide and self-harm throughout 2025…

thank you!

Strengthening Today. Sustaining Tomorrow.

ANNUAL REPORT AND AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31ST DECEMBER 2025

COMPANY REGISTRATION NUMBER: 405780 | REGISTERED CHARITY NUMBER: 20062026 | CHARITY REVENUE NUMBER: CHY 16913