



Annual Report 2021

**Out of the
darkness,
into the light**



I felt as though I was wasting people's time when I first decided to call but now I know that the service provided is probably the best move I made and I am extremely grateful for the help provided to me.

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70,000+

**people reached
since 2006**



Chairperson's Statement

As Chair of the Board of Pieta, I am delighted to present our Annual Report for 2021.



It was a year that presented many obstacles and tested the strength and resilience of our services and our people. We kept our focus firmly on our vision of a world where suicide, self-harm and stigma are replaced by hope, self-care and acceptance. We knew how vital it was to reach as many people in distress as possible, following a very difficult period. We are very grateful to our community of supporters, our staff and our board, who helped us to make a difference and to change lives in 2021.

The Covid-19 pandemic created increased demand for Pieta's services. Our staff overcame many hurdles, throughout the year, so that they could continue to provide an excellent level of service to our clients, as the pandemic continued to disrupt our lives.

Unfortunately, the continuation of Covid-19 restrictions meant that for parts of the year we had to limit footfall in our centres, meaning we were unable to offer face-to-face counselling to all our clients. However, we continued to provide counselling via phone and video. Our crisis helpline team were available throughout 2021 on a 24-hour, seven days a week basis. We have a duty of care to all our staff and clients and the pandemic has prompted Pieta to be creative and innovative in responding and delivering services.

At the outset of 2021, despite having strong reserves, the Trustees were conscious of the potential pressure on fundraised income due the impact of Covid-19 and a prudent

approach to the 2021 budget was taken, with plans to manage costs in certain areas, while seeking to maintain and protect the level of client services. These continue to be free of charge for all our clients.

However, the huge response by the public to Pieta's fundraising campaigns in the first half of 2021 allowed a review of pay and conditions for clinical staff. As part of a campaign to attract and retain the best therapy staff, a benchmarking exercise was carried out reviewing rates of pay across organisations providing similar services to Pieta, including the HSE. The result was the awarding of substantial pay increases for roles in our clinical teams, confident that Pieta's financial situation is sustainable to meet the increased cost base. This change has facilitated a significant expansion of our clinical team.

We were delighted and heartened by the support of our funders in 2021, with a total of €20.7m in income. The Darkness Into Light campaign, which continues to be proudly supported by Electric Ireland, brought in more than €8m – the highest ever amount raised. Our financial and personnel resources are the bedrock on which we build our services. They ensure that we can deliver our mission to support people and communities in crisis, by providing freely accessible and professional services.

Pieta is committed to the highest standards of governance and complies with the legislation governing Irish charities and with

>80%

Pieta is over 80% funded by the public



300

Pieta now employs almost 300 therapists and support staff



the relevant regulatory frameworks. Critical to our mission is the Board of Trustees, who give their time and skills to Pieta free of charge. We work closely with the Health Service Executive to ensure strong clinical pathways for Pieta clients to other services.

I want to acknowledge the contribution of John Dolan and Karen Cohalan who stepped down from the board during the year. We welcome onto the board Paul Flynn and Sharon Morrow, who bring their own unique set of skills and experience.

I want to express my gratitude to the entire Pieta organisation including the management team, for their dedication to serving our clients in a very challenging environment.

I would also like to express my sincere thanks to Elaine Austin, who stepped down as Chief

Executive, in February 2022. Her clear vision and direction steered us through a time of great challenge.

I would particularly like to welcome Stephanie Manahan, our new CEO, who took up her duties in May 2022. She brings a wealth of experience to the role from the not-for-profit and health care sectors, and we are looking forward to working with her in the years to come.

We look forward to building on our strong foundations and continuing to deliver and improve our services in 2022 and beyond.

Celine Fitzgerald

Celine Fitzgerald
Chairperson



We are so thankful to those who supported The Darkness Into Light Sunrise Appeal.



Chief Executive's Statement

Pieta has a vision of a world where suicide, self-harm and stigma have been replaced by hope, self-care and acceptance.



I am very proud that I am now the custodian of this ambitious vision, in my role as the Chief Executive Officer of Pieta. I have always admired the Pieta organisation and understood the value of its life-saving services and I was very proud to begin my journey as CEO in May 2022.

I am really looking forward to delivering Pieta's vision and mission, which is to support people and communities in crisis by providing freely accessible, professional services to everyone who needs them.

These are challenging times for us all. As we emerge from managing the impact of dealing with the Covid-19 pandemic for more than two years, we are aware that it has taken its toll on all of us. Now, more than ever we need to be mindful of one another – to be aware of the signs that a person we know is struggling and to support them.

Hope is something that Pieta strives to give each person who comes to us for support. We help them to feel more optimistic about their future and to build up their coping strategies and their will to live.

Darkness Into Light has been a flagship event for us since it began in 2009. In 2021 people from all over the country and all over the world got up early and walked with the sunrise to remember loved ones and to support those who continue to be at risk of suicide and self-harm.

The support of everyone who donates to Pieta inspires us to build and strengthen our services for people who need them. We are building on a strong financial foundation, despite a difficult fundraising environment. We have seen people come up with incredibly creative ways to raise money for us, in spite of lockdowns and in spite of their own financial pressures.

We continue to rely on our fundraising to fund over 80% of our costs and we have detailed in the pages of this report how we spend these funds and our efforts to strengthen our funding model.

In 2021, we provided over 48,000 hours of free one-to-one suicide intervention and bereavement counselling sessions. We expanded the number of therapists working with children and adolescents, to meet the increased demand from this client group and we increased our clinical team by 33%, to respond to the demand for our services.

The ongoing Covid-19 restrictions in 2021 challenged us to continue our new ways of working, to ensure that people had continuity of care and did not miss their sessions. Clients and therapists needed to isolate, so we continued to provide most of our counselling sessions through phone and/or video consultations, as required. This meant that we could reach people who could not easily travel to a centre. People are at the very heart of our work. We are

48,000+

In 2021, we provided over 48,000 hours of free one-to-one suicide intervention and bereavement counselling sessions.



guided and led by their needs, their trust in us as an organisation and their willingness to move to a better place. Our staff are dedicated to engaging with clients in a professional and compassionate manner. Our voluntary board members work free of charge to ensure the quality of our services, to guide us to use our resources wisely and to work towards delivering the highest level of governance. The people who support us and donate to us need to know that their money is well spent and details on this can be found from page 68 in this report. I am

very proud to be at the forefront of this important work and to lead Pieta, as we grow and develop our services for people who need them. I look forward to engaging with the board, the staff and the incredible volunteers across the country who have supported Pieta to become the organisation it is today.

Stephanie Manahan
Chief Executive Officer



Governance

The Board of Trustees ensures that the vision, mission, and values are upheld and realised in practice.

Governance at Pieta

Pieta is governed by a voluntary Board of Directors who give their time, experience, and expertise freely and willingly to support and uphold the mission and vision of Pieta. Our board is responsible for the oversight, stewardship and governance of Pieta and has ultimate responsibility for setting the strategic vision for Pieta and ensuring that Pieta meets all its statutory and regulatory obligations.

You can read about who our board members are and how they operate from page 52 in this report.

Pieta Business model

The CEO and the executive team develop an annual business plan to deliver on the strategic plan, which is supported by a suite of KPIs and an annual budget. These are set and approved by the board and reported and tracked throughout the year.

Risks and challenges

Our risks are managed and reported on within a risk management framework and you can read more details from page 56 of this report. Some of our key risks and challenges are as follows:

Safeguarding

As a service organisation working with children and adults, we are acutely aware of our responsibility to safeguard and protect our clients and are very mindful of managing the risks associated with delivering our services. We engage in several comprehensive actions to ensure that our services are underpinned by best practice, our staff are supervised and accredited and our facilities are safe and well managed.

Funding

We are very aware of our reliance on public donations to run our services and we work closely with our communities to engage with our volunteers in telling our story and being accountable for our fundraising activities. We continue to work with our statutory partners to secure funding for the provision of essential services.

Staff

Attracting, recruiting, and retaining the best people is very important to us and we are mindful of the post-pandemic impact on the workforce. We realise that we are competing with the statutory and private sector in a highly competitive environment.

Volunteers

We could not do our work without the support and commitment of our volunteers. We are so appreciative of their dedication to supporting our services and we are mindful that we need to remain relevant, connected and engaged with our volunteers throughout the island of Ireland and beyond.

Business continuity

We have learned from the experience of the pandemic that we have to be prepared for all eventualities and challenges, be they from a natural, man-made or cyber source. Pieta needs to be ready to deliver services and have robust business continuity and disaster recovery plans in place.



We could not do our work without the support and commitment of our volunteers. We are so appreciative of their dedication to supporting our services.



electric
ireland

electric
ireland

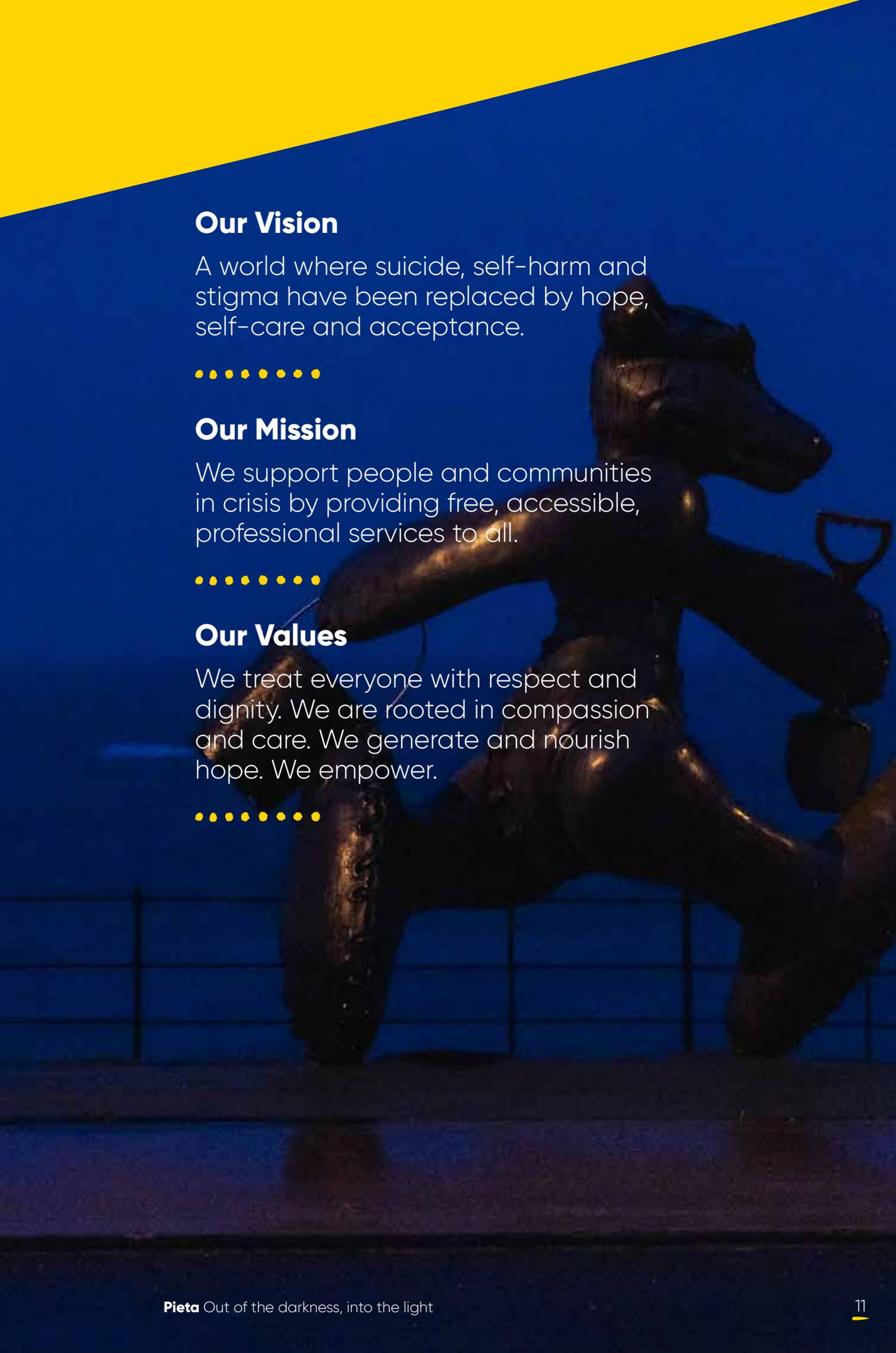
electric
ireland

About Pieta

Pieta was founded in Dublin in 2006 to provide free one-to-one counselling to people suffering from suicidal ideation, engaging in self-harm or bereaved by suicide. We now have almost 300 qualified therapists and support staff across 20 locations.

Vision, Mission & Values





Our Vision

A world where suicide, self-harm and stigma have been replaced by hope, self-care and acceptance.



Our Mission

We support people and communities in crisis by providing free, accessible, professional services to all.



Our Values

We treat everyone with respect and dignity. We are rooted in compassion and care. We generate and nourish hope. We empower.



The 'Pieta Way' and our Services



Prevention

We work to help people to avoid getting to the point where suicide or self-harm becomes a consideration for them.

Intervention

We help people who are experiencing suicidal ideation or who are engaged in self-harm.

Postvention

We provide specialist services to those who have been bereaved by suicide.



Counselling

Pieta provides essential counselling to people experiencing suicidal ideation, people engaging in self-harm and those bereaved by suicide.



Our Covid-19 Response

Our team of almost 300 counsellors and support staff continued to manage our services throughout 2021 delivering for clients despite the challenges posed by the pandemic and, all the while, adhering to the appropriate HSE guidelines.



Bereavement Services

The Suicide Bereavement team provides support to families and communities in the immediate aftermath of being bereaved by suicide. In 2021, they reached over 600 households through this service.



24-hour Helpline

The 24-hour Helpline is available for people throughout Ireland who are in need of immediate support, at a time of suicidal crisis. In 2021, the team received almost 100,000 calls and texts.



Resilience Academy

The Resilience Academy team continued to adapt their programmes for delivery in a remote environment and maintain their relationships with schools.



Key Milestones & Achievements

Key Statistics

- » Over 70,000 people in suicidal distress or engaging in self-harm have come to Pieta for help since 2006.
- » In 2021
 - Pieta delivered over 48,000 hours of suicide intervention and bereavement counselling
 - We received almost 100,000 crisis support calls/texts from people in crisis or distress
 - Over 600 households were directly supported by Pieta, after they had been bereaved by suicide.
- » Almost 60% of clients presenting to Pieta are aged between 13 and 25.
- » Approximately 930 hours of therapy are provided to people across Ireland every week.
- » More than 80% of Pieta's funding comes from public donations.



13-25yrs

Almost 60% of clients presenting to Pieta are aged between 13 and 25.



Our People

A growing team

Pieta is a people-centred organisation and attracting the highest calibre of staff to work with us and with our clients is a priority for us. We continued to grow our workforce during 2021.

Recruitment continued at pace in 2021 and, in the second half of the year, we embarked on a successful advertising and public relations campaign. Our Human Resources team worked with our Marketing team to highlight the importance of Pieta's work. We improved our website, adding video content and employee testimonials and worked closely with our managers, external partners and candidates, to ensure we continued to attract the best people to our organisation.

In our recruitment drive, we put a particular focus on recruiting therapists who specialise in working with clients under the age of 18.

We were delighted to welcome 106 new employees to Pieta in 2021, bringing our total staff numbers to 274.

Remuneration and Benefits

During 2021, Pieta completed a benchmarking exercise across all of our clinical roles, to ensure that the contribution, qualifications and experience of our staff is appropriately recognised, valued and remunerated, at established market rates within the sector. From July 2021, we implemented changes in our clinical rates of pay and our therapists adapted to new working hours. These changes allowed us to continue to support our growing client base, by retaining our experienced staff and attracting new candidates from the labour market. Benchmarking for support functions in Pieta commenced towards the end of 2021 and will conclude during 2022.

Learning and Development

We place significant value on the professional development of our staff. During 2021, our therapists undertook training in Dialectical Behaviour Therapy and specific training in the delivery of remote therapy. Ongoing Covid-19 restrictions meant that we needed to adapt to an ever changing environment, while we worked to ensure that the needs of our clients were met.

We facilitated the continuing professional development of our staff through the reintroduction of the Bursary Scheme. This scheme provides a financial contribution towards the cost of further education. It complements our existing range of supports for the learning and development of our staff, including their annual Continual Professional Development (CPD) allowance, CPD days and paid study leave.

During 2021, we supported management and leadership development and delivered three TU accredited management training programmes at certificate level for our managers. We continue to support them by ensuring they have access to effective tools, training, supports, professional HR advice and expertise.

We continued Diversity and Inclusion training for all staff in 2021. This training is an ongoing feature of our work. To support the wellbeing of our staff, we delivered workshops on Resilient Minds at Work. This will continue in 2022.



Thanks a million to all the staff at Pieta.
Your help is greatly appreciated.



I just want to say thank you to all the staff in Pieta. I am so glad we have Pieta in Ireland.



Internal Communications and Engagement

People are at the very heart of Pieta and we are very conscious of the need to keep our staff connected with each other and with the management team. This was particularly important in 2021, at a time of ongoing Covid-19 restrictions.

We communicated regularly with staff, through a weekly HR mailshot and a monthly staff newsletter. We also conducted all-staff briefings every month to keep everyone informed of key organisation updates. Keeping our staff and clients safe was a priority and we provided regular health and safety updates, in line with government and public health guidelines. We also highlighted the wellbeing supports available through our Employee Assistance Programme.

As we continued to review our ways of work, we sought the views and opinions of our staff, through a number of focus groups during the year. We intend to continue canvassing their views, as we move into 2022.

The HR team want to thank all staff who kept our services and centres running throughout the pandemic – many of whom had to work in the office throughout lockdowns.

106

new employees welcomed to Pieta in 2021



Our Work

The Pieta Model

The Pieta Suicide Intervention Model is a strengths-based, solution-focused approach, which includes elements of Cognitive Behavioural Therapy (CBT) and Dialectical Behaviour Therapy (DBT). The CBT approach has been proven to reduce the tendency for suicide attempts, while the DBT approach has been shown to have a visible effect on self-harming behaviours.

The Pieta model also supports therapists, giving them direction and structure in their work on the therapy journey with people in crisis. Working with clients in a professional and compassionate manner is core to the work of our therapists.

Pieta provide a one-to-one therapy service for adults, children and adolescents experiencing suicidal ideation, engaging in deliberate self-harm or bereaved by suicide. All our therapists are fully qualified and trained in the delivery of the Pieta Way Therapy Model.

Focus on 2021

Working remotely during the Covid-19 Pandemic

When clients and therapists were required to isolate during the Covid-19 pandemic, counselling sessions changed from face-to-face to phone and/or video sessions. This meant that our clients had continuity of care and did not miss their sessions. It also ensured that we were able to reach people who could not travel to a centre using public transport and also people who would have had to travel a significant distance to a centre.

Our new approach meant that it was necessary to upgrade our IT infrastructure across the centres to ensure quality in the delivery of remote therapy.



**more than one third of clients
in 2021 were under 18**



Key Counselling Priorities for 2021

- > Providing evidence-based interventions for clients presenting to our service
- > Continuing to increase our accessibility to a wide range of clients through various mediums, using technology as a key communications channel
- > Establishing ourselves as a learning organisation that constantly strives to improve and is recognised internationally as a leading organisation in the fields of suicide, self-harm and suicide bereavement intervention
- > Developing care plans for clients in crisis, using referral pathways, where necessary, to provide the best possible care
- > Offering key support to family members and guardians and providing psychoeducation, so that they are best placed to support their loved one in crisis
- > Raising awareness of our services.



I wish to thank you. The support I was given probably saved my life. Thank you so much.

Key Achievements in 2021

- > We remained open for face-to-face appointments and also provided the option of phone or video appointments, to ensure that a safe and therapeutic environment was created, while we managed our services during the Covid-19 pandemic
- > We increased our clinical team by 33% to respond to the ongoing demand for our services
- > We expanded the number of therapists working with children and adolescents, to meet the increased demand from this client group
- > We provided over 48,000 hours of free One-to-One suicide intervention and bereavement counselling sessions
- > We provided ongoing professional development training opportunities across our clinical teams. This included Dialectical Behavioural Training for our therapy teams
- > We established a pre-accredited therapist division, so that qualified therapists could gain knowledge and experience of working in the area of suicide intervention and self-harm. By doing this, we are contributing to the knowledge and expertise base of practising therapists.
- > Our clinical teams facilitated a number of requests for external presentations and information seminars across community, educational and corporate settings including:
 - development of a webinar, in collaboration with UCD, for parents concerned about a child self-harming
 - a podcast with Karl Henry as part of World Suicide Prevention Day
 - supporting the 'Know the Signs of Suicide' awareness campaign.
- > We maintained a nationwide service delivery over the Christmas period, providing face-to-face, phone and video therapeutic supports to people who needed our services

24-Hour Helpline

The 24-hour Helpline is available for people across Ireland, who are in need of immediate support at a time of suicidal crisis. In 2021, the team received almost 100,000 calls and texts from people in crisis.

The Pieta Crisis Helpline offers crisis intervention to anyone who is experiencing suicide ideation, engaging in self-harm, or bereaved through suicide. We also provide support, information, and psychoeducation for people supporting others in crisis.

The crisis helpline is run by qualified and experienced therapists, who support clients through phone and text-based intervention with warmth, compassion, and hope. Our Helpline therapists are the holders of hope for callers in crisis and aim to move distressed callers from a place of crisis to a place of safety.

The service is available 24 hours per day, 365 days a year. This ensures that people in crisis, including those living in isolated areas or difficult circumstances have access to free therapeutic supports, at any time of the day or night.

With the increase in demand for the Crisis Helpline service and staffing challenges, due to the rising number of Covid-19 cases, the Helpline team sought to develop and expand its relief panel of therapists. We developed a panel of relief Helpline therapists, thus ensuring that the Helpline team could operate at capacity throughout 2021.

There was a substantial increase in the number of users of the Crisis Text-Line in 2021. This pointed to the need for further research and investment in technologies and planning is now underway for the development and implementation of a robust and efficient text interaction service in 2022.

In response to both Covid-19 and the government advice on restrictions, our Crisis Helpline team continued to work remotely in 2021 and continued to deliver a high quality, efficient and reliable service remotely throughout the year.

The Crisis Helpline is now Pieta's first fully remote service, employing therapists from across Ireland. This means that we now have a diverse and experienced workforce, with a team of qualified therapists supported by a relief panel to be deployed as required.



Pieta's 24/7 Crisis Helpline is there to help anybody impacted or concerned about suicide or self-harm. Asking for help is one of the bravest things you can do and I would encourage anybody who needs it to seek help early.

Mary Black



**24-Hour
Crisis
Helpline**

1800 247 247





National Therapy Services Line

Enhancing Accessibility

In line with our mission to support people and communities in crisis, by providing freely accessible, professional services to all, we embarked on a journey to make our therapy services more accessible for people in need of clinical support.

Initiatives included:

- > Continued management of the Pieta Therapy Services Line
- > Extending the opening hours of the Services Line
- > Establishment and expansion of our team of Regional Support Coordinators

In 2021, our team managed over 65,000 calls, 6,780 clients were assigned to begin their therapy journey with Pieta and over 62,000 appointments were booked through this service.

Developing our IT services

We needed to enhance our IT processes and systems to support our national Therapy Services Line. This led to the development of a new, internet-based telephony system, to support high call volumes and deliver a high quality, efficient and reliable remote service for our clients. We undertook extensive testing and training and provided high-quality laptops and headsets for all our team.

Suicide Bereavement Liaison Service

The Suicide Bereavement Liaison Service continued to support individuals, families and communities bereaved by suicide in 2021. We currently have 12 Suicide Bereavement Liaison Officers working across Ireland, providing practical and emotional support. Our aim is to identify people at risk, provide a prompt response and ongoing support, facilitate referrals, work closely with key agencies and provide community supports.

In 2021, the service supported clients bereaved by suicide over the phone and, where appropriate, saw clients face-to-face, while following HSE health guidelines on Covid-19.

We continued to support communities impacted by suicide by introducing online community responses. This involves working with small groups of six to eight people affected by suicide, in an organisation or community setting. This support is offered ten days after a loss to the community. It provides psychoeducation around the grieving process, which helps to normalise the impact of a loss through suicide. It also supports the community in knowing what to do and how to support others if they are concerned about them.

The Suicide Bereavement Liaison (SBL) service provided extra support sessions for clients, dealing with the impact of Covid-19 and isolation, especially with funeral rituals curtailed during this time. We helped clients to find other rituals to support them – rituals such as planting a tree in memory of the person they lost. We also supported people who had to attend a funeral online and helped clients with inquests, where they could not attend physically.

Networking for Support

Over the course of 2021, we continued to liaise with other agencies who have contact with those bereaved by suicide. We work closely with the National Office for Suicide Prevention, Gardaí, mental health services and a range of other agencies.



Clinical Programme Office

The Clinical Programme Office was created to support Pieta's clinical operational focus. The Office is supported by a data analyst and ensures that our services are underpinned by research and relevant data.

The primary aim of this project is to improve client processes, waiting times and experiences.

To support this work, a new data management tool was developed in 2021, to enable staff to effectively manage their day-to-day caseload.

Post-Treatment Client Feedback and Evaluation

The voice of the client is very important to Pieta. We strive to continually improve and develop our clinical services and provide the best possible experience for our clients. Developing new processes that allow for a greater level of client feedback is a vital goal for Pieta.

To meet this goal, the Research and Evaluation team developed a new post-treatment client feedback and evaluation process in 2021. This process was designed to make it easy for clients to give their feedback.



Education and Training

Resilience Academy

The Resilience Academy is Pieta's prevention service, aimed at young people in secondary school. It aims to equip students with emotional resilience tools, along with cognitive skills and the skills they need in coping, problem-solving and decision-making.

As a consequence of the pandemic, the Resilience Academy's six-week programme was paused. To ensure a continuation of the service, the team created two digital versions of the programme to reflect the new needs of schools, teachers and students:

- > A three-week refresher course for previous participants
- > A 'Building Resilience' session for schools new to the Resilience Academy.

These programmes were delivered to 7,247 students in 70 schools across the country. Following the successful roll-out of the initial digital programmes, the team collated teacher and student feedback and then revised and edited the programme, to create two new versions, which have been available since September 2021:

- > A four-week 'Road to Resilience' programme for all Junior Cycle students
- > A 'Building Resilience' introductory session for all year groups.

With the support of the teachers in the classroom, the Resilience Academy continues to be delivered in a safe and controlled environment. The accompanying workbooks enable the students to interact with the programme, by completing the planned activities.

From September to December 2021, a total of 108 schools registered for these two programmes to be delivered to 24,775 students.

Amber Flag

Pieta's Amber Flag is a part of Pieta's Preventative Pillar. The overall vision of the Amber Flag is to promote positive mental health and well-being in communities through shared participation, knowledge and empowerment.

The Amber Flag initiative recognises the efforts of various schools, clubs and organisations, around the country, to create healthy and inclusive environments that support mental well-being. It unites them in their efforts to work together towards a happier, healthier Ireland and eradicate the stigma associated with mental health issues.

In June 2021, 292 Amber Flags were awarded. Ninety eight of these were Amber Flag renewals.



292

Amber Flags were awarded. Ninety eight of these were Amber Flag renewals.





The Amber Flag initiative recognises the efforts of various schools, clubs and organisations, around the country, to create healthy and inclusive environments that support mental well-being.

Working with Pieta

Cathy Drummond

Assistant Project Manager – Campaigns

I started my career working in the commercial finance sector in my early 20s but as time went on I realised I really wanted to make a difference in my working life and I knew that the commercial sector could never offer me that kind of opportunity.

So, after some soul searching, I made a decision to move to the not-for-profit sector and Pieta was always going to be my first choice. When I eventually made the move – from leasing photocopiers to supporting Ireland’s national suicide prevention charity – it was both an amazing opportunity for me and a huge challenge.

Obviously, I had known about Pieta before I joined the team and I had taken part in Darkness Into Light several times in Dublin. I had also participated in the event in Hong Kong and Sydney while I was travelling.

In fact, it was during my travels that I finally decided that I wanted to move to the not-for-profit sector. I guess eighteen months out of the commercial world helped me come to that realisation. The bottom line was that I wanted to work for an organisation I could be truly proud of.

Like so many others I had lost loved ones to suicide. So Pieta was an obvious choice for me. I had also seen friends and family members being supported by the organisation and I witnessed first-hand the positive impact that intervention counselling can have on those who are struggling with thoughts of suicide or self-harm.

When I joined Pieta I was bringing with me a genuine passion for the work and a willingness to go above and beyond for a cause that is so very close to my heart.

When I heard that I had been successful in my application to join Pieta I was overjoyed, but also a bit daunted at first. I just assumed that any organisation that can host an initiative as vast as Darkness Into Light must be huge and maybe a little impersonal. I couldn’t have been more wrong. Pieta is a family and from my first day this was very clear to me. There is also such a sense of collective pride in the team and in the broader organisation that it was nothing like I had experienced before in my career. Many of the staff had actually started out as volunteers and, over the years, had become more and more involved in the organisation, until eventually they were employees.

During my first year in Pieta, I had the privilege of attending several cheque presentations for community fundraisers – where members of the public, having undertaken a fundraising initiative, presented a cheque for the funds they had raised to Pieta. Talking to these people and personally thanking them for their efforts and hearing their stories was always



a very humbling experience. Every year, local communities all across Ireland raise thousands of euro in this way. The funds raised are critical to funding our free therapy but, just as important, is the way in which these initiatives raise awareness of suicide in local communities and promote the free services which Pieta has to offer.

What has impressed me most during my time in Pieta has been the level of participation of our committees and volunteers during our annual Darkness Into Light event. We are so privileged to have so many people supporting the event and fundraising on our behalf. The success of Darkness Into Light is down to the hard work that our volunteers put in, all the time juggling their commitment to family and careers. Without them, the event simply wouldn't exist.

My favourite part of the job is hearing from those who have had a positive experience of Pieta. In the fundraising team we often meet people who have come through our service and want to give something back. It really is quite special to be part of an organisation which saves lives. It makes everything worthwhile and it reminds me of how lucky I am to be part of this extraordinary organisation.



The success of Darkness Into Light is down to the hard work that our volunteers put in, all the time juggling their commitment to family and careers. Without them, the event simply wouldn't exist.

Our Statistics for 2021



48,000+

We delivered over 48,000 hours of suicide intervention/ bereavement counselling.



97,000+

We received more than 97,000 crisis support calls and texts from people in crisis or distress.



600+

Over 600 households were directly supported by our Suicide Bereavement Liaison Service.



7,248

unique clients were helped by either our psychotherapists or SBLO service.



930

Approximately 930 hours of therapy were provided to people across Ireland every week.



6,180

of our clients used video or phone therapy



6,780

of our clients received treatment



62,026

assessments and therapy appointments were booked





65,263

The total number of calls for our Therapy Services (inbound & outbound) was 65,263.



70%

Over 70% of clients presenting to Pieta were aged between 13 and 35.



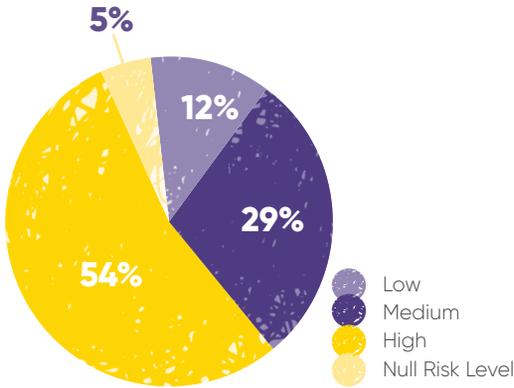
37%

Over 37% of clients presenting to Pieta were under 18.

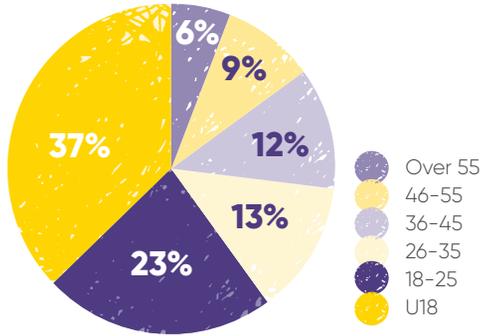


Our Client Profile

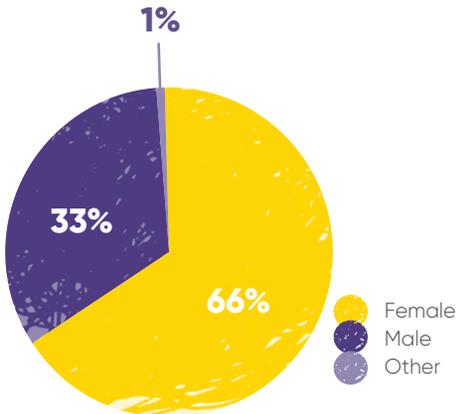
Client Risk Levels



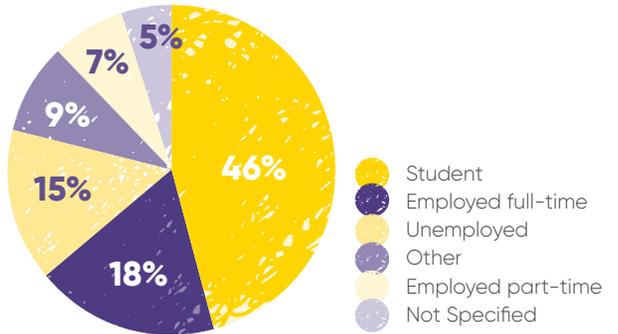
Client Age Ranges



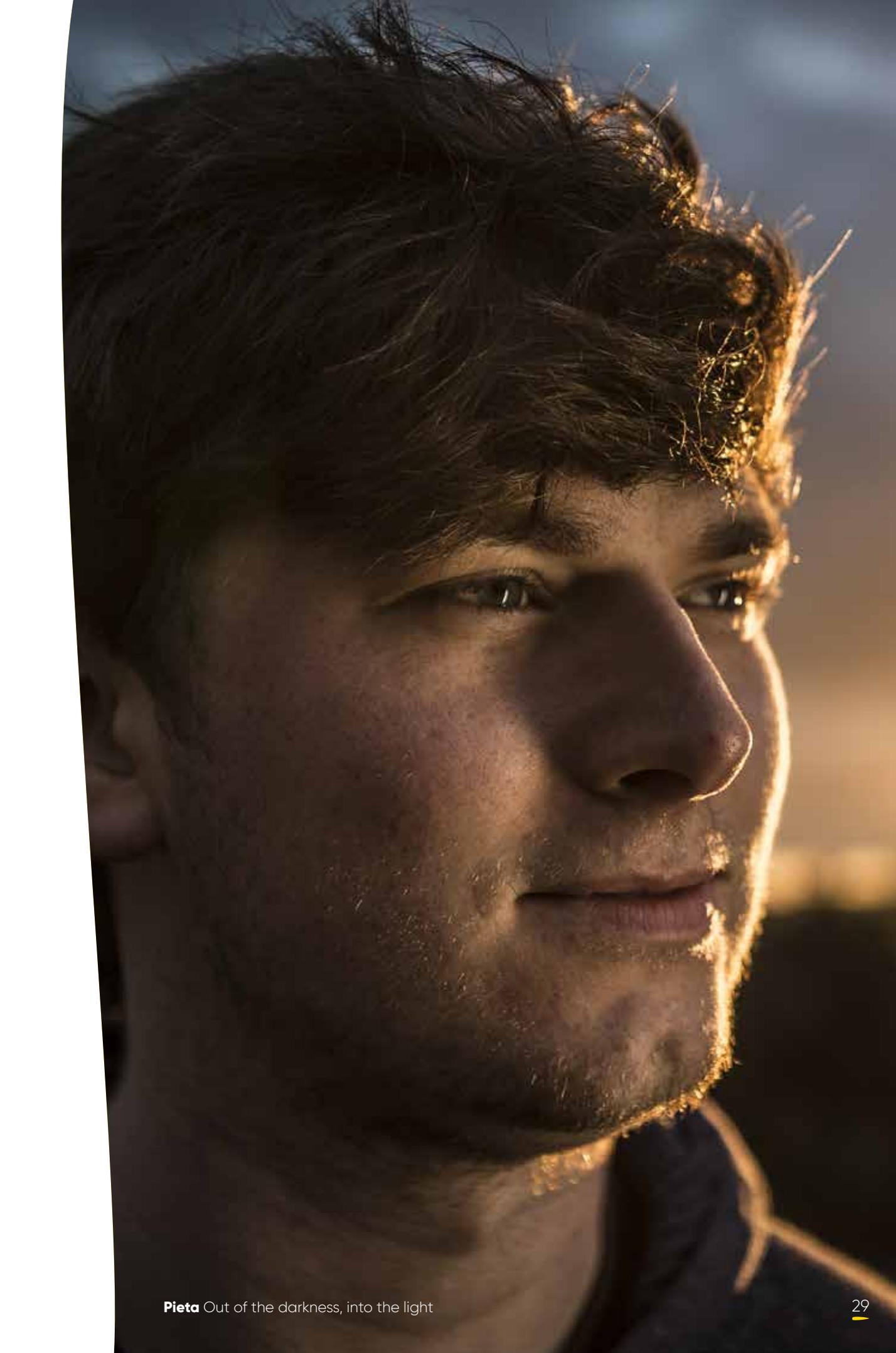
Client Gender



Client Employment Status



It saved me and I really appreciate the help and wouldn't mind returning again or recommending it to someone in trouble.



Working with Pieta

Sinead Andrews

Clinical Project Officer

I joined Pieta in December 2017. Before I joined, I had been working in customer facing roles and studying for my Master's Degree in Forensic Psychology.

I had a real interest in mental health and wanted to put my studies to good use. I wanted to contribute – even in a small way – to helping people with mental health issues. Working with Pieta seemed like the most logical next step for me. It felt right. At that time, Pieta was expanding rapidly, and solidifying its presence in communities across Ireland. What really struck me was the exponential growth of the organisation and the desperate need for the services Pieta was providing.

I could see the immense support for Pieta in local communities, particularly during the annual Darkness into Light walks. Darkness into Light is still my favourite time of the year. Seeing so many people get up to walk because they believe in what Pieta is doing is always a very emotional moment for me. It is only through the incredible generosity from the public that we are able to reinforce our services, and improve the experience of our clients and clinical teams.

My first role with Pieta was in clinical support in a local centre. In August 2021, I moved into my current role, in the newly formed Clinical Programme Office. Joining the Clinical Programme Office was an entirely different experience to working in the centre, but incredibly rewarding in its own right. Being able to take my experience and apply it to moving the organisation forward has been a huge privilege for me.

Many of the change projects that I work on require working and reworking, based on

feedback from the various teams. This is to ensure that we achieve the best possible outcomes. It is imperative that we maintain focus on the key outcomes of all our projects and be aware of how different people work together to achieve these objectives.

Throughout my time with Pieta, active listening has been an integral part of my role. My years of experience help me to keep the foundations of the organisation in focus, while supporting the clinical team to move towards the future.

I love working with diverse teams across the organisation to achieve our common goal – better and more stable services for our clients and the longevity of Pieta. Seeing the results of projects I have been working on is very rewarding. Sometimes the implementation can feel a long way off, but the payoff is worth the blood, sweat and tears!

I am inspired every day by the dedication of my colleagues in Pieta. I am amazed by the level of selflessness of our therapists, regional support coordinators and centre administrators and by the kindness shown to our many clients and supporters.

The tireless efforts of our clinical management teams to ensure that our clients receive the best possible care and services are incredible. They also work very hard to ensure the wellbeing of their clinical teams. The preventative services they are developing are a real testament to those



working on them. I am in awe of their care for clients, and the drive to help as many people as possible.

The best part of the job for me is seeing the transformation of our clients, from when they walk into a centre to when they leave at the end of their journey with us. People come to us with such hopelessness and their families are often so worried that it is extraordinary to witness the change. This drives me to work to improve the services and outcomes and to expand the reach of Pieta, so that we can ensure that as many people as possible get the chance to rediscover their hope.

Ensuring that our services remain accessible for all of our clients has been paramount throughout the COVID-19 crisis. Our centres all remained open in 2021 and we were able to provide continuity of support for everyone who needed us.

A key challenge for us was the distance for both clients and staff. We responded to the challenge by developing our online platforms and took the opportunity to develop relationships within the organisation that would have been far more difficult without this approach. Our online platforms helped to bring teams from across the country together for the very first time.

Expanding our reach across Ireland has been a positive impact of the COVID-19 crisis. We are now providing telephone and video therapy, making our counselling

services more accessible than ever before. It is only through the resilience and continued commitment of all our teams that any of this has been possible.

With the continued development of the Clinical Programme Office, I am hopeful that we will be able to implement positive changes for our clinical teams and clients throughout 2022. I am really looking forward to supporting the implementation of our Clinical Strategy in 2022. This will ensure that we continue to deliver the best possible client-focused services into the future.



I had a real interest in mental health and wanted to put my studies to good use. I wanted to contribute – even in a small way – to helping people with mental health issues.

Public Engagement and Advocacy

Working With Policymakers

Over the course of 2021, board members and senior members of the Pieta team met with the Taoiseach, Micheál Martin TD, the Tánaiste, Leo Varadkar TD and the Minister for Older People and Mental Health, Mary Butler TD. We also participated in the Oireachtas sub-committee on mental health, to discuss the challenges arising from the COVID-19 pandemic. We were able to discuss the significant increase in demand for support from young people, and children and outline how we were reaching them in their time of need.





Working with the HSE and the National Office for Suicide Prevention (NOSP) helps to ensure that we are providing the best possible service.

Networking To Support Our Clients

A key part of our work involves networking with relevant stakeholders, so that we can provide the best possible support for our clients.

Conversations about the structure of the mental health system in Ireland and funding issues help us to set a framework for the future of Pieta and other similar organisations.

In 2021, we continued to work closely with the HSE to develop plans around aligning services in the future. An integrated service would allow for GPs, mental health specialists and relevant organisations to share information on clients, in order to gain a better understanding of their progress in their therapy journey. This care-planning work would ensure fluidity for clients and cause less distress for them when they are seeking support.

Working with the HSE and the National Office for Suicide Prevention (NOSP) helps to ensure that we are providing the best possible service. In 2021, we met regularly with NOSP and received a lot of support from them in our response to the challenges of the COVID-19 pandemic.

Our work with the Resource Officers for Suicide Prevention (ROSP) and the Community Health Organisations across the country has been an ongoing resource for Pieta in developing our understanding of the needs of the communities where we work. Our relationships with them helps Pieta to ensure that we are meeting the specific needs of our clients in the areas in which we are based.

Every month, Pieta joins other NOSP funded organisations to review concerns and discuss difficulties in the sector. This information sharing and support has proved to be invaluable, as we all worked together to deal with the impact of COVID-19.





Over
70,000

People reached
since 2006





Our Supporters & Marketing Review

Helping to build a world where suicide, self-harm and stigma are replaced by hope, self-care and acceptance

Our Supporters

Pieta's primary fundraising goal is to raise enough funds to achieve our mission and deliver vital services for people who are in suicidal distress, engaging in self-harm, or bereaved by suicide.

We are 100% committed to meeting best-practice obligations in the sector and we fully comply with the Charities Institute Ireland Triple Lock Standard.

In what was an extraordinary year, Pieta supporters raised a total of €18.5 million. We are profoundly grateful to them for their hard work, creativity and generosity. Their work helps to build a world where suicide, self-harm and stigma are replaced by hope, self-care and acceptance.

Community Fundraising

More than 80% of Pieta's funding comes from public donations.

In 2021, communities, companies, trusts and foundations and individuals across Ireland came together to build hope and to light a path out of despair for thousands of people. We are truly inspired by what they achieved. We are particularly impressed by the creative approaches they took in a year that was very difficult for us all. At the start of 2021, we faced more Covid-19 lockdowns. This meant adapting to a virtual fundraising and awareness raising environment.

The money raised in 2021 alone meant that Pieta was able to provide over 48,000 hours of free professional therapy to the people who needed it. The funds raised meant we

The Power of Your Support

In 2021, thanks to you:

6,780

people were supported



606

households received bereavement support



48,521

therapy hours were offered free of charge



41,686

calls to the Crisis Helpline



56,030

crisis texts received





could be there for more than 41,000 crisis helpline calls and respond to over 56,000 texts. In addition to this, we were able to offer bereavement support to more than 600 households.

Raising Awareness

Each person who shares their support for Pieta's work is also helping to signpost our vital services to their friends, families and communities. This is critical work.

More than 200,000 people a year take part in Darkness into Light, donate to our Christmas Appeal and join together to fundraise in their communities for our free, professional therapy services.

Fundraising Initiatives

Facebook Challenges

In January 2021, Pieta launched our first Facebook Challenge 'Jog 56 Miles'. More than 2,000 supporters joined the challenge to jog two miles a day and fundraise for Pieta's services. The response from our supporters was overwhelming – both within the Facebook Challenge group and from the friends and families of people supporting the challenge. At the height of the post-Christmas lockdown, there was a renewed need to show solidarity with the people around us and in our communities and to support vital services for people impacted by suicide ideation, self-harm or bereavement.

More than €800,000 was donated to this campaign, which really connected with the

public, at a time when we were all seeking a healthy way to cope with the impact of renewed restrictions.

Fluid Project

In February 2021, sisters and artists, Claire Halpin and Madeleine Hellier put a call out to artists and crafters across Ireland to create 6" x 6" artworks on the theme of comfort. More than 1200 artworks were submitted, assembled and exhibited as Fluid: The National Comfort Blanket in the Cowshed Gallery, Farmleigh in Summer 2021.

Each artwork was accompanied by a heartfelt written response about what had brought comfort to its maker during lockdown, providing insight into our ordinary and extraordinary pandemic lives: the importance of family, friends and community, the joy of 5k, nature, pets and sea swims. Some also shared their difficult stories of loss and grief during lockdown, being apart from family, loneliness and mental health issues.

The Fluid Project unknowingly tapped into something that was greater than the sum of its parts to create something timely and unique – a National Comfort Blanket. It was a groundswell of positivity: 1200 creators connected creatively on the theme of comfort reminding people that we are not alone, even when we are apart.

Following the exhibition the individual artworks were auctioned online raising €35,742 for Pieta's services.

ShareJoy

ShareJoy is a clever and resourceful initiative, founded during the pandemic, after the loss to suicide of 23-year-old Irish woman, Arwen Sullivan early in 2020.

ShareJoy is a pre-loved fashion website that regularly collaborates with celebrities from Aisling Bea to Ryan Tubridy. Designer and bespoke pieces of clothing and accessories are donated by well-known people. These can then be purchased online to raise vital funds for Pieta.

As people become more aware of the detrimental impact of fast-fashion on our environment, Sharejoy leverages the power of pre-loved fashion in a circular economy and, at the same time, raises awareness on mental health. We are very proud to be part of this initiative.

In 2021, Sharejoy raised €27,500. The team continues to work with a range of celebrities, all over Ireland and beyond. The most recent fundraising event was a pop-up event in Dublin.

Run4Pieta

In June and July, clubs from the GAA, the Camogie Association and the Ladies Gaelic Football Association rallied their members to run for 24 or 48 hrs consecutively, as part of our annual Run4Pieta community fundraising event. Communities, clubs, players and supporters of all ages, from 47 clubs, across 22 counties, took part in Run4Pieta. Over €204,000 was raised in total with more

than €121,000 and over €83,000 going to Pieta and each club, respectively. Each club displayed incredible support for their teammates and community spirit was at a high during the events.

Gollymocky Whalers - Freezbrury

The Gollymocky Whalers are a group of approximately 30 swimmers from Dublin, who committed to swimming in Sandycove Bay every day in February 2021. The group took the plunge, come rain or shine, every day and there was not a wetsuit between them. Not only did the group go for a dip each day, they vowed to stay in the water for progressively more time each day throughout the month until Day 28. Their very brave efforts raised €42,665 for Pieta.

Achill to Athens by Bike

On September 1st 2021, Cormac Ryan, Niall O'Donnell and Stephen Ryan left Achill on the west coast of Ireland to cycle 5,500 kilometres to Athens, Greece in aid of Pieta and Bodywhys. The passionate cyclists, from Mayo and Dublin, spent 45 days cycling across Europe with all their equipment strapped to their backs and their bikes. Cormac, Stephen and Niall have raised over €50,000 for numerous charities, by taking part in cycling challenges before, but this was the biggest challenge they had set for themselves. The fundraiser raised over €46,000 for Pieta and Bodywhys and opened up conversations about mental health, eating disorders and suicide in young men.



The event was a huge success, we'd the whole community engaged from the very young to the not so very young, which brought a real sense of togetherness.

Brendan (Shamrocks Ladies Gaelic Football Association)



Darkness Into Light: A Community Movement

In 2009, 400 people set off from the Phoenix Park in Dublin, on the inaugural Darkness Into Light 5km walk to raise funds for Pieta. From small beginnings, the movement has continued to grow. Now, around 200,000 people take part in the event annually.

Each year the walk provides an opportunity for people to connect with their local community and to show their support for people who have been impacted by suicide. Our team of dedicated volunteers, in Ireland and overseas, return year after year to make the event a success and to help us to

continue to raise awareness in the global fight against suicide and self-harm.

Since Darkness Into Light began, our supporters have helped us raise almost €37 million. This has enabled us to keep our doors and our 24/7 helpline open for people in crisis, free of charge.

In 2012, our first international event took place in London. Since then our international partner charities, from Seoul to Spain and New Zealand to the Netherlands, have benefited from an investment of over €3.5 million in local mental health support services.



There is always hope and you're never alone although you feel very lonely and you find it very hard to reach out. Trust me, you're never alone in your feelings. Thanks to Pieta, there is always someone you can reach out to when you need someone to listen. And when somebody does listen, life always gets better. The night cannot last forever and after the darkness there is always the sunshine – a new day full of fresh starts and a new possibility. Hang in there. You came this far and you can go farther.

Senator Eileen Flynn



200,000+

Over 200,000 people take part in Darkness Into Light annually.





Just thank you. I have only missed one Darkness Into Light since its beginning and I will continue to do it each May, as will my son. Thank you Pieta. You run an amazing, and unfortunately, very necessary service.

Client Testimonial

A Special Darkness into Light Sunrise, proudly supported by Electric Ireland

Electric Ireland came on board as a sponsor for Darkness Into Light In 2013.

The COVID-19 pandemic and ongoing Irish and International government restrictions meant we could not host our usual organised walks or large gatherings in 2021. Although we were all physically separated, there was still one thing that united us - the sunrise itself.

While we couldn't gather together for Darkness Into Light in the way we usually did, 165,000 people still joined Pieta and Electric Ireland in their own way for a special Darkness Into Light Sunrise on May 8th. The sunrise was a moment of hope shared by people across Ireland and the world. In small villages and towns, we all experienced the same warmth and promise of brighter days ahead.

The team at Pieta were overcome with emotion as we witnessed thousands of people all sharing One Sunrise Together

On 31st March 2021, Pieta officially launched A Special Darkness into Light Sunrise to the media. We are profoundly grateful for the support of our ambassadors Miriam O'Callaghan, Louise Cooney, Hazel Chu, and Lawson Mpame, who supported the launch, along with our sponsors, Electric Ireland and our Darkness Into Light Committees. This was a very significant day for Pieta as we announced details of Darkness Into Light 2021 and how people could get involved.

At the launch, we urged the public to register online to ensure that Pieta's essential frontline services could stay open and still be free of charge for anyone experiencing suicidal ideation, engaging in self-harm or bereaved by suicide. Pieta asked people to come together, while remaining apart, by getting up at 5:30 am on May 8th to watch the sunrise and to show solidarity with those impacted by suicide.



Late Late Show

Pieta and Electric Ireland were extremely proud to work with The Late Late Show for a second year to deliver an incredibly special show on Friday, May 7th. The show was dedicated to Darkness Into Light and focused on the impact of Pieta's work and its role in helping people affected by suicide and self-harm.

The guests on the night included Irish country music star, Sandy Kelly, who was joined by her niece, Sandie Ellis. They spoke publicly for the first time about the tragic death of Sandy's sister, Barbara. Guests also included Westmeath GAA star and former AFL player, Ray Connellan, who talked about his mental health journey and Conor O'Keeffe, the ultra-marathon runner. Malaki, the spoken word artist discussed his experiences with mental health pressures. There was also a special musical performance from The Pillow Queens of The Cranberries single When You're Gone, which featured on an album of covers of songs from The Cranberries, in aid of Pieta.

Corporate Fundraising

Corporate partnerships are a key component of Pieta's work. In 2021, we were lucky to have the support of a large community of corporate partners. Every relationship matters - from company donations to virtual events and the involvement and the engagement of the

business community in our work means a great deal to Pieta staff and clients. Because of their generous support in 2021, we were able to provide vital services to those most in need throughout Ireland.

We have been overwhelmed with the funding we received and we are working on developing existing partnerships and building new ones, around the country.

Working from home has proven difficult for a lot of people and it has been hard for companies to continue fundraising for charities outside of the familiar work setting. In spite of this, people have shown real imagination and creativity in finding new and virtual ways of fundraising for Pieta. We are very grateful to people who have organised everything from virtual quizzes to virtual walks. We really appreciate the work of everyone who champions Pieta year after year and we are delighted to welcome the new supporters who came on board in 2021.

Applegreen chose Pieta as one of their charity partners in 2021 and we really appreciate the support of their staff. They participated in a whole range of events and promotions to fundraise and raise awareness for Pieta. These included Feel Good for Pieta, 'One Cent, You Shop, We Give', barcode weekends, table quizzes and on-pack promotions, to name just a few.



We would like to thank Electric Ireland for their continued support by sponsoring Darkness Into Light and all companies that got behind Darkness Into Light in 2021. This support is invaluable and means so much to us.

Since our sponsorship with Electric Ireland began in 2013, our teams have worked extremely closely and towards the common goal of making each year a success. In 2021, on the back of the pandemic and after a year where Darkness Into Light had its first ever cancellation, the teams were able to combine their experience and expertise and ensure that Darkness Into Light 2021 was the most successful in terms of fundraising, and served as a beacon of hope for so many during such a turbulent time. We will be forever grateful to the Electric Ireland team for their support during such an unknown period.

We had the opportunity to partner with a number of other groups, including PWC, Boeing, Jo Malone, Lisa's Lust List, Permanent TSB, Pepsico, Mason Hayes and Curran and Microsoft. The support of The Ireland Funds and The Community Foundation of Ireland has been invaluable in helping us to continue our work in 2022 and into the future.

We are so grateful to Dermot Kennedy who put on two sold-out concerts in the 3Arena on December 13th and 14th 2021. Pieta was one of the beneficiaries of the

proceeds raised. Pieta had the opportunity to highlight how our organisation can offer help to people who are experiencing suicidal ideation, engaging in self-harm or bereaved by suicide. We are very thankful to Dermot for highlighting the work that Pieta does and for the funds raised.

We could not continue our life-protecting work without the corporate organisations that support Pieta. 2021 was a vital year for Pieta to reach as many people in distress as possible, following a very difficult period. The pandemic affected us all and we are so grateful to our generous community of corporate supporters, who helped us make a difference in 2021 and change lives in 2022 and beyond.

Marketing

In 2021, we ran two campaigns to raise awareness of the services that we provide, free of charge and to acknowledge the extraordinary generosity of the public.

Signs of Suicide

Our 'Signs of Suicide' campaign is aimed at supporting people who are concerned that a family member, friend or colleague may be at risk of self-harm or suicide.

Knowing the signs to listen for and to watch out for could be the first major step in helping a loved one contemplating suicide.

Taking action to help that person is the next step on the journey to recovery.

Our APR model of support focuses on three key actions:

- > **Ask** Don't be afraid to ask a friend or family member if they are thinking of suicide. Talking to them openly and honestly is one of the best things you can do
- > **Persuade** Once you have asked the question, gently persuade them to seek help or to allow you to assist them in getting help
- > **Refer** If you cannot persuade them, remember that Pieta's 24/7 Crisis Helpline is open 24 hours day. As soon as you can, refer them to Pieta.

This public awareness campaign was first launched in 2020 and we ran two separate promotions in 2021 – one in the spring and one in the autumn.

The January wave of activity commenced on 'Blue Monday' (January 14). This Monday has recently become associated with being the day when many people are at their

lowest ebb. Christmas is rapidly becoming a distant memory and the brighter days of spring still feel a long way off. It's also a time of the year when Pieta sees a seasonal increase in demand for its services, with many people struggling with their mental health in the aftermath of Christmas.

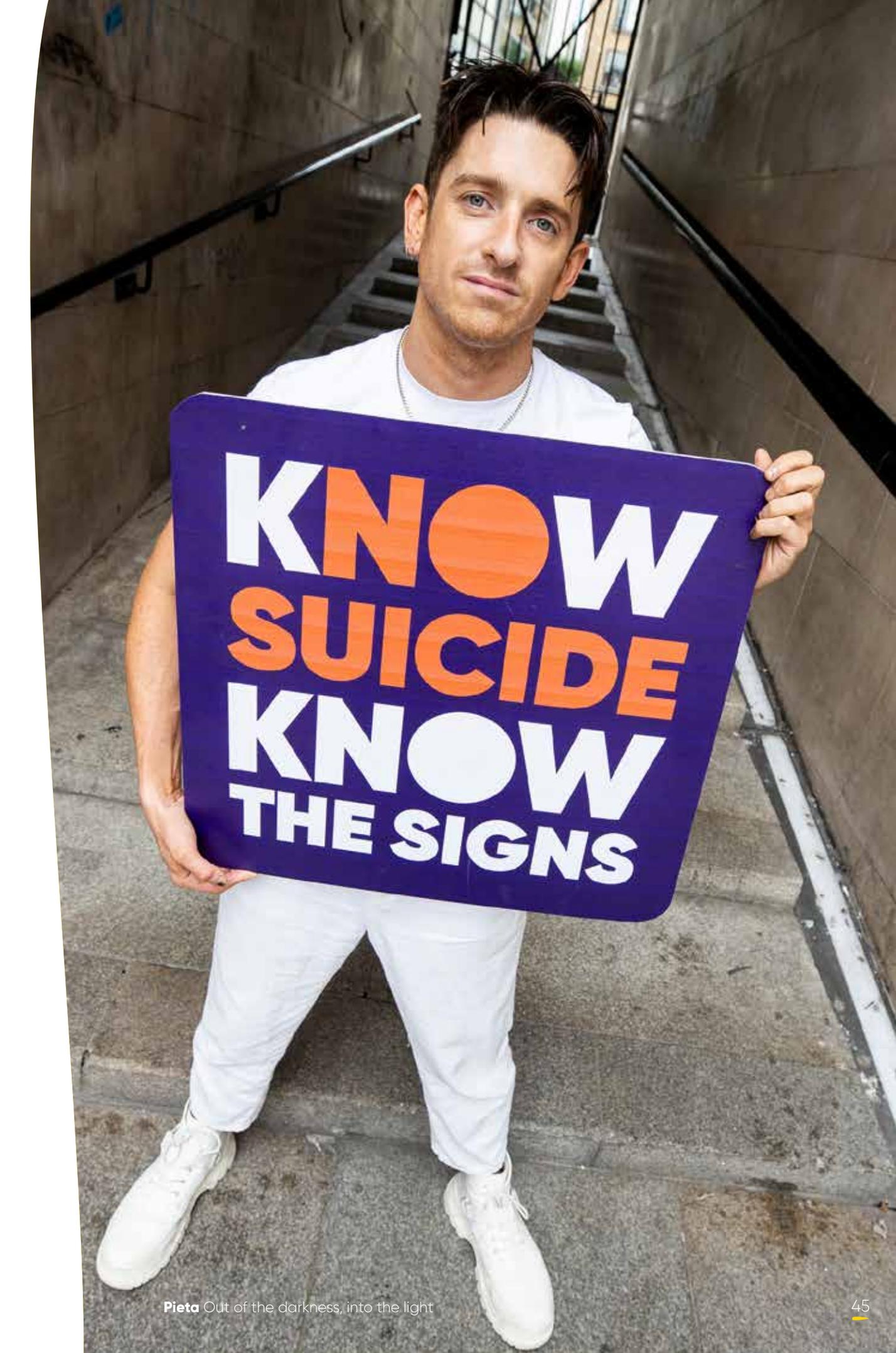
The second wave of the 'Signs' campaign was launched on the first of September. September is another time of the year when we see a seasonal lift in the demand for our services, as people return to their daily routine and their memories of the summer start to recede.

Both of these campaigns were supported with advertising on traditional media, digital media and social media.

'Impact' Campaign

The first 'Impact' campaign for Pieta was launched in July 2021. This campaign highlighted the scale of Pieta's services and the support provided free of charge to local communities.

Featuring staff from across the organisation, the creative approach was designed to 'open up' the organisation. This gave the public the opportunity to see some of the people who provided the service at the frontline and to get a sense of the work being done by colleagues in the background supporting the clinical team. We also used this opportunity to publicise our recruitment campaign for new therapists. The 'Impact' campaign was promoted through local and national radio, local press, as well as digital and social media platforms.



KNOW
SUICIDE
KNOW
THE SIGNS



97,000

**We received more than 97,000
crisis support calls and texts
from people in crisis or distress.**





Financial Statements

Trustee Report
Financial Report

48
65

Trustees and Other Information

Trustees	Ashley Balbirnie Kathryn Mary Holly Ros O'Shea Fiona Tierney Anne Bradley John Casey Regina Doherty Dr Ellis Hennessy Mary Walshe Karen Cohalan (Resigned 31/10/2021) John Dolan (Resigned 31/12/2021) Paul Flynn (Appointed 01/03/2022) Celine Fitzgerald (Appointed 01/05/2021)
Company Secretary	Denise Cronin
Chief Executive Officer	Elaine Austin (Resigned 28 February 2022) Denise Cronin (Appointed 1 March 2022, Resigned 30 April 2022) Stephanie Manahan (Appointed 1 May 2022)
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	Mazars Chartered Accountants and Statutory Auditors Block 3, Harcourt Centre Harcourt Road Dublin 2
Bankers	Ulster Bank Main Street Lucan Co. Dublin
	Allied Irish Bank Main Street Lucan Co Dublin
Solicitors	Mason Hayes & Curran South Bank House Barrow Street Dublin 4

Trustees' Annual Report

for the year ended 31 December 2021

The Trustees of Pieta House welcome the opportunity to present its report for the year ended 31 December 2021.

Pieta's Vision

A world where suicide, self-harm and stigma have been replaced by hope, self-care and acceptance.

Pieta's Mission

To support people and communities in crisis by providing freely accessible, professional services to all.

Pieta's Values

We treat everyone with dignity and respect.
We are rooted in compassion and care.
We generate and nourish hope.
We empower.

Structure Governance and Risk Management

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

- Establishes the organisation's mission, vision, and values and ensures that organisational activity supports its ethos and purpose
- Sets the strategic objectives for the organisation, 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 the principal risks faced by the organisation

- Requires management to put in place a prudent and effective system of internal controls, which is subject to regular review
- Appoints the CEO, oversees his or her performance and that of the senior management team and oversees succession planning for the organisation
- Defines management's duties and limits of authority, including the maintenance of a list of those decisions which require board approval
- Ensures formal policies are in place to help safeguard the well-being of employees and clients
- Ensures an active stakeholder engagement programme is in place to help facilitate an understanding of their needs when planning services and activities
- Is accountable to all key stakeholders and ensures that all money, property, investments, and resources are properly managed, safeguarded and accounted for
- Monitors the reporting of the financial position, and ensures annual accounts are prepared, audited, approved, and filed in accordance with all regulatory bodies and include the required statements of compliance
- Ensures the provisions of the Section 39 Health Services Executive (HSE) Service Arrangement are fully complied with
- Ensures compliance with all relevant legislation and other regulatory and governance requirements, including the Constitution of Pieta
- Always act in the interests of the organisation and acts as advocates and champions of Pieta's vision and mission to the outside world.

The directors have established a number of sub-committees to assist the board in effectively discharging its duties in pursuit of these aims. We recognise that some elements of the board's functions require too much attention to be dealt with solely at board meetings, or ought to be delegated for more in-depth review to specialists. The sub committees are as follows:

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

- Risk, Audit & Finance
- Fundraising & Engagement
- People & Culture
- Clinical Advisory & Advocacy

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. The Board members appointed to committees will be those with expertise or an interest in the area in question and who have been entrusted by the board as a whole with ensuring that the aims of each committee are met. The outside members will be experienced in the area of interest of the committee, have a sufficient degree of knowledge of the organisation and will 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 with each committee having the right to co-opt additional members, subject to the consent of the Chair. As the purpose of the committee is to assist the board with its duties, it will not have decision-making power and so will make recommendations for discussion and adoption or otherwise by the board.

The terms of reference of the Board Sub-committees are set out in the Governance Manual. Each Committee adopted a schedule of meetings and work plan for 2021 and made regular reports to the Board on their work. The Committees kept their terms of reference under review and brought any recommendations for changes to the terms of reference forward to the Board for approval.

Risk, Audit & Finance Sub-Committee

The Risk, Audit & Finance Sub-Committee assists the Board in the discharge of the following important functions:

- Ensures that a strong culture of compliance with laws, regulations and recognised best practices exists throughout the organisation, underpinned by strong internal and external audit functions

- Ensure formal process are in place to identify and deal with risks to which the organisation, its staff and its clients are exposed
- Monitors and reviews all aspects of the financial performance of Pieta. The Committee keeps under review the scope and effectiveness of the Company's internal financial controls and risk management systems and the process for monitoring compliance with legislation and regulations associated with financial reporting. The Committee considers and recommends the appointment, re-appointment, and removal of the External and Internal Auditors.

Clinical Advisory and Advocacy Sub-Committee

The Clinical Advisory and Advocacy Sub-Committee assists the Board in the discharge of the following functions:

- Monitors access to Pieta services
- Monitors and evaluates the clinical effectiveness of services
- Oversees efficiency of the services, and to ensure the focus by management on efficiency and productivity, increasing the use of technology to gather and use data in relation to clients' wait times and treatment pathways
- Oversee Pieta's research function and oversee the communications strategy to increase awareness and understanding among policy-makers and the general public on issues relating to suicide and self-harm.

Funding and Engagement Sub-Committee

The Funding and Engagement Sub-Committee assists the Board in the discharge of the following functions:

- Reviews annual fundraising plans
- Ensure any potential shortfalls in fundraising income are flagged to the board, so that any operational / cost implications are addressed in a timely manner, to provide challenge, oversight and support and to ensure that Donor

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

Intent is always respected and to ensure that all relevant laws, regulations and recognised best practices in respect of its fundraising activities are adhered to

- Ensure all fundraising activities are consistent with the values and ethos of Pieta
- Review the development of strategic relationships with relevant State agencies
- Advance Pieta's strategic objective of materially increasing the percentage of its total revenue that comes from the State, so as to mitigate the risks associated with an over-reliance on public fundraising
- Oversee and support strategic communications and marketing activities and
- Ensure all marketing activities are consistent with Pieta's values and are aligned with organisation's strategic objectives.

People and Culture Sub-Committee

The People and Culture Sub-Committee assists the Board in the discharge of the following functions:

- Discusses, agrees, and recommends to the board the policy for the recruitment, remuneration, the employment terms and role objectives of the CEO and the senior management team
- Undertakes succession planning for the CEO and the senior management team
- Assesses the annual staff budget, including approved pay rates and headcount, and to share insights and recommendations with the board and other board committees as appropriate
- Assesses pay and other employment benefits and to make recommendations to the board on these matters
- Ensures contractual terms on termination of employment and any payments made in such circumstances are fair to the individual and the organisation
- Oversees compliance with employment law and other regulations
- Supports staff engagement and a positive culture aligned to Pieta values
- Assists with the induction process for new board and committee members.

The board has determined that the following set of matters are reserved for their approval:

- Appointing and assessing the performance of the CEO and senior management.
- Formulating strategy and overseeing its implementation.
- Approving annual budgets including approved pay rates and headcount, Board committee structures, new governance arrangements and board member appointments.
- Approving acquisitions and disposals of significant assets.
- Approving all decisions relating to material alterations in policy.
- Approving major projects, contracts, and investments.
- Approving the annual report and financial statements.
- Approving and monitoring the risk management framework and the system of internal control.
- Approval of the Section 39 HSE Service Arrangement.
- Approval of mergers, acquisitions, or consolidation with other charities.
- Appointment of the external auditors.

Structure and Management

The Directors of the company are also Pieta's Trustees. The Constitution provides for a minimum of three Trustees and a maximum of 25. All board and committee members have a fixed membership term of 4 years, renewable once, and the decision as to renewal 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 members receive any fees.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

On an annual basis, and in the event of a resignation/termination, the Nominations Sub-Committee conducts a succession audit of the membership of the board and its sub-committees to assess the on-going relevance and appropriateness of its structure and composition and assess any potential skills gaps. The results of this assessment are shared with the board and a shortlist of skills for recruitment agreed. The steps thereafter include:

- Sourcing: The vacancy will be communicated to appropriate channels including contacts of existing board members and/or external director recruitment agencies.
- Selection: The Nominations Committee will lead the interview process, propose a final shortlist of candidates to the board who will approve the final appointment.
- Appointment: The director/sub-committee member will be appointed by formal letter setting out his/her duties and obligations.

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

Induction to the board and/or sub-committee is the responsibility of the Chair/Committee Chair and will involve:

- A meeting with the Chair/Committee Chair covering the following: the role and aims of the organisation, its core activities, history, and successes, how the board and its committees operate, the expectations of the new member and estimated time commitment.
- Meetings with other board and/or committee members and members of management.
- An opportunity to visit the charity's offices and clinics 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 6 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.

Thereafter the board and its committees collectively undertake regular training as required including a recommended half day annual refresher on governance best practices and regulatory developments in the not-for-profit sector. Additional collective or individual training needs may be identified via the annual board and committee evaluation process.

Trustees

The following are Trustees of Pieta, (in alphabetical order), who served during the financial year and up to the date of approval of the financial statements:

Ashley Balbirnie

(Trustee and member of Funding and Engagement and People and Culture Sub-Committees)

Ashley has vast experience in a career that has spanned multi-national, start-up, and NGOs including serving as CEO of both Focus Ireland and ISPC Childline.

Anne Bradley

(Trustee and Chair of Risk, Audit & Finance and member of Clinical Advisory and Advocacy Committees)

Anne has held senior leadership positions in technology, business transformation and aviation. 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.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

John Casey

(Trustee and member of Risk, Audit & Finance Committee)

John is a partner in PwC, specialising in mergers & acquisition due diligence. He has broad sectoral experience, including healthcare, technology, pharma & life sciences, insurance and financial services, for both corporate and private equity clients.

Karen Cohalan

(Resigned 31 October 2021) Former Trustee and member of Risk, Audit and Finance Committee, Current member of Clinical Advisory and Advocacy Committee)

Karen is a commercially focused leader experienced in the not-for-profit, public and private sectors, a Chartered Accountant with an MBA from Henley Business School and a Professional Diploma in Corporate Governance from UCD. Karen speaks Polish, is passionate about supporting people to reach their potential. Qualified as an executive coach with Kingstown College she has completed several mental health training courses. She has a MSc in Psychotherapy & Counselling with Turning Point Institute accredited by UCC.

Regina Doherty

(Trustee and member of Funding and Engagement Committee)

Regina has served as Minister for Employment Affairs and Social Protection from June 2017 to June 2020 having previously served as Government Chief Whip from 2016 to 2017. She was a TD from 2011 to 2020. Regina has also been a Member of the Joint Oireachtas Committee on Health & Children, a Member of the Joint Oireachtas Committee on Finance, Public Expenditure & Reform.

John Dolan

(Resigned 31 December 2021 Trustee and Chair of Funding and Engagement Committee)

John is a chartered accountant with experience as non-executive director, Board member and chairman of several company boards and sub-committees, John has a wide breadth of experience from over 20 years of advising Irish companies at Board level across sectors as an executive and in working closely with management teams in executing agreed plans. John has experience in helping organisations of similar size to Pieta to grow and develop their services through a Board level focus on strategy, organisational structure, finance and funding.

Celine Fitzgerald

(Appointed 1 May 2021 – Trustee and Chair of the Board)

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 & Vodafone) and was CEO of managed service provider Rigney Dolphin for 5 years. More recently, Celine worked with overseas development organisation, Goal Global, as CEO. Celine is a Chartered Director and has extensive experience of leading organisations through periods of transformation both as an executive and non-executive.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

Eilis Hennessy

(Trustee and Member of Clinical and Advocacy Committee)

Eilis is a Professor of Developmental Psychology in the School of Psychology, University College Dublin, Ireland and is a co-founder of the School's Youth Mental Health Lab, which promotes research in all aspects of youth mental health. Her research focuses on stigma and help seeking associated with mental health problems in childhood and adolescence. Eilis is a member of the YOULEAD collaborative program, which includes academic researchers, clinical researchers, health service providers, and other stakeholders who are working together to deliver a doctoral training programme in Youth Mental Health Research. She previously served on the board of St. Michael's House and chaired the Board sub-committee on Quality and Safety.

Kathryn Holly

(Trustee and Chair of Clinical and Advocacy Committee)

A former Chief Operations Officer for the Mater Private Healthcare Group, Kathryn is currently the Healthcare Sector Lead at TowerView, a specialist advisory and investment firm with a focus on the health and social care sectors. Kathryn holds an MBA from the Smurfit Business School. She demonstrates strong leadership skills with a proven record of accomplishment in developing middle and future senior managers, an ability to develop and implement new services and a key understanding of measurement systems to monitor and to ensure an optimum operating environment.

Ros O'Shea

(Trustee and Chair of Risk, Audit and Finance Committee)

A Chartered Accountant by profession, Ros is an experienced non-executive director with a portfolio of board positions in the financial, private, public and not-for-profit sectors. She is also a governance consultant and lectures on the topics of governance, risk and business integrity at the UCD Smurfit Graduate School of Business.

Fiona Tierney

(Trustee and Chair of People and Culture Sub-Committee, Interim Chair of the Board (19 October 2020 to 30 April 2021))

A former Chief Executive Officer of the Public Appointments Service which is the centralised provider of recruitment for the civil and public service, Fiona successfully transformed and repositioned the organisation and oversaw the introduction of a new process of appointments to State Boards. She is a Chartered Director of the Institute of Directors, a member of the Board of eir and the IMI. She is a member of the Government appointed business group, Better Balance for Better Business, which is examining how more women can be involved in decision-making at the top level of businesses in Ireland. Fiona is on the committee of the International Women's Forum and is a strong supporter of the 30% Club.

Mary Walshe

(Trustee and member of Clinical Advisory and Advocacy and the Funding and Engagement Committees)

A registered nurse and midwife, Mary has worked in senior nursing positions as a Clinical Nurse Manager, Assistant Director of Nursing and Director of Nursing. She holds a Bachelor of Nursing Studies; post graduate Diploma in Management, Postgraduate Certificate in Neurosciences, 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 with responsibility for budgets of up to €720 million and the delivery of health and social care services to 620,000 people.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

In addition to the Trustees, the Committees of the Board generally include external members on a voluntary basis who bring specific expertise and independent insight to bear on the governance of Pieta. In 2021, these were:

- Colin Potts – Member of the Risk, Audit & Finance Committee
- Sharon Morrow – Member of the Risk, Audit & Finance Committee
- Paul Flynn – Member of the People and Culture Committee
- Carmel Murphy – Member of the People and Culture Committee
- Mary Horgan – Member of the People and Culture Sub-Committee
- Dr Xavier Flanagan – Member of the Clinical Advisory and Advocacy Committee
- Gillian Moore – Member of the People and Culture Committee

Board Attendance

Attendance of Trustees at Board Meetings and Committees 2021

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	Pieta Board		Risk, Audit & Finance		Fundraising & Engagement		People & Culture		Clinical & Advocacy	
	A	B	A	B	A	B	A	B	A	B
Ashley Balbirnie	10	10			10	8	10	9		
Anne Bradley	10	10	8	8					10	9
John Casey	10	10	8	8						
Karen Cohalan	10	9	6	3					3	2
Regina Doherty	10	6			10	10				
John Dolan	10	9			10	10				
Celine Fitzgerald	6	6								
Eilis Hennessy	10	10							10	8
Kathryn Holly	10	9							10	9
Ros O'Shea	10	9	8	7						
Fiona Tierney	10	9					10	10		
Mary Walshe	10	10			10	10			10	7
Sharon Morrow			8	7						
Colin Potts			8	8						
Paul Flynn							10	8		
Gillian Moore							6	6		
Carmel Murphy							10	7		
Dr Xavier Flanagan									10	5

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

The company secretary who served during the year was Denise Cronin.

The company is limited by guarantee and does not have a share capital. Therefore, the directors and company secretary who served during year did not have a beneficial interest in the company. All directors serve in a voluntary capacity.

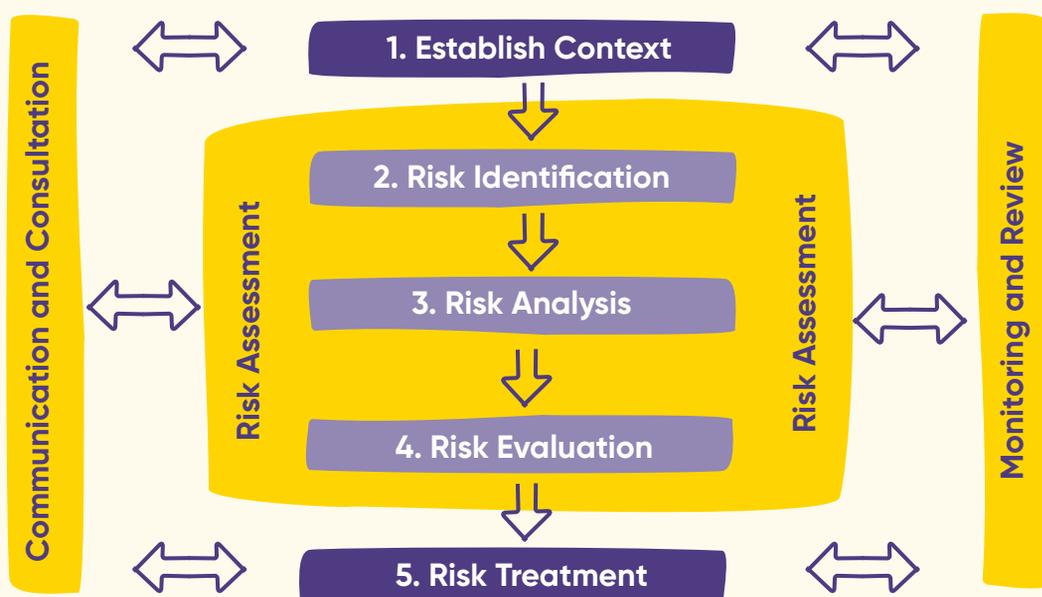
Day-to-Day Running

The CEO assisted by an executive team runs Pieta. The CEO delegates authority within terms of delegation approved by the Trustees for operational matters including finance and employment.

The key management team comprises the following: Chief Executive Officer, Stephanie Manahan, Director of Finance and Operations, Denise Cronin, Director of Human Resources, Lisa O'Brien, Director of Clinical Services, Emma Dolan, Pdraig O'Neill, Director of Marketing.

The Trustees are committed to ensuring that managing risks 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, and legal and regulatory risks which may prevent it from achieving its objectives and delivering the best service possible to its clients. 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 and maximise any opportunities and monitor and report the overall effectiveness of these procedures.

The general approach to risk management is outlined in the diagram below.



Trustees' Annual Report

for the year ended 31 December 2021 (continued)

Establishing the context

Establishing the context in the management of risk means defining all internal and external factors that should be considered in the RM process. The external context may include the legal and regulatory framework, policy, political, social and economic factors while internal could include local strategy, policies and procedures, resources, clinical models, budgets, etc.

Risk Assessment

Risk assessment is a process consisting of the 3 steps set out below and recorded as part of the risk register.

Risk Identification

Risk identification is an on-going process for staff at all levels. Risks may be identified from a variety of sources, both internal and external, reactive and proactive, for example including from the non-exhaustive list of sources set out below:

External:

- HSE inspections
- regulatory developments
- consultations with fundraisers / donors
- External audit reports
- Governance reviews

Internal:

- internal audit reports
- staff surveys
- complaints data
- client satisfaction surveys
- health & safety reports

Risks should be defined in a consistent manner that considers the following questions:

- what is the context for the risk?
- what is the cause of the risk?
- what is the consequence of the risk?

Risks should then be categorised based on whether they are:

- Strategic: risks that would significantly impact the achievement of strategy, including reputational risks, primary sources of funds and stakeholder relationships
- Clinical: risks associated with the safe and effective delivery of prevention, intervention or postvention services
- Operational: risks arising from operational activities including people, processes or technologies and legal and regulatory risks
- Financial: risks which could give rise to a financial loss, threat, or impairment

Risk Analysis

This is the process used to better understand the severity of the risk by rating the risk across two dimensions: impact and likelihood, having considered the existing controls or measures in place to mitigate the risk. This approach will result in all risks being rated based on residual risk since the effectiveness of the control / mitigating actions will be factored into the assessment. Such mitigants could include, for example, policies, protocols or guidelines, training and education, resources, systems, etc. A single score is ascribed to the impact and the likelihood and the product of both scores provides the overall risk rating. This rating will assist in the evaluation of the risk and the prioritisation of its management.

Risk Evaluation

Risk evaluation is the process used to consider the outcome of the risk analysis and determine whether the level of risk is acceptable or not. Where it is determined that the risk posed is not acceptable then risk treatment must be considered.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

Principal risks and uncertainties

The principal risks faced by Pieta are having sufficient funding to provide on-going services, ensuring sufficient resources and personnel are available to meet service requirements, safeguarding clients while in the care of Pieta, and protection of client and donor data. The Board has a Risk, Audit and Finance Committee, which receives regular Risk Management Reports and has developed a policy to ensure that it is advised of significant events, which require its attention. In addition, the Board receives regular reports on the systems, policies, and procedures in place to ensure that services are delivered to a high standard and risks are anticipated and managed.

Pieta mitigates these risks as follows:

- The Trustees have developed a Strategic Plan to diversify funding and activities.
- Pieta closely monitors delivery capability and performance of our service together with its budgets, targets, and projections.
- Pieta seeks to keep a level of cash reserves that will allow it to continue to deliver services for a period of at least 9 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.
- Pieta has established policies and procedures to safeguard clients while in the care of Pieta
- Pieta has established policies and procedures to ensure all data is protected in line with regulations, staff are trained and made aware of how to protect data, and information technology systems are protected in line with best practice.

2021 Objectives and Performance

Our overall objective is to provide free counselling services and support to those who are at risk of suicide, engaging in self-harm and those bereaved by suicide. We also provide educational programmes to raise awareness, reduce stigma and to support mental health and wellbeing.

The Pieta model is based on compassion and care, and our goal is to lift suicide ideation as quickly as possible and replace reasons for dying with reasons for living, through a needs-led response. We concentrate on providing a non-institutional, community-based service delivered in a non-threatening and caring environment. In 2021 we:

- Delivered over 48,000 (2020: 52,000) hours of intervention and bereavement counselling.
- Received over 97,000 (2020: 70,000) crisis calls and texts.
- Directly supported over 600 (2020:600) households devastated by the loss of a loved one by suicide.

It is the ultimate act of despair, in a mental health crisis, to take your own life and the purpose of Pieta is to support people who are in crisis and the facts below point to the challenge we face:

- 60% of our clients are under the age of 25
- 1 in 4 of our clients came to us having attempted to take their own lives at least once previously
- Over 50% of our clients are categorised as being at 'high risk'

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

The model for counselling laid down in the Pieta Way© manual is adhered to across the organisation. Pieta is committed to delivering on "Connecting for Life", Ireland's National Strategy to Reduce Suicide (2015 – 2024). Since 2015, Connecting for Life has provided a nationwide, cross-sectoral approach to reducing self-harm and suicide rates in Ireland. It was due to end in 2020 but has been extended to 2024 to allow the strategy to continue a whole-of-Government and whole-of-society approach to suicide prevention, with a strong focus on implementation and outcomes, reflecting national and international best practice.

Financial Review

The financial results for the year ended 31 December 2021 are shown in the Statement of Financial Activities on page 68. Pieta recorded a very strong financial performance during 2021 with income of €20.7m (2020: €20.5m) and expenditure of €14.4m (2020: €12.5m) leaving surplus funds for the year €6.3m (2020: €8.0m). Most notable is the extraordinary level of generosity and support from the public and the corporate sector again in 2021.

Assets and liabilities at the reporting date were €20.2m (2020: €14.2m) and €0.8m (2020: €1.2m), respectively. Net assets held at the reporting date were €19.4m (2020: €13.1m).

At the outset of 2021, despite having strong reserves, the Trustees were conscious of the potential pressure on fundraised income due to concerns over the consequences of the restrictions imposed to counter the impacts of Covid 19 and as such a prudent approach to the 2021 budget was taken with plans to manage costs in certain areas, while seeking to maintain and protect the level of client services.

However, the huge support by the public to Pieta's fundraising campaigns in the first half of 2021 allowed a review of the pay of the clinical team to be undertaken. A benchmarking exercise was carried out reviewing rates of pay across organisations providing similar services to Pieta including the HSE. The review showed the workload and rates of pay were out of line with the sector with significant gaps. The Board approved substantial pay increases for roles in the clinical team, confident that Pieta's financial situation is sustainable to meet the increased cost base. The change has allowed waiting times for clients to be reduced as Pieta could now recruit and retain sufficient staff to meet demand.

Financial Reserves

Total reserves at the end of the financial year are €19m, of which €0.08m is restricted.

Donors throughout the country generously supported Pieta with significant funds raised during the Darkness into Light virtual event in 2021. With State funding at the level of 12% of overall funding, Pieta has been able to provide services predominantly because of the generosity of its donors.

The high dependency on the annual Darkness into Light event to raise funds leaves the essential services that Pieta provides at significant risk with any reduction in fundraising.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

This risk was realised by the Covid-19 pandemic with the cancellation of all public events (including the annual DIL event) and the impact on the economy. Actions were taken in 2020 and 2021 to mitigate the funding risk and develop more sustainable income streams with the aim of underpinning essential service delivery into the future. We are building capacity to diversify income, build on the strength of the Pieta brand, and develop a more sustainable income model to ensure income can be forecasted with more reliability. Investment in information technology to support fundraising allowing better monitoring and management of income was made and will continue in 2022.

The Pieta reserve policy is to maintain unrestricted financial reserves to continue to provide clinical services for at least 9 months and meet its financial obligations as they fall due.

The generosity of supporters in 2021 has enabled Pieta to build a sustainable financial position and ensure it can be confident of providing services for the foreseeable future. The level of reserves held by Pieta at the end of 2021 gives the Board the ability to plan longer term as the risk of an increased cost base not being supported by sufficient levels of fundraising is somewhat mitigated by larger financial reserves.

The current financial reserve is more in line with what is expected of an organisation where public fundraising is at risk of economic shocks, as evidenced by the Covid-19 pandemic. In 2019, Pieta was forced to draw on its financial reserve because the financial position reflected the situation where the cost of delivering the free counselling and support services exceeded the funds generated in that year.

The level of cash reserves entering 2022 means the organisation will have the capacity to withstand potential income shocks and can continue to provide services while seeking additional funding to address any deficit. The reserve stands at €19m on 31 December 2021. This provides 11 months of operations and is at the higher end of the reserve policy.

With the poor economic outlook impacted by the crisis in Ukraine, the stability of the financial position of Pieta gives the Board and Management the confidence of the continued delivery of Clinical Services to meet client demand, delivered by skilled staff informed by research and evidence, while maintaining a well governed organisation, informed by research and evidence. We are confident we can invest in capability to enhance the quality of clinical services, fully implement the Best Practices Guidance for Suicide Prevention Services, invest in our data capability and provide insights from our data.

Five Year Strategic Plan 2018 – 2023

Pieta developed a five-year strategic plan covering 2018-2023 – “Investing in Hope”. This strategy identifies the three key service pillars of the Pieta House Model: prevention, intervention and postvention. It outlines six strategic objectives; improved access, improved outcomes, multiple channels, respected advocate on issues of suicide and self-harm, recognition, and trust as a provider of services and most valued charities; and to be financially sound. 2021 provided challenges in implementing key strategic objectives as the organisation had to prioritise service delivery within government-imposed restrictions. Nevertheless, a review of the implementation of objectives demonstrated the plan is built on solid foundations and is being implemented effectively by the Management Team. These achievements stood out as building blocks for future developments:

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

1. Improved Access

We increased the pay and improved the workload of our therapists to ensure we have sufficient numbers of properly qualified staff to provide services with minimal waiting times for clients.

We invested in our Salesforce platform with improved reporting through Tableau to allow for better continuous monitoring of waiting lists and to ensure appropriate measures to clear any blockages could be taken quickly through the ease of access to data.

We have set up a team of Therapists who have yet to reach full accreditation to work with lower risk clients and provide a pipeline of trained Therapists to provide counselling to high-risk clients.

2. Improved Outcomes

We commissioned research, funded by the HSE, by UCD to develop psychoeducation for those supporting under 18s in crisis.

We are working with the HSE to review the operation of the Suicide Bereavement Liaison Service.

We have developed a new feedback survey from clients, using technology to ensure increased responses

We have invested in two research posts within Pieta to draw on the latest research and to be aware of international best practice standards as a key reference point.

We have invested in our reporting capability to better support our Clinical team to review cases.

3. Multiple Channels

Pieta has further developed phone and video delivery channels. We have invested in a fully remote team to increase our capacity to deliver services to clients wherever they are.

We have used our new Tableau reporting capability to better use the availability of Therapists and match clients as soon as possible to ensure timely access to treatment.

We have increased the number of therapists on each helpline shift to meet the demand from those in crisis.

We have invested in internal IT capability to better support our staff as they use multiple channels to deliver services to clients.

4. Advocacy

We have invested in capability to further develop our relationships at national, regional, and local level within the HSE, Tusla and other statement agencies. We have developed relationships with local HSE Community Health Organisations to better understand their local Connecting Life Implementation Plans and how Pieta can support their work.

The Education and Training function within our clinical team has developed online content to deliver the Resilience Academy programme which can be delivered to more schools and thus to more students.

5. Recognition and Trust

We have invested in marketing and communications capability to oversee social media, develop awareness campaigns and progress public relations both nationally and regionally and be a connection for all communications for media, politicians, and other stakeholders.

We have ensured all official communications from Pieta reflect the values of Pieta.

We have ensured we have regular open contact with our HSE partners in the National Office for Suicide Prevention and ensure the work of Pieta is reflected in the implementation plans of the Connecting for Life Implementation Progress reports.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

6. Financially Sound

Trustees approved an increase from 6 months to 9 months in the level of reserves that will allow Pieta to continue to deliver services 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 strength of fundraising over 2020 and 2021 has improved the financial stability and ensures continuity of services. The current financial reserve is more in line with what is expected of an organisation where public fundraising is at risk of economic shocks, as evidenced by the Covid-19 pandemic.

Plans for the Future

In 2022 Pieta will continue to continue to deliver services to all those who need our service, particularly in the aftermath of the impact of the restrictions for the prevention of Covid-19. We will continue to improve the use of data to support service delivery, provide insight, and support more detailed State engagement. We are investing in resources to improve clinical governance, manage risk, and quality assure client services. We are investing in research and evaluation of existing services and the development of new services aligned to changing client needs and stakeholder recommendations.

We have commenced development of a new strategy to build on the current strategy Investing in Hope. The focus will be on Clinical Services and the purpose is to set a clear direction for Clinical Service Provision for the next 3-5 years, ensuring we are continually meeting our evolving client needs, in a sustainable way and ensuring we have the greatest impact. We will be looking at the following:

- Our Purpose and mission –
Are services aligned to this?
- Current & Future Service Provision –
What services should we provide?
- Collaborative Partnership –
Who should we work with and how?
- Digital, Innovation & Transformation –
What role does this play?
- Outcomes & Impact –
What is the change we want to see?
- Capability & Capacity Requirements –
What implications does this have for our workforce and funding?

All our therapists are professional and qualified with the relevant bodies. Going forward we will seek to enhance our training and engagement programmes to support our staff and ensure that our organisational capabilities are robust and aligned to our Strategic Plan. We have committed to developing and delivering training plans for all staff, particularly management at all levels, to develop capability and focus on continuous improvement of systems and processes.

We will continue to review the performance of our staff against set objectives and agreed strategic and operational outcomes. We will continuously improve our internal communication capability to support the understanding and engagement of the Pieta team with our strategic objectives.

Trustees' Annual Report

for the year ended 31 December 2021 (continued)

We will seek to build our connections and relationships in line with our values to drive recognition and trust in Pieta and throughout 2022 we will also improve our ability to deliver across our multiple channels through enhancing our helpline, website experience and social media presence. We will also improve the robustness of our data and the capability of our management information systems infrastructure, in line with GDPR requirements.

A nationwide community of volunteers give freely of their time and work tirelessly to support delivery to our clients. We are incredibly grateful for their dedication and professionalism. We endeavour to ensure that the involvement of volunteers with Pieta is a positive experience.

In summary, the Trustees would like to say thank you to all the fundraisers, partners, volunteers, supporters, State bodies and agencies, charity partners and communities who have given us their time, energy, commitment, and support to deliver our services nationwide.

Auditors

The auditors, 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) So 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

Celine Fitzgerald

Celine Fitzgerald

13.06.2022

Anne Bradley

Anne Bradley

13.06.2022

Trustees' Responsibilities Statement

for the year ended 31 December 2020

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 and promulgated by the Institute of Chartered Accountants in Ireland.

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

Celine Fitzgerald

Celine Fitzgerald
13.06.2022

Anne Bradley

Anne Bradley
13.06.2022

Independent Auditor's Report to the Members of Pieta House

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

Report on the audit of the financial statements

Opinions

We have audited the financial statements of Pieta House ('the charity') for the year ended 31 December 2021, 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 31 December 2021 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.

Independent Auditor's Report to the Members of Pieta House (continued)

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; and
- 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 disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Trustees' (directors') Responsibilities Statement set out on page 64, 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.

Independent Auditor's Report to the Members of Pieta House (continued)

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 IAASA's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description of auditors responsibilities for audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf) . This description forms part of our auditor's report.

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

Our report is made solely to the 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

**Aedín Morkan
For and on behalf of Mazars
Chartered Accountants
And Statutory Audit Firm
Harcourt Centre
Block 3
Harcourt Road
Dublin 2**

22 June 2022

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 December 2021

	Notes	Unrestricted Funds 2021 €	Restricted Funds 2021 €	Total 2021 €	Total 2020 €
Income					
Donations & Legacies	6	9,384,353	-	9,384,353	11,282,240
Darkness into Light	7	8,627,175	-	8,627,175	5,319,376
Income from Charitable Activities	9	-	2,615,864	2,615,864	3,815,629
Other Activities for generating funds					
Trading activities		26,195	-	26,195	21,847
Investment income	8	36	-	36	529
Other income		56,954	-	56,954	47,655
Total income		18,094,713	2,615,864	20,710,577	20,487,276
Expenditure on:					
Raising Funds - General	10	1,749,980	-	1,749,980	1,383,124
Raising Funds - Darkness into Light	10	1,569,922	-	1,569,922	1,473,356
		3,319,902	-	3,319,902	2,856,480
Net income available for charitable application		14,774,811	2,615,864	17,390,675	17,630,796
Expenditure on Charitable Activities					
Cost of Operations	10	6,649,162	1,786,135	8,435,297	6,990,289
Bereavement Services, Resilience Academy & Governance costs	10	1,733,803	921,100	2,654,903	2,623,437
		8,382,965	2,707,235	11,090,200	9,613,726
Total Expenditure	10	11,702,867	2,707,235	14,410,102	12,470,206
Net income/ (expenditure)		6,391,846	(91,371)	6,300,475	8,017,070
Net movement in funds for the year	19	6,391,846	(91,371)	6,300,475	8,017,070
Reconciliation of funds					
Total funds brought forward		12,892,357	172,543	13,064,900	5,047,830
Total funds carried forward	19	19,284,203	81,172	19,365,375	13,064,900

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure relate to continuing activities.

The notes on pages 71 to 88 form part of these financial statements.

Balance Sheet

for the year ended 31 December 2021

	Notes	2021 €	2020 €
Fixed Assets			
Tangible assets	12	524,730	809,910
Current Assets			
Debtors	13	445,228	112,647
Cash and cash equivalents		19,239,159	13,298,957
		19,684,387	13,411,604
Creditors: Amounts falling due within one year	14	(843,742)	(1,156,614)
Net Current Assets		18,840,645	12,254,990
Total Assets less Current Liabilities		19,365,375	13,064,900
Funds of the Charity			
Unrestricted - general		6,801,128	12,892,357
Unrestricted - designated		12,483,075	-
Restricted		81,172	172,543
Total funds	19	19,365,375	13,064,900

Approved by the Board of Trustees on 13.06.2022 and signed on its behalf by:

Celine Fitzgerald

Celine Fitzgerald
13.06.2022

Anne Bradley

Anne Bradley
13.06.2022

The notes on pages 71 to 88 form part of these financial statements.

Statement of Cashflows

for the year ended 31 December 2021

	Notes	2021 €	2020 €
Cash flows from operating activities			
Net income		6,300,475	8,017,070
Adjustments for:			
Depreciation	12	285,180	335,478
Interest receivable		(36)	(529)
		6,585,619	8,352,019
Movements in working capital:			
Debtors		(332,581)	494,102
Creditors		(312,872)	364,813
Net cash generated by operating activities		5,940,166	9,210,934
Cash flows from investing activities			
Interest received		36	529
Payments to acquire tangible fixed assets	12	-	(3,190)
Net cash generated by (used in) investing activities		36	(2,661)
Net increase in cash and cash equivalents		5,940,202	9,208,273
Cash and cash equivalents at 1 January		13,298,957	4,090,684
Cash and cash equivalents at 31 December		19,239,159	13,298,957

The notes on pages 71 to 88 form part of these financial statements.

Notes to the Financial Statements

for the year ended 31 December 2021

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 promulgated by the Institute of Chartered Accountants in Ireland 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. As noted above, 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 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.

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

2. Accounting Policies (continued)

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.

Income from the Temporary Wage Subsidy Scheme (TWSS) has been accounted for in accordance with accounting for government grants in line with Charities SORP.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts. The donated services and facilities are presented as income and expenditure in the SOFA.

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.

Investment Income

Investment income is included when receivable.

Expenditure

Expenditure is recognised on an accruals basis as liabilities are incurred. Expenditure includes VAT, where applicable, which cannot be recovered, and is reported as part of the expenditure to which it relates.

Expenditure on raising funds comprises the costs associated with attracting voluntary income and the costs associated with fundraising events.

Costs of operations include costs associated with meeting operational and day to day needs of the charity.

All costs are allocated between expenditure categories on a basis designed to reflect the use of the resource.

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

2. Accounting Policies (continued)

Support Costs

Support costs are costs incurred to facilitate a charitable activity. Support costs do not change directly as a result of the activity undertaken. Support costs include the central office functions, such as governance, finance, IT and HR.

Governance Costs

Governance costs are the costs associated with the stewardship arrangements of the charity. They comprise costs arising from the constitutional and obligatory arrangements, as well as the costs associated with the strategic management of the charity's activities. Typical costs would be audit and legal fees, direct salary, and overhead costs incurred in the strategic as opposed to the day to day management of the organisation.

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	-	2% Straight line
Buildings leasehold	-	25% Straight line
Furniture, fixtures & equipment	-	20% / 33% Straight line

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.

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

2. Accounting Policies (continued)

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

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 into 2023 and beyond 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.

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 €524,730 as at 31 December 2021 (2020: €809,910).

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

4. Net Income/ (Expenditure)

Net income/ (expenditure) for the financial year is stated after charging/(crediting):

	2021 €	2020 €
Depreciation of tangible assets	285,180	335,478
Lease expense	229,684	210,746
Auditors' remuneration		
– for audit	20,910	26,995
– for other non-audit services	3,759	8,270

5. Income

Income was derived from:

	2021 €	2020 €
Republic of Ireland	19,902,357	20,156,521
Outside the Republic of Ireland	808,220	330,755
	20,710,577	20,487,276

6. Donations & Legacies

Breakdown of Donations & Legacies is as follows:

	2021 €	2020 €
Donations	5,279,134	2,962,620
Public Fundraisers	3,841,797	8,041,768
Pieta Fundraisers	263,422	243,434
Other	-	34,418
	9,384,353	11,282,240

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

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

7. Darkness Into Light Income

	2021 €	2020 €
Participant Fees	2,701,538	3,614,898
Sponsorship	125,000	200,000
Donations	5,741,978	1,503,151
Trading Activity	58,659	1,327
	8,627,175	5,319,376

All income from Darkness into Light was unrestricted in both current and prior year.

8. Investment And Other Income

	2021 €	2020 €
Bank Interest – all unrestricted	36	529

9. Income From Charitable Activities

Current Year 2021

Grant	Grantor	Restrictions	Restricted €	Unrestricted €	Total €
HSE Mental Health Services & NOSP	HSE	Treatment therapists	2,528,026	-	2,528,026
HSE CHO 3	HSE	Treatment therapists	47,333	-	47,333
HSE CHO 7	HSE	Treatment therapists	35,505	-	35,505
Túsla	Túsla	Counselling services	5,000	-	5,000
			2,615,864	-	2,615,864

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

9. Income From Charitable Activities (continued)

Grant	Grantor	Restrictions	Restricted €	Unrestricted €	Total €
HSE Mental Health Services & NOSP	HSE	Treatment therapists	2,529,228	-	2,529,228
HSE CHO 3	HSE	Treatment therapists	47,308	-	47,308
HSE CHO 7	HSE	Treatment therapists	51,620	-	51,620
TWSS	Revenue	Subsidised wages for eligible employees	869,873	-	869,873
Túsla	Tusla	Counselling services	5,000	-	5,000
Greystones Trust Co. Ltd.	Greystones Trust Co. Ltd	Treatment therapists	100,000	-	100,000
Schuh Foundation	Schuh	N/A	-	75,000	75,000
Covid-19 Response Grant	Electric Aid	Delivering remote phone-based therapy	5,000	-	5,000
The Community Foundation	Community Foundation	Counselling	20,000	-	20,000
The American Ireland Funds	The American Ireland Funds	Resilience Academy	25,000	-	25,000
Mc Kinsey & Company	Mc Kinsey & Company	Construction of Swords Centre	22,600	-	22,600
Charities Trust	Charities Trust	N/A	-	5,000	5,000
HSE	HSE	Resilience Academy	10,000	-	10,000
Covid-19 Community Response	Change X	Remote phone-based therapy services	50,000	-	50,000
			3,735,629	80,000	3,815,629

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

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

10. Analysis of Expenditure

	Unrestricted Funds 2021 €	Restricted Funds 2021 €	Total 2021 €	Unrestricted Funds 2020 €	Restricted Funds 2020 €	Total 2020 €
Expenditure on:						
Raising Funds - General	1,749,980	-	1,749,980	1,252,866	130,258	1,383,124
Raising Funds - Darkness into Light	1,569,922	-	1,569,922	1,473,356	-	1,473,356
	3,319,902	-	3,319,902	2,726,222	130,258	2,856,480
Expenditure on Charitable Activities						
Cost of Operations	6,649,162	1,786,135	8,435,297	4,628,665	2,361,624	6,990,289
Bereavement Services, Resilience Academy & Governance costs	1,733,803	921,100	2,654,903	1,270,233	1,353,204	2,623,437
	8,382,965	2,707,235	11,090,200	5,898,898	3,714,828	9,613,726
Total	11,702,867	2,707,235	14,410,102	8,625,120	3,845,086	12,470,206

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

10. Analysis of Expenditure (continued)

Current year 2021

	Expenditure on Raising Funds - General €	Expenditure on Raising Funds - DIL €	Expenditure on Raising Funds - Total €	Cost of Operations	Bereavement Services €	Resilience Academy €	Total 2021 €
Staff Costs	650,975	640,359	1,291,334	5,116,139	1,885,360	221,235	8,514,068
Contract Staff Costs	61,814	-	61,814	428,520	149,768	27,291	667,393
Fulfillment & Other Courier Costs	4,969	246,222	251,191	-	-	-	251,191
DIL Charity Partners	-	415,416	415,416	-	-	-	415,416
Other Staff Costs	21,458	548	22,006	88,003	41,272	13,930	165,211
Rent & Rates	-	-	-	258,802	49,091	-	307,893
Promotion & Awareness	140,735	143,727	284,462	469,451	-	-	753,913
Event Costs	11,085	38,153	49,238	-	-	-	49,238
Printing & Marketing	182,390	0	182,390	39,232	8,525	21,253	251,400
Telephone & Computer	142,237	33,937	176,174	971,908	145,140	98	1,293,320
Legal & Professional	41,541	21,593	63,134	311,222	13,657	-	388,013
Depreciation	-	-	-	285,180	-	-	285,180
Other Costs	492,776	299,67	522,743	466,840	78,283	-	1,067,866
Total Expenditure	1,749,980	1,569,922	3,319,902	8,435,297	2,371,096	283,807	14,410,102

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

10. Analysis of Expenditure (continued)

Prior year 2020

	Expenditure on Raising Funds – General €	Expenditure on Raising Funds – DIL €	Expenditure on Raising Funds – Total €	Cost of Operations €	Bereavement Services €	Resilience Academy €	Total 2020 €
Staff Costs	559,095	550,007	1,109,102	4,643,695	1,473,011	208,136	7,433,944
Contract Staff Costs	-	-	-	404,062	164,137	-	568,199
Fulfilment & Other Courier Costs	25,547	63,870	89,417	-	-	-	89,417
DIL Charity Partners	-	61,412	61,412	-	-	-	61,412
Other Staff Costs	19,322	10,976	30,298	34,065	25,806	20,190	110,359
Rent & Rates	-	-	-	211,742	86,341	-	298,083
Promotion & Awareness	260,149	609,587	869,736	189,198	78,579	-	1,137,513
Event Costs	8,913	60,370	69,283	23,258	-	-	92,541
Printing & Marketing	109,484	60,363	169,847	34,882	12,902	6,922	224,553
Telephone & Computer	21,262	20,412	41,674	565,880	201,302	6,938	815,794
Legal & Professional	1,894	22,622	24,516	302,545	59,362	-	386,423
Depreciation	-	-	-	335,478	-	-	335,478
Other Costs	377,458	13,737	391,195	387,533	137,389	373	916,490
Total Expenditure	1,383,124	1,473,356	2,856,480	7,132,338	2,238,829	242,559	12,470,206

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

10. Analysis of Expenditure (continued)

Other Costs can be broken down as follows:

	2021 €	2020 €
Subscriptions	-	52,167
Donor & Volunteer Engagement	57,478	89,773
Event Insurance	27,000	-
Other Staff Costs	1,250	-
Subscriptions	4,649	-
Board Expenses	-	70
Repairs & Maintenance	41,345	49,926
Light & Heat	77,049	48,303
Waste Charges	5,306	31,815
Cleaning	171,802	58,662
Security	66,622	60,584
Centre Supplies	74,107	70,958
General Procurement	707	22,148
Insurance	95,507	61,734
Bank Charges	6,361	3,306
Foreign Exchange Gain	-3,559	-
Online Platform Administration Fee	427,679	358,577
Bad Debts	14,563	8,467
	1,067,866	916,490

Support Costs can be broken down as follows:

	2021 €	2020 €
Finance	382,655	297,625
Governance	132,995	142,049
Human Resources	243,957	159,275
Audit	20,910	26,995
IT Costs	949,579	510,410
	1,730,960	1,136,354

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

11. Employees and Remuneration

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

	2021 Number	2020 Number
Clinical Staff	108	92
Clinical Support Staff	57	56
Administration Staff	50	41
Key Management Personnel	7	7
Bereavement Staff	34	23
	256	219

The staff costs comprise:

	2021 €	2020 €
Wages and salaries	7,552,073	6,440,734
Social security costs	818,001	538,830
Other compensation costs	6,961	276,042
Pension costs	137,032	178,338
	8,514,067	7,433,944

During 2021, the charity employed 256 full time staff on average. Because of the very intensive nature of the suicide intervention service and to safeguard our therapists, the charity is subject to weekly limits on contact hours set by the third-party professional bodies. Accordingly, on average the charity employed 146 part time staff (mainly therapists) during 2021 to deliver typically 20 therapy hours per week each. To address demand, the charity also contracted an average of 26 contract therapists throughout 2021 to each deliver typically 12 therapy hours per week.

The total amount of employee benefits received by the charity's key management personnel was €575,071 (2020: €496,724). 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:

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

11. Employees and Remuneration (continued)

	2021 Number of Employees	2020 Number of Employees
€70,000 to €80,000	2	2
€80,001 to €90,000	-	-
€90,001 to €100,000	3	-
€100,001 to €110,000	-	-
€110,001 to €120,000	1	1

The total employee benefits (excluding employer pension contribution and employer PRSI) of the Chief Executive Officer in 2021 was €120,000 (2020: €111,160).

12. Tangible Fixed Assets

	Land and buildings freehold €	Land and buildings leasehold €	Computer equipment €	Furniture & fixtures €	Total €
Cost					
At 1 January 2021	452,563	1,359,087	364,881	180,737	2,357,268
Additions	-	-	-	-	-
At 31 December 2021	452,563	1,359,087	364,881	180,737	2,357,268
Depreciation					
At 1 January 2021	45,255	1,074,259	286,055	141,789	1,547,358
Charge for the year	193,118	17,158	57,944	16,960	285,180
At 31 December 2021	238,373	1,091,417	343,999	158,749	1,832,538
Net book value					
At 31 December 2020	407,308	284,828	78,826	38,948	809,910
At 31 December 2021	214,190	267,670	20,882	21,988	524,730

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

13. Debtors

	2021 €	2020 €
Other debtors	7,966	53,195
Prepayments	219,588	59,452
Accrued income	217,674	-
	445,228	112,647

Debtors are shown net of impairment (if any) in respect of doubtful debts. All debtors are due within one year.

14. Creditors

Amounts falling due within one year

	2021 €	2020 €
Bank overdraft	27,143	-
Trade creditors	158,653	261,681
Taxation and social security costs (Note 15)	241,986	171,827
Deferred income (Note 16)	9,454	106,725
Accruals	337,951	616,216
Other creditors	68,555	165
	843,742	1,156,614

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

	2021 €	2020 €
Creditors:		
PAYE / PRSI	241,986	171,827

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

16. Deferred Income

	2021 €	2020 €
At beginning of year	106,725	106,725
Credited to the statement of financial activities	(97,271)	-
At end of year	9,454	106,725

Deferred income as at 1 January 2021 relates to advance funding of €50k and €56.7k for research and outreach, respectively, from the HSE which was received in 2019 to be used in 2021 and 2022. The remaining deferred income will be used in 2022. The charity does not have entitlement to this income until the project commences, hence income has been deferred.

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 €137,032 (2020 €178,338). The amount payable at year end was €17,234 (2020: €35,380).

18. Analysis of Net Assets by Fund

Current Year 2021	Unrestricted €	Designated €	Restricted €	Total €
Represented by:				
Fixed Assets	524,730	-	-	524,730
Current Assets	7,120,140	12,483,075	81,172	19,684,387
Current Liabilities	(843,742)	-	-	(843,742)
	6,801,129	12,483,075	81,172	19,365,375

Prior Year 2020	Unrestricted €	Designated €	Restricted €	Total €
Represented by:				
Fixed Assets	809,910	-	-	809,910
Current Assets	13,132,336	-	279,268	13,411,604
Current Liabilities	(1,049,889)	-	(106,725)	(1,156,614)
	12,892,357	-	172,543	13,064,900

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

19. Analysis of Movement of Funds

Current Year:	Unrestricted €	Designated €	Restricted €	Total €
Opening Balance at 1 January 2021	12,892,357	-	172,543	13,064,900
Income	18,094,713	-	2,615,864	20,710,577
Expenditure	(11,702,867)	-	(2,707,235)	(14,410,102)
Transfer Between Funds	(12,483,075)	12,483,075	-	-
Closing Balance at 31 December 2021	6,801,128	12,483,075	81,172	19,365,375
Prior Year:				
Opening Balance at 1 January 2020	4,765,830	-	282,000	5,047,830
Income	16,751,647	-	3,735,629	20,487,276
Expenditure	(8,625,120)	-	(3,845,086)	(12,470,206)
Transfer Between Funds	-	-	-	-
Closing Balance at 31 December 2020	12,892,357	-	172,543	13,064,900

Pieta has designated a level of reserves that will allow it to continue to deliver services for a period of at least 9 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 designation funds at 31 December 2021 is calculated based on budgeted costs for 2022.

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.

20. 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.

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

21. Trustees' Remuneration

None of the Trustees received any remuneration during the year. Incidental travel and meeting expenses are reimbursed where incurred. These expenses amounted to nil for the year (2020: €70).

22. Related Party Transactions

John Casey is a trustee and also a partner in the Irish firm of PricewaterhouseCoopers ("PwC"). On [1 July 2021], as part of its commitment to the community, PwC entered into a two-year partnership agreement with Pieta. Over the term of the agreement PwC has agreed to match funds raised or donated by PwC employees for Pieta (subject to agreed limits) and support Pieta through fundraising initiatives, volunteering and pro bono work. PwC made total charitable donations to Pieta of €2,000 during the year (on both its behalf and as part of various staff giving schemes and other initiatives), all in the ordinary course of business.

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.

23. Financial Instruments

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

	2021 €	2020 €
Financial assets		
Cash at bank and in hand	19,239,159	13,298,957
Other debtors	7,966	53,189
Accrued income	217,674	-
	19,464,800	13,352,146
Financial liabilities		
Trade creditors	158,653	261,681
Bank overdraft	27,143	-
Other creditors	68,555	165
Accruals	337,951	616,216
	592,302	878,062

Notes to the Financial Statements

for the year ended 31 December 2021 (continued)

24. Post-Balance Sheet Events

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

25. Financial Commitments

At 31 December 2021 the charity had annual commitments under non-cancellable operating leases as follows:

	2021 €	2020 €
Within one year	189,367	210,746
Between one and five years	541,396	649,892
In over five years	203,333	350,592

26. Approval of Financial Statements

The financial statements were approved and authorised for issue by the Board of Trustees on 13.06.2022.

Pieta

Suicide and Self-Harm Crisis Service and Bereavement Services

Pieta provides freely accessible, one-to-one professional counselling for people who are in suicidal crisis, those who are self-harming, and people who have been bereaved by suicide.

Pieta has centres across Ireland, and our therapeutic approach is rooted in compassion and care.

Tel:

01 4585490

Helpline:

1800 247 247

Text Help to:

51444

www.pieta.ie



Ending Suicide. Beginning Hope.

Pieta

Pieta Head Office,
First Floor,
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