



HUGG

SUPPORT AFTER SUICIDE

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





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Section 1

Reference and Administrative Information

Members of the Board of Directors as at 28 May 2026

Ronnie O'Toole
Victoria Groom
Laura McDonnell
David Varian
Michael Greaney
Ian O'Brien
Gillian Brennan
Mark Flanagan
Tara Logan Buckley
Jolene Byrne

Company Secretary	Jolene Byrne
Chief Executive Officer	Fiona Tuomey
Charity Number	20204480
Company Registration Number	640420
Registered Office and Principal Address	13 Adelaide Road, Dublin 2
Independent Auditor	Hugh McCarthy & Associates Chartered Accountants and Statutory Audit Firm 1st & 2nd Floor, The Mill Greenmount Industrial Estate Harold's Cross Dublin 12 Ireland
Principal Bankers	AIB Bank Stillorgan, County Dublin



Section 2

Review of Activities, Achievements and Performance 2025

CEO Statement on HUGG's Activities for 2025



2025 was a year of consolidation, innovation and growth for HUGG. It marked the launch of our new five-year strategy, *Connection and Hope: Transforming Lives Together*, and it demonstrated what is possible when lived experience, evidence-informed practice and community support come together with purpose.

Throughout the year, we continued to provide safe, non-judgmental peer support to adults bereaved by suicide across Ireland. Our support groups remained at the heart of our work, and our expanded telephone support service continued to be a vital point of access for people reaching out in moments of deep distress, confusion and isolation. Alongside this, we introduced new and more flexible ways for people to connect, including innovative community-based initiatives such as Pop-Up Grief Cafés, Suicide Memorial Quilt workshops and HUGG Walks, recognising that traditional support settings do not suit everyone.

We know that suicide bereavement is not only about grief and loss. Many of those bereaved often experience stigma, isolation, practical challenges, impacts on physical and mental health, strained relationships and difficulties navigating systems that were not designed with suicide loss in mind. Too often, those impacted feel silenced or judged after a death by suicide, their loved one may no longer be spoken about and those bereaved may be avoided—within families, their communities and workplaces. Addressing this reality, and continuing to challenge stigma, remains central to HUGG's mission and advocacy work.

Despite the complexity of this work, 2025 was also a year filled with moments of quiet courage and profound humanity. We witnessed people taking their first steps into a room where they were no longer alone. We saw individuals who once felt overwhelmed by grief begin to reconnect with life in ways that felt possible again. It is a privilege to be trusted with these moments, and we never take that responsibility lightly.

None of this work would be possible without the extraordinary people who make HUGG what it is. I am deeply grateful to our staff, whose professionalism, compassion and commitment underpin every aspect of our services. I extend heartfelt thanks to our volunteers—each of whom brings lived experience, generosity and care to those they support. Their willingness to walk alongside others, while honouring their own journeys, is the foundation of HUGG.

I also want to thank every person who has reached out to HUGG, attended a group, made a phone call, or shared their story with us. Your trust is an honour, and your voices continue to shape and strengthen our work.

We thank our corporate partners, funders and donors, and the many individuals and communities who fundraised for HUGG throughout the year. Your belief in the importance of suicide bereavement support makes a tangible difference to people's lives.

Notably, in early 2026, HUGG secured an additional €210,000 of support from HSE NOSP, enabling significant strengthening and expansion of services in the coming year. We are sincerely grateful for the ongoing support of the HSE National Office for Suicide Prevention (NOSP), whose funding enables us to deliver and develop essential postvention services nationally.

HUGG enters the next phase of our work with determination, humility and hope—committed to be bold in our endeavours, ensuring that no one has to navigate suicide loss alone, and that every person bereaved by suicide can find understanding, connection and the possibility of healing.

With gratitude and resolve,

A handwritten signature in black ink, appearing to read 'Fiona Tuomey'. The signature is fluid and cursive, with a long horizontal line extending from the start.

Fiona Tuomey
Chief Executive Officer
HUGG

Chairperson's Statement



As Chairperson of HUGG, I am pleased to present our Annual Report and Financial Statements for the year ended 31 December 2025.

Once again, the year underscored the profound and enduring impact of suicide on individuals, families and communities across Ireland. The ongoing demand for HUGG's services is a reminder of why our work matters, and of the unique role we play in providing compassionate, peer-led support to people bereaved by suicide.

During 2025, HUGG continued to strengthen its services while also maturing as an organisation. The dedication and professionalism of our staff and volunteers, many of whom bring lived experience to their roles, remains at the heart of everything we do. Their commitment ensures that those who reach out to HUGG are met with understanding, respect and practical support at what is often one of the most difficult times in their lives.

The Board has remained focused on good governance, oversight and strategic development, and played a very active role in developing the new HUGG strategy to guide us out to 2029. We aim to expand access to trusted, peer-led supports, and amplify the voices of lived experience through research, advocacy and working with other groups. A particular focus of the new strategy is to reach cohorts who are less likely to engage in support groups, such as LGBTQ+, men, young adults, members of the Travelling Community, and older adults. And that means showing boldness: trying new things, challenging assumptions, including our own, and be willing to follow where the evidence leads us.

Alongside this, we are investing in our people, governance and systems to ensure HUGG remains resilient, transparent and sustainable. This balanced approach enables us not only to meet today's needs, but to play a lasting and constructive role in shaping how suicide bereavement is understood and supported in Ireland.

I would like to acknowledge the continued support of our funders and partners, whose confidence in HUGG enables us to sustain and develop our services nationally.

The Board is encouraged by the confirmation of increased NOSP funding for 2026, received after year-end, which affirms confidence in HUGG's mission and will bolster our capacity to serve more people.

I also want to thank my fellow Board members and board retirees for their time, insight and commitment throughout the year, and to recognise the leadership of our CEO Fiona Tuomey and her incredible team in guiding the organisation through another demanding year.

Looking ahead, the challenges facing those bereaved by suicide remain significant, but so too does our determination to respond with compassion, evidence-informed practice and a strong focus on collaboration. On behalf of the Board, I thank everyone who contributes to HUGG's mission and to the difference we make in people's lives.

A handwritten signature in dark ink that reads "Ronnie O'Toole". The signature is written in a cursive, flowing style. Below the signature is a thin horizontal line.

Ronnie O'Toole
Chairperson, HUGG

our impact 2025...



**Innovative
Modalities**

12
guided
walks

25

pop-up
cafés

1,361

total
attendances



235

new
attendees

300

support
group
meetings

**Peer
Support**

20

groups
nationwide

73

trained
volunteers



Volunteers

100

new
applications

631

volunteering
acts



Telephone Support Line

478
calls

900
suicide bereavement resources provided

65%
connected with peer support

100's
courtesy calls

Marketing



22,605
website sessions

41%
growth in email subscriptions

620
radio spots nationwide

50%
engagement rate website

1.5
million social media reach

Mission, Purpose and Objectives

Our Origins

HUGG is Ireland's only organisation solely dedicated to supporting people bereaved by suicide. Founded in 2017 by our CEO, Fiona Tuomey, after the devastating loss of her 11-year-old daughter Milly to suicide, HUGG was established to fill a critical gap in postvention services. Every year, approximately 500 lives are lost to suicide in Ireland, and each such tragedy is estimated to profoundly affect up to 135 close family and friends – meaning over 60,000 people are impacted by suicide annually. These bereaved individuals face increased risks of mental health challenges, social isolation, and stigma, yet prior to HUGG's founding there were no specialised peer support groups for suicide bereavement available in the country.

HUGG's mission is to help those left behind find hope and healing. We provide free, peer-led support groups, one-on-one telephone support, bereavement resources, and public education events to adults who have lost a loved one to suicide. All of our trained volunteer facilitators and support staff have a lived experience of suicide loss, which allows us to offer a uniquely empathetic space for the bereaved to share, understand, and heal together. We work to break the silence and stigma surrounding suicide grief, advocating self-compassion and post-traumatic growth for survivors of suicide loss. In partnership with mental health professionals, researchers, and community organisations, HUGG strives to ensure that no one in Ireland has to walk the journey of suicide bereavement alone.



HUGG Staff: Helena Collazo, Marie McKeon, Sheila Stapleton, Fiona Tuomey, Arlene Hanratty and Mary Anne Stokes

Our Purpose

Around 500 suicides are recorded in the Republic of Ireland annually (CSO, 2022). Every death by suicide impacts up to 135 family members/friends (Cerel, 2014). It is estimated that 60,000+ people are impacted by suicide yearly in Ireland. Over a decade this equates to 13% of the adult population.

Suicide bereaved people are ten times more at risk of self-harm and suicidal ideation (Pitman, 2017), to experience severe mental health challenges, perceive stigma, have prolonged alcohol/substance use resulting in social isolation, family breakdown, employment loss and other negative life-changing consequences.

‘Postvention’ refers to activities that reduce risk and promote healing for people impacted after a suicide. HUGG is the only organisation in Ireland with the mission to support people impacted by suicide. Our postvention services include peer support groups, telephone support, resources, public events, webinars, research, advocacy and an annual national remembrance event.

HUGG works with people to overcome the perceived stigma associated with suicide loss. We do this through elevating the lived voice of people impacted by suicide on our website, social media, interviews/media engagement, at public events and activities where attendees can be open about their loss and meet others who understand them.

We are advocates for self-compassion and post-traumatic growth across all of our work. We also represent lived experience through participating in advisory groups and collaborating in research projects to add to the evidence base and further understanding of the impacts of suicide loss on the individual, communities and society.

What we think...



Our grief shrinks over time

What we know...



Our grief stays the same, but we grow around it

Source: Tonkin's Model 1996

Strategy launch

In May 2025, we launched our new five-year strategy, *“Connection and Hope: Transforming Lives Together,”* which sets out an ambitious roadmap for expanding and strengthening HUGG’s impact over the next 5 years.



Ronnie O’Toole (Board Member HUGG), Evanne Ní Chuilinn (Senator), Tom Rourke (Board Member HUGG), Fiona Tuomey (CEO HUGG)

Our Vision

An Ireland where those bereaved by suicide find support, hope, and are free from stigma.

Our Mission

- » To provide Information, telephone support, peer support groups and other supports to those who have been bereaved by suicide.
- » To collaborate with professionals and organisations in the bereavement sector to advance best practice.
- » To engage in, and be guided by, rigorous research and evaluation
- » To raise public awareness of suicide grief, reduce stigma, and advocate for systemic change in suicide postvention.
- » To be a modern, innovative organisation with strong workplace culture and a supported, protected and valued volunteer base.

Our Values

Empathy through lived/living experience	Every peer support group is led by people who have been bereaved by suicide.
Equality	We support any adult who has experienced loss through suicide, and seek new ways to reach those who find it difficult to ask for help.
Passion	We are passionate, excited and forward- thinking in our work.
Boldness	We show boldness in how we advocate for change, and in challenging ourselves to provide the best support we can.
Collaboration	We collaborate with those who share our passion for addressing suicide. HUGG believes that by working together we can achieve more.
Evidence Based	We are guided by rigorous and on-going research and evaluation and are proactive in contributing to building a strong evidence base on suicide bereavement and support.

Operating Context

HUGG's operating environment in 2025 was marked by sustained demand for suicide bereavement (postvention) supports and a period of national policy transition. These factors directly informed the development of HUGG's Strategic Plan 2025–2029 and underscored the need for a sustainable, well governed response to an evolving service landscape.

Throughout the year, HUGG operated within the final phase of *Connecting for Life: Ireland's National Strategy to Reduce Suicide 2015–2024*, coordinated by the HSE National Office for Suicide Prevention (NOSP). While postvention is recognised as a core component of suicide prevention, the national framework did not provide a consistently implemented postvention model with defined standards, service thresholds or guaranteed national coverage. As a result, access to supports continued to vary across regions, with provision largely dependent on community and voluntary sector capacity and shortterm funding arrangements.

This context was further shaped by wider political and systemlevel pressures affecting mental health services in Ireland, and ongoing health service reform. Together, these factors contributed to persistent gaps in provision and reinforced the importance of strong governance, quality assurance and organisational sustainability for specialist services.

HUGG's Board oversight, engagement with NOSP, stakeholder consultation and participation in national policy discussions consistently highlighted system level issues, particularly uneven access to traumainformed suicide bereavement supports and the absence of a nationally coordinated postvention framework. These realities directly influenced the strategic priorities set out in the Strategic Plan 2025–2029.

Service delivery during 2025 remained closely aligned with the objectives of *Connecting for Life* and learning from practice confirmed that workforce development and organisational sustainability are essential prerequisites for responsible service growth.

In parallel, national consultation processes shaping Ireland's next suicide reduction strategy reflected key themes also embedded within HUGG's strategic direction, including stigma reduction, improved service integration and the meaningful involvement of people with lived experience.

As *Connecting for Life* concluded and work progressed on its successor, HUGG entered the next phase of development at a critical juncture for suicide postvention in Ireland. The Strategic Plan 2025–2029 positions HUGG to respond to this changing policy and political environment not only as a service provider, but as a contributor to national learning, policy development and system improvement, supporting a more coherent, equitable and stigmafree response for adults bereaved by suicide.

Strategic Plan 2025 -2029

At HUGG, we are driven by a singular vision—where those bereaved by suicide find support, hope and are free from stigma. The journey of suicide bereavement is deeply personal, profoundly challenging, and often isolating. Through this Strategic Plan 2025-2029, we reaffirm our commitment to ensuring that no one walks this path alone.

This strategy represents an ambitious and forward-thinking roadmap for the next five years, focusing on strengthening and expanding our support services, advancing research, and amplifying the voices of those with lived experience. It has been shaped by the invaluable contributions of our members, individuals who have experienced suicide loss, our dedicated staff, Board members, and key stakeholders. Their insights and experiences have been at the heart of this process, ensuring that our direction remains both compassionate and impactful.

We are especially grateful to our Board for their leadership and dedication in developing this strategy. Their commitment has helped to shape a vision that not only honours the needs of those bereaved by suicide but also sets a foundation for sustainable growth and innovation.

As we move forward, we do so with a deep passion for improving services and strengthening connections within our community. We recognise the growing demand for support, and this plan sets out our commitment to expanding our reach—particularly through digital services and targeted outreach to underrepresented groups. We are determined to create new, inclusive ways for people to access the help they need, when they need it most.

The road ahead requires collaboration, compassion, and unwavering dedication. We look forward to working with everyone bereaved by suicide, ensuring that we can bring connection and hope, transforming lives together.





HUGG's new 5-year Strategic Plan (2025-2029) was developed over a period of six months between 2024 and 2025. The development of the strategy was led by a committee of the HUGG Board and the CEO and included extensive engagement both internally and externally.

The process included:

External Stakeholder Consultation

There were a number of confidential online and face-to-face meetings held with key external stakeholders, facilitators and staff, focused on a range of questions covering the strengths and weaknesses of HUGG, as well as identifying future opportunities and threats.

These included HUGG Volunteers, National Office for Suicide Prevention, HSE Regional Officers for Suicide Prevention, Irish Hospice Foundation, National Suicide Research Foundation, The Care Trust, Anam Cara and Pieta Suicide Bereavement Liaison Service.

Review of Peer Organisation Strategies

A review was done of strategy documents for other organisations of a similar nature to HUGG, including organisations based in Ireland and overseas.

Workshops

The process included two key workshop sessions. A workshop was held in January 2025 which included Board members, staff, volunteers, and external stakeholders.

A staff workshop was also held in March 2025 to discuss the strategic objectives of the new plan.

Interviews

A series of telephone interviews were also held with volunteers and stakeholders throughout this period.



Ruth's Story

Ruth's life changed completely when her 18-year-old son, Reuben, died by suicide.

In the early days of bereavement, she describes shock, disbelief, and a deep sense of isolation. Over time, Ruth began to find ways to live alongside her grief. Through HUGG peer support, she found a space where she did not need to explain her experience.



Reuben



To talk about suicide openly is really important and if you find it difficult to talk about suicide HUGG opens up that space. I think HUGG is a place of healing. We can listen to each other's stories of healing and that offers hope. Those are seeds of hope and those seeds are so important."

— Ruth

Strategic Objectives

In 2025, HUGG focused on the following strategic objectives:

- 1. Continue to Develop and Enhance Support Groups**

- 2. Expand engagement**

- 3. Expand and Strengthen Telephone & Digital Support Services**

- 4. Enhance Operations**

- 5. Strengthen Volunteer Recruitment, Training and Retention**

- 6. Develop a Marketing and PR Strategy**

- 7. Co-Produce a Research Strategy**

- 8. Define and Strengthen HUGG's Advocacy Role**

- 9. Increase Fundraising and Financial Sustainability**



Objective 1:



Continue to Develop and Enhance Support Groups

Rationale

HUGG support groups are an important means of meeting the needs of those bereaved by suicide, and HUGG should continue to develop and enhance these groups.

Outcome

People bereaved by suicide throughout Ireland have access to support that meets their needs.

Outlook on Life

83%

I am having more **good days** than bad

78%

I have **hope** for the future

65%

I have a better **outlook** on life

Expand both in-person and online support groups based on geographical, demographic, and accessibility needs

HUGG Support Groups provide an essential space for individuals bereaved by suicide to share their experiences in a safe, non-judgmental space. In addition, facilitating a HUGG Support Group offers people bereaved by suicide 2-years or more a unique voluntary opportunity which supports continued personal growth, also known as post traumatic growth.

Post-traumatic growth

HUGG Support Groups meet monthly or every two weeks, on a Tuesday evening from 7.30pm to 9.30pm. Each group is facilitated by a team of 3 local trained volunteers with lived experience of suicide loss. All peer support meetings are facilitated by volunteer facilitators who are not only specially trained to lead Peer Support Group meetings but are also living with suicide loss themselves.

HUGG volunteers share powerful grief-related interactions through their voluntary work. There is evidence of meaningful bonds being formed supporting volunteers to continue to grow around their grief and to expand their worlds.

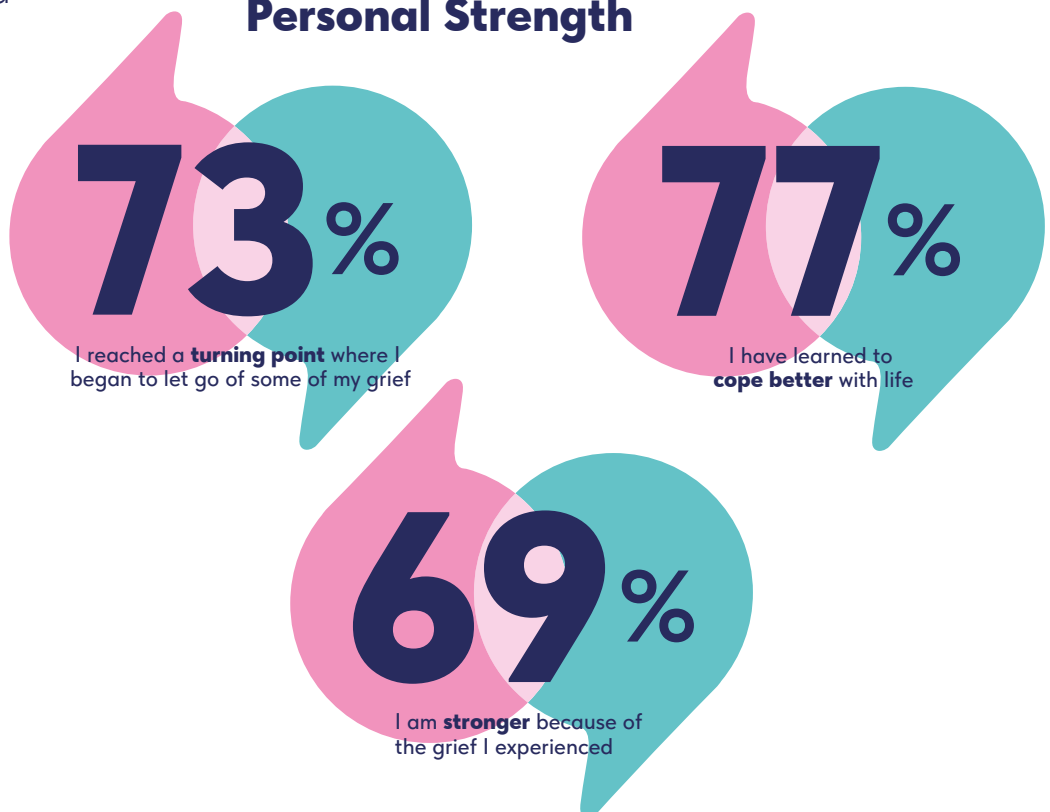
HUGG's peer support groups remained the heart of our services in 2025, providing safe, non-judgmental spaces for people bereaved by suicide to share their experiences and find mutual support. We operated an average of 18–20 support groups across Ireland throughout the year (mostly in-person or hybrid, plus one virtual group), meeting regularly (monthly or bi-weekly) on weekday evenings and facilitated by teams of 3 trained volunteer facilitators with lived experience of suicide loss.



After losing my best friend to suicide 25 years ago, I've carried the weight of that grief alone for far too long. Finding the HUGG support group has been a transformative experience. It's helped me heal, connect with others who understand my pain, and find the strength to continue my journey. No one should have to navigate the depths of loss in isolation. I hope my story encourages others to reach out, seek support, and know that they are not alone"

— Catriona

Personal Strength



Post-traumatic growth

Review the role of hybrid supports groups

As HUGG transitioned from pandemic related restrictions and resumed inperson meetings in 2022, a hybrid support group model—enabling members to attend either in person or online—was introduced to preserve accessibility while rebuilding face-to-face connection. Following a successful pilot across two support groups and positive feedback from both members and volunteers, hybrid delivery was rolled out nationally from January 2023 across selected inperson groups.

The option to join meetings remotely helped reduce barriers to participation, including transport challenges, illness, caring responsibilities and adverse weather. Evaluation findings indicated that while many members chose not to attend remotely on a regular basis, the availability of a hybrid option was highly valued and provided reassurance and flexibility when circumstances changed.

Although the resources required to implement hybrid delivery were minimal, the model placed additional demands on volunteers. Facilitating a hybrid group requires greater focus and observation to ensure equitable inclusion and support for members attending both online and in person, alongside a baseline level of IT competence. Training volunteers to deliver hybrid groups independently was time intensive, with troubleshooting unexpected technical issues posing the most frequent challenge, particularly for volunteers without regular exposure to IT equipment.

In recognition of volunteer wellbeing and capacity, volunteers were offered the option to return to inperson only facilitation in 2024. HUGG commenced January 2025 with 18 support groups nationwide (2 virtual, 13 inperson and 4 hybrid). Based on anonymised member survey feedback, remote attendance trends and volunteer consultation, the hybrid model was refined and retained in two locations where it continued to add clear value. HUGG closed 2025 with 20 support groups: 17 inperson, 2 hybrid and 1 virtual.

Key outcomes

During 2025, HUGG held 300 support group meetings with a total of 1,361 attendances recorded for the year. Each quarter saw between 65 and 85 group sessions and 300+ attendees, indicating sustained engagement. Equally important, 235 new individuals attended a HUGG support group for the first time in 2025, demonstrating our continued reach to those who had not previously accessed our services.

HUGG Support Group Activity in 2025, by quarter.

(2025)	Support Group Meetings	Total Attendances	New Attendees (first-time)
Q1 (Jan–Mar)	81	363	59
Q2 (Apr–Jun)	84	342	63
Q3 (Jul–Sep)	65	302	45
Q4 (Oct–Dec)	70	354	68
2025 Total	300	1,361	235

This includes all structured peer support group meetings nationwide. “Attendances” counts total participant-spots filled (including repeat attendance), while “New Attendees” counts unique individuals attending HUGG groups for the first time.

We began 2025 with 18 active groups and ended the year with 20 groups in operation nationwide (covering 15 different counties) – the same number as year-end 2024, reflecting both consolidation and targeted expansion. Early in the year, we made the difficult decision to pause our HUGG Wicklow group (launched in 2022) when it had temporarily fulfilled its purpose for the local members’ needs. We also saw a planned conclusion of HUGG Buncrana (Co. Donegal) in March 2025 after 15 months of service, during which it provided 10 support group meetings and 2 community events for the Inishowen region. *Even as these chapters closed, new ones opened:* in February–March 2025 we launched two new support groups in Sligo town and Kilkenny city, bringing dedicated suicide bereavement support to those communities for the first time. In May 2025, a new HUGG Athlone group was established to serve the Midlands (including nearby parts of Roscommon,

Longford, and East Galway), and in June 2025 we added a second South Dublin group to meet rising demand in the capital.

Finally, in November 2025, HUGG Blanchardstown (Northwest Dublin) held its inaugural meeting, expanding our footprint in the Greater Dublin area. Thanks to these developments, HUGG's peer groups are accessible to more people and regions than ever before. Each support meeting continues to foster understanding, connection, healthy coping mechanisms, and hope among people who truly "get it" after a suicide loss.

All groups are facilitated by volunteers; for example, 179 volunteering acts were logged facilitating Q1's meetings (a total of 631 in 2025). By year-end, HUGG's support groups had a cumulative 73 trained volunteer facilitators involved across Ireland.

Key challenges, mitigations and plans for 2026

In 2025, while this strategic objective was substantially progressed, the year also highlighted a number of risks and constraints associated with the sustainable delivery and expansion of volunteerled support groups.

A primary risk related to volunteer capacity and continuity. All HUGG support groups are facilitated by volunteers with lived experience of suicide loss. While this peer led model is central to HUGG's effectiveness, volunteer availability can fluctuate due to personal circumstances or cumulative emotional load, with implications for group stability. This required careful and, at times, difficult decisions during the year, including the cancellation of four scheduled meetings where safe and adequately resourced facilitation could not be secured.

In addition, three support groups closed in 2025. These groups were not attaining sufficient new members to remain viable as ongoing support groups, alongside facilitation shortages in the Parents Group and the Buncrana Group, which further limited sustainability.

Geographic expansion also presented operational challenges, as establishing and maintaining groups requires up-to-date data on suicide deaths, sufficient volunteer capacity, and consistent attendance to ensure psychological safety and group viability. While hybrid group delivery increased accessibility for some members, it introduced additional facilitation and technical demands on volunteers, and service evaluation feedback indicated a preference for inperson meetings.

To mitigate these risks in 2026, HUGG will strengthen volunteer recruitment pipelines aligned to priority areas and enhance mentoring and support structures through the employment of a dedicated Project Manager, supporting ethical, sustainable growth while safeguarding both volunteers and group members.



Objective 2:**Expand Engagement****Rationale**

There is an opportunity to engage people from particular groups that are currently under-represented. To do this, we need to understand the challenges that they may face in engaging with HUGG, and develop new and innovative ways to provide suicide bereavement support.

Outcome

Wider cohorts of people have access to HUGG, whether through peer-supported groups, or through other ways where people feel included and supported.

Explore innovative solutions to address barriers to support services through sports, arts, cultural and educational events and programmes.

There is an opportunity to engage people from particular groups that are currently under-represented. To do this, we need to understand the challenges that they may face in engaging with HUGG, and develop new and innovative ways to provide suicide bereavement support.

Innovating New Forms of Support

To reach more people and provide flexible ways to connect, HUGG introduced two new peer support modalities in 2025 – “Suicide Bereavement Pop-Up Cafés” and “HUGG Walks”. These initiatives were piloted as informal, community-based support gatherings in addition to our structured monthly group meetings:

HUGG Pop-Up Grief Cafés

These **drop-in coffee morning** style support meetups were launched as a non-structured, daytime support option for those who may prefer a more informal setting. Held in welcoming spaces (e.g. local hotels) over tea and coffee, each pop-up café runs for a series of months and is led by trained volunteers with lived experience of suicide loss. Attendees can join at any time during the session to share stories or simply be present with others who understand their grief, helping to reduce loneliness and provide a gentle introduction to HUGG's services.



Suicide Bereavement Pop Up Café

Coffee, Cakes and Compassionate Conversation

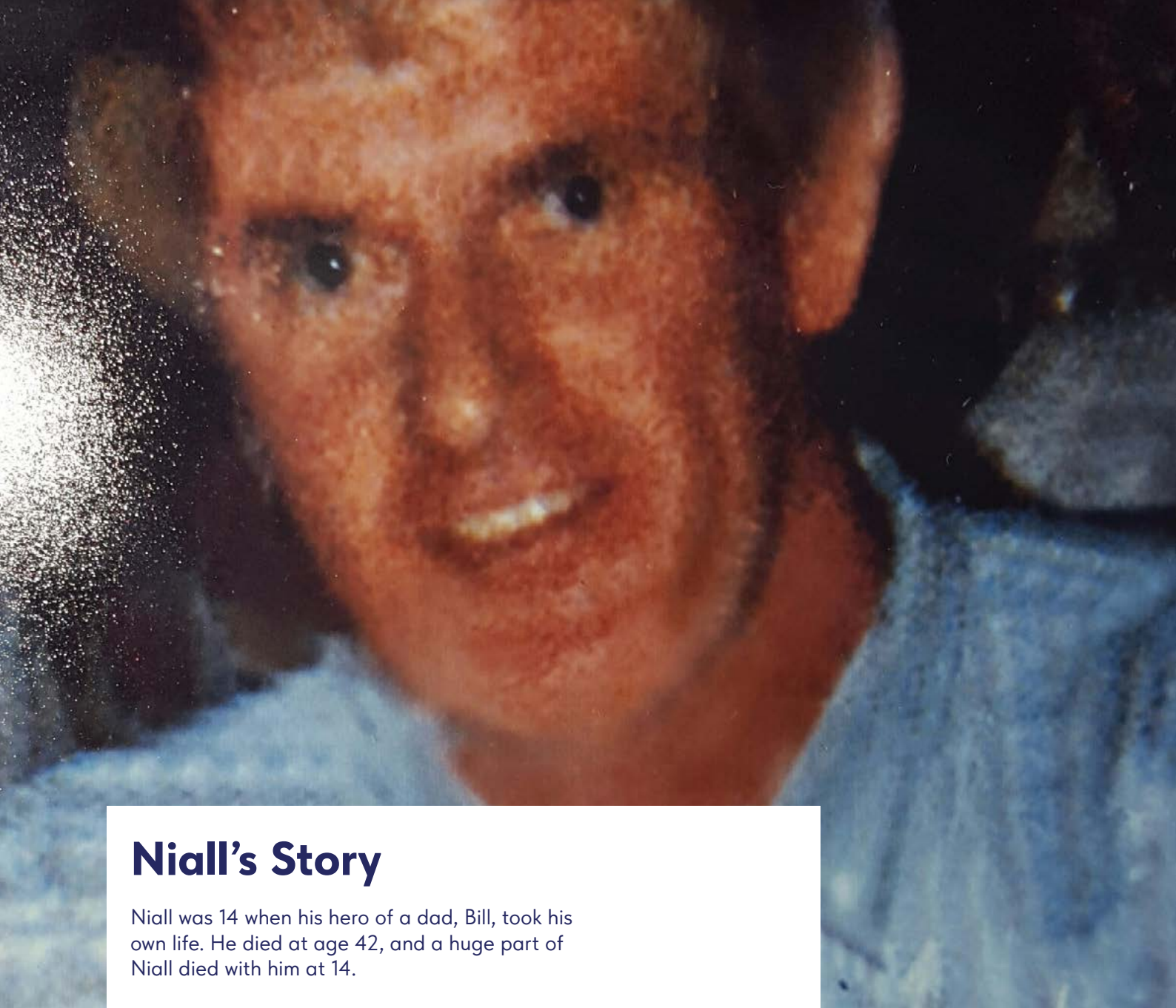


The popup café has been a great support for me. It's wonderful to drop in when the cafés are on, without having to set aside a specific amount of time to attend. It's fantastic to have an informal setting where my experiences are heard and understood by others who share similar experiences."

— Anonymous member of the HUGG community



In 2025, over 25 Pop-Up Cafés took place across counties Kerry, Waterford, Dublin, and Galway, with positive feedback from participants. For example, in Q2 alone HUGG hosted 7 pop-up cafés (15 total attendances) as a trial run; by Q4, we had expanded to 9 cafés (17 attendances) in that quarter, with plans for further roll-out in 2026.



Niall's Story

Niall was 14 when his hero of a dad, Bill, took his own life. He died at age 42, and a huge part of Niall died with him at 14.



I try to live a positive life now. I have so much to be grateful for, and HUGG has now become part of that life. I heard about HUGG on the radio one day and said I would give them a try. I am so glad I did. In HUGG, we chat, laugh, cry, celebrate, and commiserate. We do it all while looking out for each other. I have gained friends for life in my HUGG family. I never realised it, but until I got involved with HUGG, I had never spoken to anyone bereaved by suicide before.”

— Niall

HUGG Walks

In 2025 we also piloted therapeutic group walks as a new way for the bereaved to connect. These *HUGG Walking Groups* provide a healthful, low-pressure environment where people can benefit from light exercise and nature while talking informally with peers who have similar loss experiences. Led by an experienced walk leader and supported by HUGG staff or volunteers, each walk ends with an invitation to gather at a local café, combining physical well-being with social support. The walks have been especially helpful in engaging men and others who may not feel comfortable in traditional sit-down support meetings.



HUGG WALKS
Walk, Talk, and Connect



Wicklow walk participants

HUGG conducted 12 group walks during 2025 (3 in Q2, 6 in Q3, and 3 in Q4), with nearly 100 total participants – *almost half of whom were men*. Based on the strong interest, we plan to continue and expand HUGG Walks in the coming year.

nearly
100
total participants in
HUGG's group walks

As one participant noted,



The walks are good for those like me who prefer not a large one-room group... I wasn't comfortable attending a meeting so a walk is perfect."

— Anonymous member of the HUGG community

This kind of feedback reinforces that one size does not fit all in grief support, and HUGG is committed to meeting people where they are in their healing journey.

We held our annual Suicide Bereavement Remembrance event in November, which brought together bereaved families from around the country for a heartfelt ceremony of remembrance, reflection, and hope. Through these events, HUGG not only *directly reached hundreds of people* with information and support, but also forged stronger relationships with local communities, healthcare providers, and policymakers – advocating for the needs of those bereaved by suicide and reinforcing the message that postvention is prevention.



Musical performers - Highly Strung



Memory Meadow



Seeds of hope

Maximise collaboration and co-production opportunities with organisations that already serve these communities to build trust and engagement.

Extending our national reach and raising awareness of suicide bereavement support is a key part of HUGG's mission. In 2025, our team participated in dozens of outreach events (57 in total) across Ireland – from information stands at health fairs and *Living with Loss* bereavement community events, to training workshops, networking forums, and media engagements. We collaborated with partner organisations, such as the HSE Resource Officers for Suicide Prevention and other bereavement organisations, to ensure support after suicide is visible and accessible in every region.

Some highlights included: a suicide bereavement information evening in Portlaoise (January 2025) co-hosted with the local Regional Officer for Suicide Prevention and An Garda Síochána, where attendees heard personal testimonies and learned about available supports; active participation in National Grief Awareness Week, including HUGG representation on discussion panels and at memorial events; and a variety of Men's Mental Health initiatives (from Men's Health Week fairs in June to community "Walks and Talks") aimed at encouraging more men to seek support after loss.

HUGG staff, volunteers and members represented HUGG at 57 public events, panel discussions and conferences, in addition to 45 media engagements i.e. radio interviews, podcasts and press coverage. Notable examples included the delivery of a number of *Postvention is Prevention* presentations in corporate settings and to stakeholders, as well as media engagement highlighting the lived voice in suicide bereavement, stigma reduction and the importance of longterm postvention supports.



Intel employee with HUGG staff Helena Collazo at a wellness day for men's health week



HUGG volunteer Lorraine Taylor on a panel discussion for the Dublin North Bereavement Network



HUGG volunteers Gillian Wright and Alan Chambers, Solace Cafe, Sligo



Fiona Tuomey (CEO HUGG) with Sisk Construction.

Key challenges, mitigations and plans for 2026

In 2025, HUGG sought to explore new ways of achieving higher engagement rates from men. Launched in May 2025, HUGG Walks was initially targeted primarily as a men’s walking group. Engagement from men continues to be challenging with registrations from 2025 showing a gender split of 81% women to 19% men.

Significant challenges were faced in sourcing volunteer facilitators to support HUGG Walks, with only one volunteer facilitating each walk at the start of the initiative. As the number of volunteers supporting our walks has increased, we now provide three volunteers at each walk, easing more one to one conversations to take place between facilitators and participants.

An external evaluation of the HUGG Walks pilot highlighted the importance of strict data collection of each walk participant in order to fully assess service users’ engagement and inform future initiatives.

Plans are underway to provide further initiatives aimed at male participation such as men’s creative workshops, soccer tournaments and a hiking weekend.

As the organisation is growing, higher engagement from men should be achieved in tandem with an increase in service users. This should be aided further by a new marketing strategy, and further onboarding of volunteers, which in turn will enable an increase in service offerings targeted primarily towards men.

Radio Interviews



Objective 3:



Expand and Strengthen Telephone & Digital Support Services

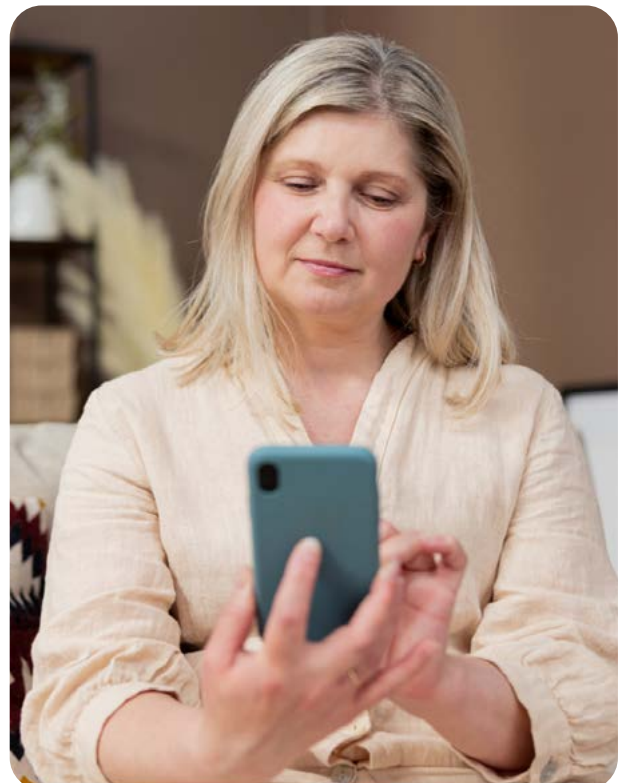
Rationale

HUGG will expand telephone and digital services to better reach groups of bereaved people who might otherwise not engage with support.

Outcome

A range of digital services are provided, with clear measures to track impact and social return on investment.

HUGG's telephone support line had a very active year fielding new enquiries and providing follow-up care. In 2025 our small part-time Telephone Support Team handled 478 calls from people seeking support after a suicide bereavement. This represents an increase from the previous year, reflecting HUGG's growing visibility and the urgent demand for postvention support. The majority of callers were *family members or friends* seeking help after a recent loss, though a number of professionals and community members supporting the bereaved also reached out.





Let's Talk About Suicide

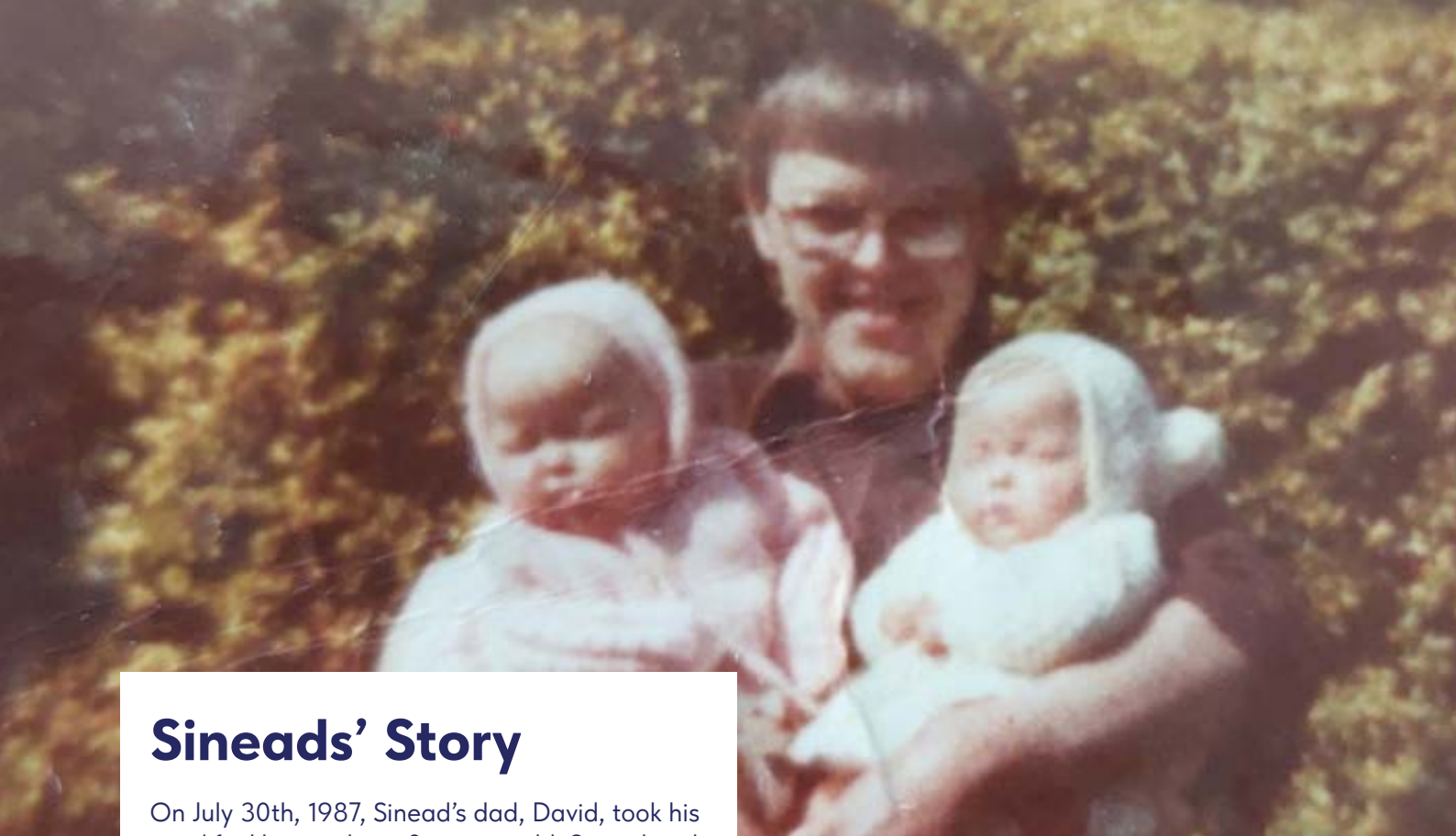


Importantly, 65% of all callers were connected with HUGG peer support groups, while many others received one-to-one compassionate listening, practical information, and referrals to additional resources. In cases where a support group wasn't the right fit or the caller needed immediate help, our team provided personalised support – for example, arranging direct referrals to local Suicide Bereavement Liaison Officers (SBLO) or other services for dozens of high-need individuals over the year.

We also shared bereavement resources widely: nearly 480 digital copies of our *You Are Not Alone* handbook were emailed to new contacts, along with 420 guides on “*Why Attend a Support Group*” and “*What Happens at a HUGG Meeting*”.

In addition, the team made hundreds of follow-ups calls and emails to check in on HUGG group members and recent enquirers. These “courtesy calls” often address concerns such as apprehension about attending a first meeting or coping with difficult anniversaries, ensuring that no one falls through the cracks of our support network.

During 2025, the Telephone Support team also managed several *serious risk situations* – intervening when callers or group members expressed suicidal ideation or acute distress – by contacting emergency contacts, engaging Gardaí or medical services, and coordinating with mental health professionals as needed. These cases underscore the critical, life-saving role that our telephone support can play for individuals in crisis. We continue to adapt the service based on feedback; for instance, some callers indicated a desire for ongoing one-to-one “telephone buddy” support, which is informing our development of a more formalised phone peer-support programme in the future.



Sineads' Story

On July 30th, 1987, Sinead's dad, David, took his own life. He was thirty-five years old. Sinead and her twin sister were just three years old. Back then, it was still a crime to take your own life.



That's where the stigma and shame began for us. For many years, we didn't talk about it. I actually didn't know what really happened until I was thirteen. So, I started asking my mum about him. What did he like? I learned that he loved music. As I grew older, my own love of music grew, and I fell in love with my dad's old records.

Music helped calm my mind, and it helped me feel close to Dad. I began to realise that I could feel my dad's presence in the moments I needed him most.

This brought me great comfort, and I began talking to Dad.

I've told him that I'm volunteering with HUGG, and I know he would be so proud. I've told him about continuing bonds grief theory and how much it has helped me. I've told him how much I'm learning from this wonderful organisation. I do this for him and in his memory."

— Sinead

Increase staffing for telephone support to meet growing demand and services

Increasing staff in October 2025 saw two new part-time staff join the team. Collectively, the Telephone Support team provided 40 hours over Monday to Friday (an increase of 15 hours). The increase in staffing proved to be hugely beneficial for those contacting HUGG as accessibility was greatly improved.

HUGG's Telephone Support service remains a vital gateway into our services. In 2025, about 57% of all enquiry callers were guided into HUGG support groups. The remaining callers received individual support and guidance, including referrals to Pieta's Suicide Bereavement Liaison Officer (SBLO) partners or other services as appropriate.



“Thank you for your call and lovely support you have no idea how much it means...”



“Thanks again, your compassion and kindness gave me a glimmer of hope today and it is exactly what I needed....”



“Thank you so much... Appreciate your chat, your time and support.”


During 2025, the expansion of Telephone Support hours significantly deepened HUGG's overall service offering. The team provided additional check-in calls with HUGG group members, proactive support calls to individuals considering or attending HUGG services, and follow-up contact to support ongoing connection and participation. As the organisation continues to grow and diversify its services, demand for this compassionate, personalised followup and continuity of care has increased substantially. Additional Telephone Support hours are therefore required to sustain this enhanced level of service and to support planned service expansion into 2026

Key challenges, mitigations and plans for 2026

Key challenges identified within Telephone Support included significant gaps in age appropriate suicide bereavement supports. Calls from bereaved parents consistently reported feeling limited in options where their children did not wish to engage in formal counselling, highlighting a clear absence of suicidespecific, developmentally appropriate supports for those under 18. Similarly, young adults aged 18 to 22 frequently expressed reluctance to engage with existing peer support group models, reporting that the current HUGG group environment did not feel relatable to their stage of life. This has resulted in restricted pathways for effective support and signposting for young people bereaved by suicide.

In addition, some callers expressed a strong desire to speak directly with another person with a similar lived experience of bereavement, such as a bereaved parent, particularly in the early stages of grief. Confirmation of an uplift in recurring funding from HSE NOSP in Q1 2026 will enable HUGG to recruit a Project Manager in 2026 to scope opportunities to expand Telephone Support service, including the potential development of a volunteered 'warmline'. This would enable HUGG to offer additional peer-to-peer support calls. It will also allow for the expansion of the operating hours of the Telephone Support line, to accommodate calls after 6pm.

Objective 4:

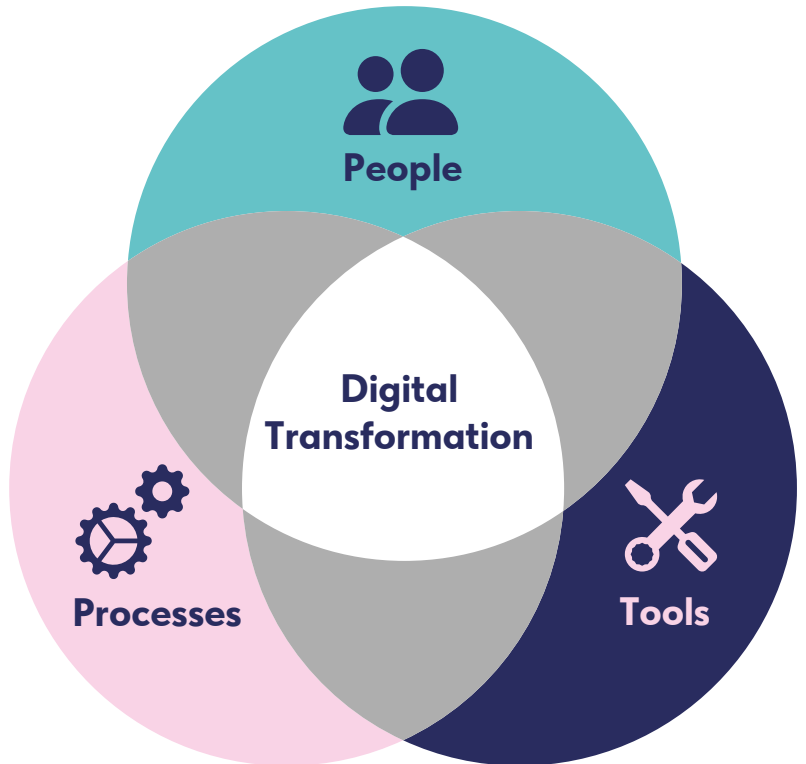
 Enhance Operations

Rationale
HUGG continues to examine all aspects of its operational effectiveness as the organisation grows, with a particular focus on optimising the use of digital technologies.

Outcome
HUGG is an effective organisation which can meet the challenges of a growing reach and ambition with finite resources.

Complete a digital transformation project to address reliability and scalability, technical support workload, and our digital engagement strategies.

HUGG completed a digital transformation away from diverse software platforms to a singular IT system, supported by external IT support services. This was a significant step forward for the organisation, which has improved efficiency, enhanced data security and freed up staff time around resolving technical issues for volunteers.



Complete the integration of the CRM system to optimise the collation of data and insights across the organisation.

A key operational development during 2025 was the continued strengthening of HUGG's CRM systems. Working closely with an external consultant, HUGG advanced the use of Salesforce to improve service oversight, data accuracy and reporting. This work focused on consolidating registration, triage and follow-up processes, reducing duplication across systems, and strengthening the organisation's ability to track engagement, outcomes and operational activity in a consistent and compliant manner. These improvements supported more effective internal reporting, enhanced governance oversight, and alignment with funder and NOSP reporting requirements.

HUGG made steady progress in strengthening its operational infrastructure in line with this strategic objective. As demand continued to grow across peer support groups, telephone support and community based initiatives, Board and management oversight increasingly prioritised operational robustness as a prerequisite for safe, sustainable service delivery. HUGG continued to refine internal processes and Board discussions reinforced the importance of pacing service growth in line with organisational capacity, reflecting a deliberate and risk-aware approach to expansion.

Foster a supportive, inclusive, and rewarding workplace culture that inspires and empowers our team to thrive.

Staff support and capability development remained a core operational focus during 2025. This included regular staff meetings, structured individual and group supervision, and a combination of in-person and online engagement to support alignment, learning and wellbeing. Opportunities for staff to come together in person during the year supported

shared understanding of operational priorities, while ongoing supervision and reflective practice helped ensure that service delivery remained traumainformed and values-led. The post for an Operations Manager was advertised in December 2025, which will further enhance and strengthen infrastructure and the workload of employees in the year ahead.

Key challenges, mitigations and plans for 2026

HUGG continued to develop its CRM and data systems while managing the operational pressures associated with a small, fully remote team. Progress on CRM development brought clear benefits in terms of oversight, safeguarding and reporting, but also presented challenges in balancing system development with daytoday service delivery.

Staff discussions and meetings highlighted the practical burden of parallel systems, data duplication and reliance on specialist external support, particularly during periods of high demand or limited consultant availability. These pressures were felt more acutely within a fully remote organisational model, where informal problem-solving and shared learning require deliberate structure. While remote working offered flexibility, national reach and resilience, it also requires sustained investment in training, documentation and communication to ensure consistency and confidence across the team. Throughout the year, HUGG addressed these challenges through regular staff meetings, supervision, and targeted inperson and online training, including focused sessions on system processes and data management. This supported staff capability while recognising the need to pace CRM development in line with workload, wellbeing and organisational capacity, reinforcing a pragmatic and values-led approach to operational change.

Objective 5:



Strengthen Volunteer Recruitment, Training and Retention

Rationale

Volunteers play a critical role for HUGG. HUGG should build on its annual recruitment, training and retention cycle over the lifetime of the new strategy.

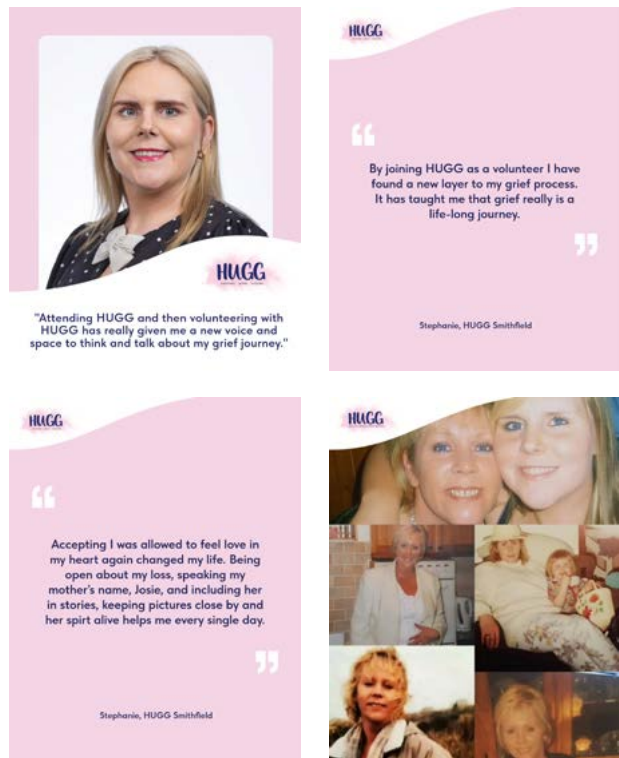
Outcome

HUGG has sufficient trained and supported volunteers to meet its strategic ambitions.

Invest and implement a regular recruitment cycle to maintain and grow a strong, sustainable volunteer base

Volunteer recruitment proved challenging across the nonprofit sector this year, and HUGG also experienced a slight drop in volunteer applications compared to 2024. We responded by developing a targeted recruitment and engagement strategy to attract new volunteers and streamline the onboarding process, recognising that a longer lead time is now needed to convert expressions of interest into committed volunteers. Despite these challenges, our existing volunteers remained highly engaged: many long-serving facilitators continued to give their time (we provided multiple one-on-one supervision sessions and group clinical support sessions to sustain them), and new volunteers eagerly stepped into active roles across our programs.

The passion and empathy of HUGG’s volunteers were widely celebrated in 2025. In May, for National Volunteer Week, we ran a storytelling campaign – amplified by social media and radio advertising – sharing inspirational testimonials from volunteers about the *post-traumatic growth* they experienced through helping others after suicide loss.



National Volunteer Week Campaign, HUGG volunteer, Stephanie



HUGG volunteers David B Kelly, Rosaleen Gorman, Baiba Kvitka and Graham Forrest with HUGG Groups Manager, Marie McKeon

In December, we were immensely proud when HUGG’s volunteers won the Volunteer Ireland “Outstanding Large Group” Award for 2025, a national honour recognising the profound impact of our volunteers’ collective efforts. This award belongs to each of our volunteers, whose compassion and commitment have turned personal tragedy into a beacon of hope for others.

Maintain structured and ongoing training programmes and supervision to support volunteer retention.

Volunteers are the lifeblood of HUGG, and 2025 was a testament to their dedication and growth. By the end of the year, 73 trained volunteer facilitators were contributing to our support groups nationwide – up from 61 at the end of 2024. In total, we received over

100 new volunteer applications during 2025, of which the majority met our criteria. More than 30 new volunteers completed our rigorous training programmes this year, qualifying either as HUGG *Support Group Facilitators* or as community outreach “*HUGG Champions*” who raise awareness locally. To support and retain our growing team, we organised impactful training and engagement activities.

In March 2025, HUGG held its annual Volunteer Training and Appreciation Day, bringing together all volunteers for clinical support workshops, self-care sessions, and a town-hall meeting where we introduced our new strategy and facilitated dialogue between volunteers and Board members. Throughout the year, volunteers also took advantage of numerous external training opportunities (covering topics like mindfulness in grief, suicide intervention skills, child safeguarding, and more) to strengthen their skills.



Annual volunteer training and appreciation day



Key challenges, mitigations and plans for 2026

While the HUGG Groups Manager holds responsibility for the recruitment and training of volunteers, supported by the Groups Operations and Administration function, capacity to progress this work was reduced during 2025. This was primarily due to increased operational demands arising from the development and piloting of two new peer support group offerings, the delivery of a creative workshop programme, and the introduction of a suicide bereavement educational initiative. As a result, less dedicated time was available for volunteer recruitment activity.

Volunteer journey times from initial expression of interest to onboarding increased during the year, becoming more resource-intensive than in previous periods. This coincided with a notable reduction in volunteering enquiries and lower attendance at HUGG Volunteer Information Sessions. At the same time, as HUGG expanded and diversified its peer-to-peer support services, additional time was required for mentoring, supervision and check-ins with both newly onboarded and established volunteers to ensure safe, high-quality service delivery.

These challenges reflect wider trends within the volunteering sector, where formal and ongoing volunteering commitments have declined, while shorter-term, informal and project-based volunteering opportunities have become more common. Limited marketing budgets and staff capacity remain the most significant constraints in advancing HUGG's volunteer recruitment strategy, particularly given the targeted outreach and working hours required to support volunteers from initial interest through to onboarding.

HUGG continues to focus on volunteer retention, aiming to provide a positive and sustainable volunteering experience. Peer support groups are structured to include teams of three to four volunteers, enabling flexibility, planned self-care and cover when needed. Volunteer retention remains healthy, with an expected engagement period of 1.5 to 3 years, reflecting the sensitive nature of the work.

Recognising these challenges, a dedicated resource to strengthen volunteer recruitment has been identified and, on foot of the confirmation of an uplift in annual funding from HSE NOSP in Q1 2026, a Project Management role will be recruited, which will focus on this objective.



I've been volunteering with HUGG since 2023. Losing my friend to suicide 30 years ago was incredibly hard, and if groups like HUGG had existed then, my journey through grief would have been much easier. In both attending and facilitating meetings, I've seen how important it is for people to have a safe space to share their grief and navigate one of the most difficult & overwhelming times in their lives."

— Martina

Objective 6:



Develop a Marketing and PR Strategy

Rationale

HUGG will develop a comprehensive marketing and PR plan to broaden the organisation’s presence and explore new avenues for connecting with the public, using innovative communication strategies.

Outcome

People who have been bereaved by suicide know and understand HUGG, through regular messaging aimed at policymakers, other stakeholders and the wider public.

Raise awareness of HUGG and the positive impact that postvention can have in the lives of people bereaved by suicide, including prevention of suicide.

Across social media, we pursued a creative communications strategy to spread messages of hope and resilience. We shared testimonials

of post-traumatic growth, showcased our compassionate telephone support service, and invited public input (for instance, encouraging communities to participate in the government’s suicide prevention strategy consultation). These efforts resulted in increased engagement across platforms during the year. By Q4, reach peaked around key awareness and remembrance activities, while the email subscriber base grew significantly, supporting sustained connection with the HUGG community.





Emmet's Story

Emmet's brother Conor died by suicide and when he found out about Conor's suicide it completely destroyed him.



The worst, and consequently best thing, was that at the time of his death, all I had was time to think about it. It became a catalyst in my life to change, and to be the best person I could be. Conor guided me to complete the Dublin Marathon, running in aid of HUGG and Tiglin. I heard about HUGG from my parents, who have benefited from the use of their service. And believe me, I would not have finished the race if it wasn't for him. I wouldn't have even considered attempting it, to be honest.

My brother Conor was one of the gentlest, kindest people I knew, and I miss him every day.”

— Emmet

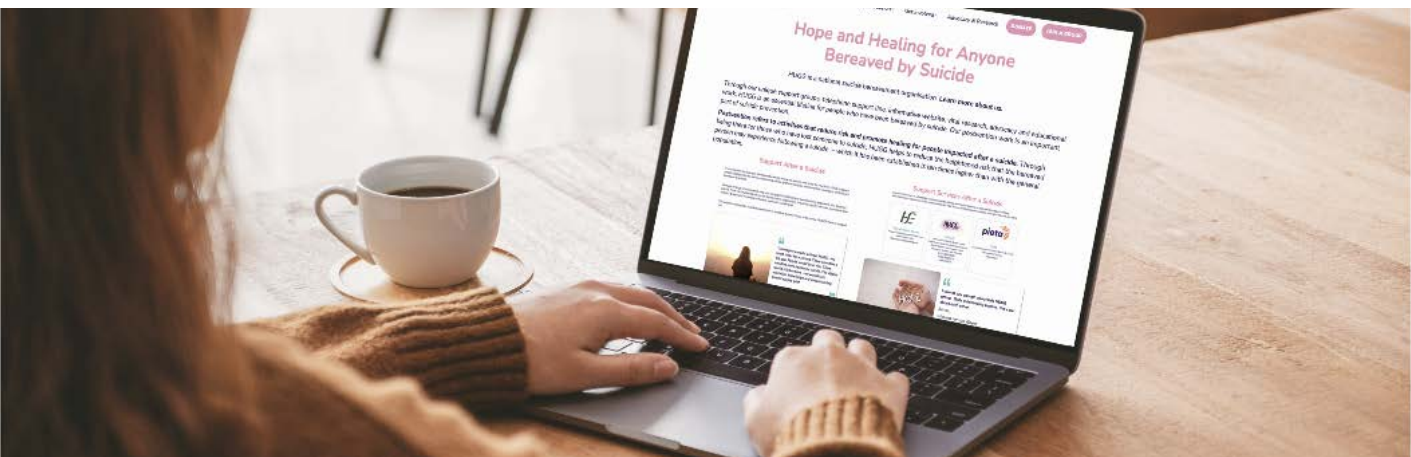
HUGG was also proud to be shortlisted in the Digital Content category at the Shine Media Awards for its contribution to the HSE Talking Health and Wellbeing podcast for World Suicide Prevention Day 2025. The episode featured Fiona Tuomey, CEO of HUGG, and Ollie Skehan, HSE Suicide Bereavement CoOrdinator, in conversation with host Eamon Keogh, exploring the profound and far reaching impact of suicide bereavement in Ireland. This recognition reflects the growing importance of informed, trauma aware public conversations about suicide loss and postvention.

Strengthen HUGG’s presence on traditional and digital media.

The majority of people seeking support found HUGG through search engines, indicating that improved search visibility is connecting the organisation with individuals actively looking for help. Direct traffic (people typing HUGG.ie into their browser) was the second largest source, reflecting growing public awareness of HUGG and its services. Social media followings increased across all channels, widening reach and supporting engagement with a broader audience. In February, HUGG’s national fundraising and awareness initiative, HUGG in a Mug, generated over 2,000 additional website visits, as supporters across Ireland came together to share coffee and conversations about suicide bereavement.



HSE Talking Health & Wellbeing Podcast



During the year, HUGG also entered a content partnership with RIP.ie, Ireland's largest death notice website, which began featuring HUGG's bereavement support articles. This partnership strengthened HUGG's visibility at a critical point of need and provided valuable inbound links to support longterm digital reach and search performance.

To maximise digital impact, a comprehensive digital audit was commissioned in early 2025. The audit identified strong engagement indicators, including an average 50.5% website engagement rate and a 7.4% email newsletter clickthrough rate, more than double the nonprofit benchmark. It also highlighted the need to strengthen conversion tracking to better understand how digital engagement translates into access to support. In response, HUGG upgraded its website analytics in Q4 and increased staff focus on digital strategy, recognising the importance of effective online pathways to support.

Key challenges, mitigations and plans for 2026

During 2025, it became increasingly clear that HUGG requires additional marketing expertise and capacity across both digital and traditional media. Marketing and Communications work is complex and multi-faceted, requiring skills across content development, media engagement, audience insight, and evaluation. With marketing resourced by one staff member, capacity

constraints continue to limit the organisation's ability to fully develop its reach and impact.

There is a clear need to increase brand awareness and strengthen understanding of HUGG's role among both public and professional audiences. Improving engagement, and trust within the bereaved community also remains a priority, ensuring all communications are trauma-informed and responsive to lived experience.

HUGG also aims to build a strong, accessible brand that reinforces belonging, clarity, and credibility. Marketing activity further supports organisational sustainability through volunteer recruitment, partnerships, advocacy, and fundraising.

The rationale for this work is to broaden HUGG's reach and strengthen connections with those bereaved by suicide, as well as with policymakers, stakeholders, and the wider public. This includes raising awareness of postvention as both support and a contributor to suicide prevention and strengthening referral pathways through frontline services.

A tender process for an external marketing and communications strategy will be undertaken in Q1 2026, which will include a review of staffing constraints and additional marketing resources required to enable HUGG to continue to meet its strategic objectives and expand its reach in 2026.

Objective 7:**Co-Produce a Research Strategy****Rationale**

A cornerstone of all HUGG's activity is that it will be guided by rigorous and on-going research and evaluation.

Outcome

HUGG has a research strategy, with established partnerships with academics and other bodies, and clear metrics tracking HUGG's social impact.

Develop a lived experience panel to help guide and advise HUGG, champion its services and participate in research and advocacy.

HUGG advanced this objective by deepening the integration of lived experience across research, policy and advocacy, while undertaking preparatory work to establish a dedicated HUGG Lived Experience Panel. This marked a significant step in embedding traumainformed coproduction as a core organisational practice.

Throughout the year, HUGG undertook structured scoping work to inform the future panel, with a focus on governance, safeguarding, training and sustainable resourcing. This work was informed by consultation with peer organisations and international best practice in traumainformed coproduction and peer involvement. While the panel was not established in 2025, this foundational work created a robust framework for phased recruitment and implementation in subsequent years.

HUGG also played a key role in national policy engagement. In collaboration with the HSE National Office for Suicide Prevention (NOSP), HUGG facilitated the recruitment of people bereaved by suicide to the national lived experience consultation panel informing Ireland's next suicide reduction strategy. This ensured that the voices of those directly affected by suicide bereavement contributed meaningfully to the development of national policy.

Research collaboration remained a central strand of this objective. HUGG continued its partnership with the National Suicide Research Foundation (NSRF) on the AfterWords study, resulting in two co-produced research outputs published in 2025: *A co-produced national study of suicide bereavement: from experience to evidence* and *Utilization of Postvention Supports: A National CrossSectional Survey of Adults Bereaved by Suicide*. These publications demonstrate HUGG's sustained commitment to evidence-informed practice and to ensuring that lived experience shapes research design, interpretation and dissemination.

HUGG joined the International Association for Suicide Prevention (IASP) and became members of the special interest group for suicide postvention. In August, HUGG presented two peer reviewed posters at the **IASP World Congress in Austria**, showcasing lived experience informed and community based postvention practice. The presentations highlighted HUGG's iterative suicide bereavement supports and national remembrance work, contributing Irish practice based learning to international research and policy dialogue.

In addition, HUGG actively promoted postvention research opportunities throughout the year through its communications channels, including its website and newsletters. This included sharing calls for participation in research studies, supporting service evaluations in partnership with academic institutions, and encouraging engagement by people with lived experience and emerging researchers, including postgraduate students.

Key challenges, mitigations and plans for 2026

Progress on the establishment of a formal Lived Experience Panel and the coproduction of a dedicated research strategy was constrained by organisational capacity in 2025. The recent recruitment of an Operations Manager in 2026 will enable the CEO to dedicate greater time and focus to advancing this work in the year ahead.



IASP poster presentation



Eve Griffin (CEO, NSRF) Karl Andriessen (Researcher) and Fiona Tuomey (CEO, HUGG)

Objective 8:



Define and Strengthen HUGG's Advocacy Role

Rationale

HUGG will strengthen its focus on advocating for those who have been bereaved, while ensuring the impact of its advocacy work is measured.

Outcome

There is a clear understanding of the importance of postvention supports for those who have been bereaved by suicide. A change in the way Irish inquests determine whether a death is given a verdict of suicide.

Advocate for change in the burden of proof in the Coroner's Court to a civil standard.

The organisation laid important groundwork through expanded policy engagement, commissioned research and sustained collaboration with national advocacy partners.



Indecon Report: Impact of Changes in Burden of Proof on Recorded Rate of Suicide in Ireland

A central advocacy priority during the year was reform of the burden of proof applied in the Coroner's Court in cases of suspected suicide. HUGG continued to highlight how the current criminal standard of proof contributes to the under-recording of suicide deaths, with far-reaching implications for national suicide statistics, service planning, resource allocation and access to postvention supports.

HUGG worked closely with Mental Health Reform and other partners to raise awareness of this issue, including participation in a national webinar examining how the burden of proof affects the accurate reporting of suicide deaths, public understanding of suicide, and where and how supports are implemented. This engagement strengthened cross-sector understanding of the real time reporting on suicide and its relevance to mental health policy and service delivery.

Direct engagement with government was a key feature of this work. HUGG wrote to the Minister for Justice outlining concerns regarding the burden of proof in the Coroner's Court, followed by a meeting with Minister O'Callaghan at which the evidence and lived experience impacts were discussed. The Minister confirmed a commitment to examining the burden of proof applied in suicide verdicts. In parallel, the HSE National Office for Suicide Prevention confirmed its commitment to exploring this issue in the context of the next national suicide reduction policy, which is due to be announced in Q2 2026.

Together, these actions represent meaningful progress towards systemic reform and underscore the strategic importance of strengthening HUGG's research and advocacy capacity in the years ahead.

Key challenges, mitigations and plans for 2026

The continued stigma surrounding suicide inhibits public discourse and complicates engagement with policymakers, particularly in relation to reform of the burden of proof in the Coroner's Court. Although independent research commissioned by HUGG demonstrated the impact of the current standard on the under-reporting of suicide deaths, policy engagement in this area remains sensitive.

Advocacy efforts require sustained public awareness, informed debate and the ethical involvement of people with lived experience. Collaboration with Mental Health Reform strengthened this work by situating the issue within wider mental health policy discussions.

Ongoing collaboration with other postvention organisations, particularly in the UK and Australia, together with engagement with postvention researchers continue to inform HUGG as to how best to advance our role in both research and advocacy. An increase in staff resources in 2026 will enable HUGG to advance this agenda in a structured and sustainable way.

COALITION CONVERSATIONS | **FREE WEBINAR**

Mental Health Reform

suicide reporting

Join this important conversation where we explore how classification impacts data, policy, and prevention efforts.

This session is essential for anyone working in mental health, research, or advocacy who wants to understand how suicide reporting shapes the national picture.

Fiona Tuomey
CEO
HUGG

Paul Corcoran
Head of Research
National Suicide Research Foundation

Sarah Stack
Communications & Policy Officer
Samaritans

Objective 9:



Increase Fundraising and Financial Sustainability

Rationale

Implementation of HUGG’s first Funding Strategy will help diversify funding sources and enhance financial sustainability.

Outcome

HUGG has greater overall level of financial resources to meet the unmet needs for bereavement support, and a better balance of funding sources to ensure stability and long-run sustainability.

Implement HUGG’s Funding Strategy to diversify funding sources, including public donations, corporate partnerships, and government support

In 2025, HUGG’s fundraising performance strengthened the organisation’s capacity to deliver and develop specialist postvention supports nationally. Total income reached €565,905, representing 124% of the annual fundraising target. This result reflects the continued maturation of HUGG’s fundraising model and the organisation’s focus on building a broader, more resilient income mix.

Community fundraising remained the strongest contributor, raising €187,748 against a target of €175,533. Corporate partnerships also exceeded expectations, generating €165,514 (target €70,000), supported by a growing base of valuesaligned relationships and increased recognition of suicide bereavement as a workplace wellbeing issue.



Jimmy Farrell Tractor Run



Thomond Park - Heights of Hope abseil event

Key corporate donors included Musgrave, PHX (McCabe's), and Irish Steel. Trusts and foundations delivered €71,000 (target €100,000), while statutory grants totalled €134,422 (target €110,000), with NOSP funding renewed for 2026.



HUGG delivered its first strategic campaigns in 2025, which both performed strongly at €31,985 including HUGG in a Mug and the Heights of Hope Abseil. Additional other income (including tax back and speaking engagements) amounted to €7,221.

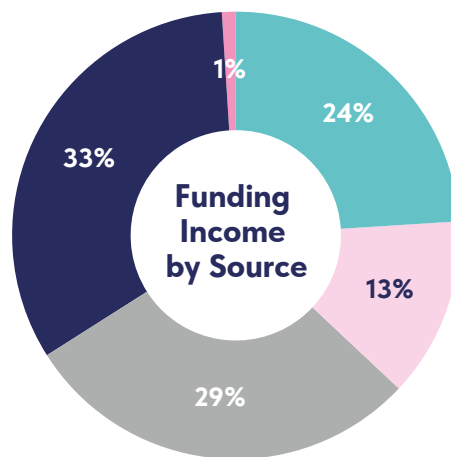
Taken together, these results indicate positive progress toward financial sustainability. HUGG continues to prioritise diversification across community fundraising, corporate partnerships, trusts/foundations and statutory income, alongside investment in systems and governance that support scalable growth, including ongoing CRM development to strengthen donor insight, stewardship and reporting capability.

Key challenges, mitigations and plans for 2026

While overall performance was strong, 2025 highlighted areas requiring targeted development. Individual giving underperformed against target, recurring giving remained

modest, and HUGG did not secure income from major donors. Operationally, a small team and limited specialist capacity constrained the pace of growth in digital fundraising and donor stewardship, in a competitive environment and amidst changing digital advertising and privacy requirements.

While HUGG received an uplift of funding from HSE NOSP in Q1 2026, the organisation will continue its efforts to diversify income sources in the year ahead.



- Statutory Funding
- Trusts & Foundations
- Corporate Partnerships
- Community Fundraising
- Other

HUGG's focus in 2026 will be on strengthening fundraising infrastructure and targeting the highest return on organisational time: expanding community fundraising and strategic campaigns to grow unrestricted income and generate new donor leads; advancing CRM capability and reporting to enable segmentation and recurring giver acquisition; and establishing a clearer major donor approach led by the CEO and Board. HUGG will also continue to develop opportunities for values-aligned earned income (such as speaking and learning offerings), while sharpening impact measurement to support stronger cases for support across corporate, trust and major donor audiences.

Key Outcomes 2025

HUGG's 2025 annual report highlights significant growth and impact in suicide bereavement support across Ireland, detailing expansions in services, volunteer development, fundraising achievements, public engagement, advocacy, and research collaborations.

- » Peer support group expansion: HUGG increased its peer-led support groups to 20 across 15 counties, adding five new groups and facilitating 300 meetings with 1,361 attendances, including innovative formats like "Pop-Up Grief Cafés" and "HUGG Walks" that engaged more participants, especially men.
- » Telephone support service growth: The Telephone Support Service handled 478 new calls with 57% of callers transitioning to peer groups. They also provided extensive follow-up support and signposting to additional services and crisis intervention. The service expanded with the employment of additional staff, enabling the extension of the service to 40 hours per week, across Monday to Friday.
- » Volunteer training and growth: The volunteer base grew to 73 active members, with over 30 new recruits trained in five programmes, covering facilitation and outreach, supported by clinical supervision and external courses, culminating in a national award for outstanding volunteer contribution.
- » Fundraising success: HUGG raised approximately €488,000, surpassing targets by 14%, driven by community events, corporate partnerships, grants, and public funding, with notable campaigns like "HUGG in a Mug" and the "Heights of Hope" abseil.
- » Public outreach and presentations: Participation in 57 events increased awareness through information evenings, mental health fairs, webinars, and international conferences, including the IASP World Congress, enhancing HUGG's reputation and partnerships.
- » Policy advocacy and stakeholder engagement: HUGG advocated for reform of the Coroner's Court standard of proof, contributed to national suicide prevention committees, and collaborated with mental health coalitions, solidifying its role as a key voice for the suicide-bereaved.
- » Research partnerships and contributions: Continued collaboration with NSRF on national studies and evaluations demonstrated positive outcomes from peer support, involvement in research on at-risk groups, and commitment to integrating evidence into practice and strategic planning.
- » International engagement and resource development: HUGG's presence at global forums facilitated knowledge exchange with leading researchers, contributed to national bereavement resources, and planned future research and evaluation strategies to innovate postvention services.

Resources at HUGG

To enable delivery of its strategy and objectives, HUGG increased the necessary resources and systems to support its growth and operations.

There were new staff roles added in 2025, in groups, fundraising and telephone support.

The following employees make up the core staff of HUGG in 2025:

Fiona Tuomey
CEO (full time)

Arlene Hanratty
Marketing & Administration Officer (part time)

Marie McKeon
Groups Manager (part time)

Sandra Anderson
Telephone Support (part time until July 2025)

Sheila Stapleton
Telephone Support (part time)

Stephen Keating
Finance Administrator (part time)

Mary Anne Stokes
Donor & Development Manager
(full time until Aug 2025)

Helena Collazo
HUGG Groups Administrator
(part time from Feb 2025)

John Dempsey
Community Fundraising Manager
(part time from Dec 2025)

Geraldine Fay
Telephone Support
(part time from October 2025)

Lauren Hall
Telephone Support
(part time from October 2025)

While HUGG employed 11 individuals throughout 2025, the number of employees in 2025, expressed in full-time equivalents (FTEs), amounted to 4.8. FTEs are calculated using contracted hours while employed; where staff joined, left or changed hours during the year their contribution is prorated for the period of employment. 1.0 FTE is equal to 37.5 hours per week.

Full Time Equivalent (FET)	Number of Employees
1.0 FET	1
Between 0.5 FET and < 1.0 FET	3
< 0.5 FET	7

On joining HUGG and prior to carrying out activities on its behalf, all staff members are afforded time to read the organisation's key policies and procedures which set out the rights, responsibilities and conduct required of employees and of the organisation. All employees are required to sign a declaration acknowledging they have read and understood the organisation's policies and procedures.

HUGG utilises an external HR consultant to ensure it remains compliant with employment legislation and ensure remuneration and benefits are benchmarked against industry standard.



Fiona Tuomey

Fiona Tuomey is the CEO and Founder of HUGG. Following the loss of her daughter Milly in 2016, Fiona recognised the need for accessible, peer-led support for people bereaved by suicide. Fiona brings significant expertise in organisational leadership, communications, and service development, underpinned by a compassionate, person-centred approach.

Fiona is a committed advocate for those bereaved by suicide and has contributed to advancing postvention supports in Ireland. She holds an MSc in Loss and Bereavement from RCSI.



Stephen Keating

Stephen is the Finance Administrator. He is responsible for maintaining day-to-day operations of finance, financial reporting, management of accounts, budget analysis, and annual audit preparation.



Sheila Stapleton,

Sheila is the Telephone Support Manager at HUGG, with responsibility for overseeing the delivery of the organisation's suicide bereavement telephone support service. She manages and supports the telephone support team, drawing on her professional skills and experience to ensure the service is safe, compassionate and trauma-informed. She also brings strong expertise in supportive listening, enquiry handling and signposting to appropriate external supports.



Arlene Hanratty

Arlene is the Marketing and Administration Officer at HUGG, where she plays a key role in raising awareness of HUGG's services. With a background in marketing, client services and account management, Arlene implements all marketing activities, including advertising, communications, events and community fundraising.



Sandra Anderson

Sandra connects people who have been bereaved by suicide to HUGG services and other relevant resources. She is often the first point of contact when someone reaches out to HUGG. Her kindness and compassion give comfort and hope those who need it.



Helena Collazo

Helena is in a key operational role within our Groups team, providing daytoday coordination and administrative support across our peer services and the development of new services, including the HUGG Walks and Pop-Up Grief Cafes.



Marie McKeon

Marie is the HUGG Groups Manager, with responsibility for the recruitment, training, mentoring and ongoing support of volunteer facilitators across the organisation. Her role includes the development and oversight of new evidencebased peer support service offerings. Marie brings a strong understanding of evidencebased interventions, implementation planning and evaluation, ensuring that HUGG's peer supports remain effective, safe and responsive to need.



John Dempsey

John joined HUGG in December 2025 as Community & Events Fundraising Manager, bringing extensive experience in community fundraising, campaign delivery and supporter stewardship. He leads the development of HUGG's community fundraising and events programme, helping to grow income and deepen engagement through well-planned activities, strong supporter care, and improved use of systems and reporting.



Lauren Hall

Lauren is a fully accredited counsellor with extensive experience delivering remote and telephone-based support. Lauren provides compassionate listening, shares information on HUGG’s services, and—where appropriate—connects callers to HUGG support groups and other relevant supports and resources.



Mary Anne Stokes

Mary Anne is the Donor Development & Partnerships Manager with HUGG. She has 20 years’ experience in the non-profit sector, she is responsible for grant applications, corporate partnerships and donor stewardship.



Geraldine Fay

Geraldine works within HUGG’s Telephone Support service, offering trauma-informed support to people bereaved by suicide. Drawing on effective communication skills and a calm, empathic approach, she responds to enquiries, shares practical information, and guides individuals to relevant supports as appropriate



HUGG Service Evaluation 2025

Anyone who engaged with HUGG in 2025 was invited to let us know how we are doing, using an anonymous survey. This survey was circulated from mid-December 2024 to the 13th of January 2025 using the following communication channels: registered HUGG Group Members, eNewsletter recipients and HUGG Social Media Followers.

Questions were asked around HUGG's Telephone Service; HUGG's Support Groups; HUGG's Website.

The survey garnered responses from people of all ages and stages of bereavement, from the newly bereaved to those several years out from their loss. We are pleased to report very high satisfaction and positive outcomes.

Over 85% of respondents *agreed or strongly agreed* that our support groups provided a safe, supportive environment where they felt heard and could express their feelings openly. 100% of respondents said they would recommend HUGG support groups to others in a similar situation – a powerful indicator that we are meeting a vital need. Feedback about what participants found most helpful highlights the healing value of peer support: many noted that HUGG helped them realise they are not alone, gave them “hope of feeling better in time,” and even “saved [them] from entering a deep depression” during their grief.

One grieving parent shared that they...

...wouldn't be as far along [in] my grief journey if it wasn't for HUGG,”

underscoring the profound difference these connections can make. Such testimonials and data provide strong evidence that HUGG's services are fulfilling their purpose, aligning with our vision of bringing hope and healing to those bereaved by suicide.

Conclusion

A Year of Growth, Hope and Innovation:

2025 was a year of important progress for HUGG. We maintained the robust momentum from 2024 – continuing to expand our core peer support group network, strengthening our volunteer base, and reaching more people through our helpline and digital channels – while also boldly innovating new approaches to meet unmet needs (from pop-up cafés and walking groups to webinars and creative workshops). These efforts are grounded in the belief that postvention is prevention: by supporting those bereaved by suicide, we help reduce their isolation and mental health risks, ultimately saving lives.

As we move forward under the guidance of our 2025–2029 Strategic Plan, HUGG will build on this year’s achievements to further grow our services and partnerships.

Our strategic priorities include expanding to underserved areas, enhancing one-to-one support options, advancing research and advocacy, and strengthening our organisation’s capacity. We enter 2026 with renewed determination, knowing that every support meeting held, every call answered, and every conversation started in 2025 has brought us closer to a future where no one bereaved by suicide has to walk alone.

HUGG and HSE NOSP have a joint commitment to support people bereaved by suicide. The uplift of HSE NOSP funding to HUGG in Q1 2026, underlines their commitment and confidence in HUGG and will materially support the HUGG’s operations and strategic initiatives in 2026.

We thank our Board, staff, volunteers, funders, and the entire HUGG community for making this vision a reality, and we remain committed to honouring every story of loss with compassion, connection, and hope.



The Financial Results for 2025 are outlined in the Statement of Financial Activities.

Financial Performance – 2025

HUGG's financial performance in 2025 exceeded expectations and demonstrated the growing effectiveness of its diversified fundraising model. Total income for the year reached approximately €565,095, representing 124% of the target set for 2025. This growth reflects the positive impact of HUGG's fundraising strategy and the appointment of a full-time Donor Development Manager in 2025.

Community fundraising was the strongest performing income stream, generating approximately €187,748 against a target of €175,533. Corporate partnerships also performed significantly above target, delivering approximately €165,514 compared to a target of €70,000.

Strategic fundraising campaigns raised approximately €31,985, exceeding the €25,000 target, which included two new initiatives – HUGG in a Mug and Abseiling for Hope.

Statutory funding, including HSE NOSP support and National Lottery funding amounted to €134,422, also surpassing expectations.

Trusts and foundations contributed approximately €71,000, below target but representing a strong and stable funding source. Individual donations totalled approximately €14,096, while recurring giving generated approximately €2,870, highlighting an area identified for development in 2026.

Overall, HUGG's 2025 financial performance reflects strong community engagement, effective corporate partnerships, and successful strategic campaigns. These results informed income projections and fundraising priorities for 2026 and reinforced the importance of continued investment in community fundraising, CRM development and income diversification.

Reserves Policy and Statement

To uphold robust financial controls and ensure the effective internal management of its resources, HUGG operates under a Board-approved reserves policy. This policy requires the organisation to maintain unrestricted reserves equivalent to a minimum of three months' average expenditure. These reserves serve as a financial safeguard to:

- » Cover shortfalls in income, given HUGG's lack of long-term guaranteed funding;
- » Address funding delays or reductions from existing funders;
- » Support operational continuity during unforeseen events or crises
- » The Finance & Audit committee and the Board review the organisation's reserve levels on a bi-monthly basis, making it a core component of HUGG's planning, budgeting, and forecasting cycle. This ensures that the reserves policy informs all strategic and financial decision-making.

As of 31 December 2025, HUGG held unrestricted reserves of €226,217, against an average monthly core expenditure of €44,323. This represents continued strengthening of the organisation's reserve position over recent years and confirms that HUGG's reserves remain within the three month target set out in the Board-approved Reserves Policy.

Additionally, as HUGG has expanded operations and strategically invested in building its fundraising capacity, operational costs have increased. This includes the allocation of additional staff time and resources toward income generation.

The Board remains fully committed to financial stability and recognises the vital role of adequate reserves in ensuring HUGG's long-term resilience. As such, the organisation will undertake a review of its reserves policy in 2025 to assess its suitability and ensure alignment with HUGG's evolving financial position and strategic needs.

Going Concern

The Directors are satisfied that, taking account of existing cash balances together with committed funding, HUGG is in a position to manage its activities and meet its obligations as they fall due.

In making their going concern assessment, the directors have considered the organisation's post-year-end funding confirmation from HSE NOSP for 2026, which provides additional security HUGG's short-term financial commitments.

On that basis, the Directors do not consider that material uncertainty exists in relation to going concern and have deemed it appropriate to prepare the financial statements on a going concern basis.

The financial statements have been prepared on a going concern basis, with the Directors considering it appropriate to assume that the organisation will continue in operational existence for a period of at least 12 months from the date of approval of the financial statements.

The financial statements do not include any adjustments that would result if the organisation was unable to continue as a going concern.

Independent Auditor

Hugh McCarthy & Associates was appointed as HUGG's appointed as auditor for the organisation at the AGM on 25 June 2025. The auditors, Hugh McCarthy & Associates, Chartered Accountants and Statutory Audit Firm, continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

Statement on Relevant Audit Information

In accordance with section 330 of the Companies Act 2014, so far as each of the persons who are directors at the time this report is approved are aware, there is no relevant audit information of which the statutory auditors are unaware. The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.



Section 3

Governance, Structure and Management

Company Structure

HUGG is a company limited by guarantee, incorporated and registered in Ireland.

Board of Directors

The Board of Directors is responsible for providing strategic oversight of HUGG's operations and ensuring compliance with statutory obligations and the Charities Governance Code. There are currently ten Directors on the Board.

As at 31 December 2025 there were eight Directors on the Board

The following HUGG Directors served during the financial year ending 31 December 2025

Tom Rourke

(Chairperson, resigned 25 June 2025)

Ronnie O'Toole

(Vice chair, appointed Chairperson 25 June 2025)

Catherine Brogan (Resigned 25 June 2025)

Victoria Groom

Laura McDonnell

(Appointed Vice Chair 25 June 2025)

Una Moore (Resigned 24 September 2025)

Georgina O'Leary (Resigned 10 January 2025)

David Varian

Michael Greaney (Appointed 22 January 2025)

Ian O'Brien (Appointed 22 January 2025)

Gillian Brennan (Appointed 05 November 2025)

Mark Flanagan (Appointed 17 December 2025)

Company Secretary

Caroline Kirby (Resigned 25 February 2026)



Tom Rourke

Tom was appointed Chairperson of HUGG in March 2023. He has had a long career in ICT, Financial Services and Education and is Vice President: Design, Insights & Innovation at Kyndryl. Tom's experience as a non-executive director in the non for profit sector includes a number of years on the board of Unicef Ireland and as Chairman of Fast Track to Information Technology (FIT) Ltd. Tom is a graduate of Trinity College Dublin, the UCD Smurfit School of Business as well as holding a Certificate in Executive Leadership from Cornell University.



Catherine Brogan

Catherine has an established track record of formulating, implementing and refining strategy, coproducing and delivering training programmes, adept at event organisation as well as managing the professional development of staff. In 2001, in a voluntary capacity, Catherine co-founded and co-ordinates Turas Le Cheile which provides compassionate support for those bereaved, including those bereaved by suicide, and the provision of Psychological First Aid to communities in the aftermath of tragic incidents. She is Chair of the National Implementation and Monitoring Steering Committee (NIMC) for Sharing the Vision, Ireland's National Mental Health Policy and is a Senior Policy Advisor on co-creation with Mental Health Europe. Among Catherine's portfolio are qualifications in nursing, project management, events management, executive coaching, QQI in Training, Delivery, Evaluation, Certification in Charity Law, Governance, and Trusteeship with the Law Society.



Ronnie O'Toole

Ronnie is an economist with a strong interest in applied policy implementation. He is a specialist adviser on applied sectoral assignments for government departments and EU clients. He has a Ph.D. in Economics from the University of Dublin, Trinity College, is a Partner of London Economics, and previously worked as Chief Economist of Danske Bank, ran the National Payments Plan in the Central Bank of Ireland, and worked in trade policy for the Irish Government. He is based in both London and Dublin.



Una Moore

Una has over twenty years' experience in the areas of medicine regulation and is currently working as a lecturer in the Royal College of Surgeons in Ireland. Before this, she worked in the Health Products Regulation Authority. Una is a science graduate of Trinity College Dublin and has a Ph.D. in Medicinal Biochemistry awarded from University College Dublin in conjunction with the Royal College of Surgeons, Dublin. She also holds a certificate in Leadership Development certified by the Institute of Leadership and Management, Staffordshire, UK, and a Higher Diploma in Education awarded from Trinity College Dublin.



Laura McDonnell

Laura has over 15 years of marketing experience, encompassing digital marketing, brand building, PR and communications, international marketing and stakeholder relationship management. She has a strong track record of building brands, most notably Keelings, Bewley's and as the head of a global marketing department for the Irish sports apparel business, Horseware Ireland. She holds a Masters in Marketing and is a Member of the Chartered Institute of Housing in Ireland. Currently, she is Head of Communication & Policy at Clúid, Ireland's leading Approved Housing Body (AHB).



David Varian

David is a Business Studies graduate of Trinity College Dublin and a Chartered Accountant. He has over thirty years of financial experience in the industry. David sits on several Boards as a Non-Executive Director, typically heading up the Finance committee and/or the Remuneration Committee. After some full-time CFO roles in his early career, in 2002 he established his own Interim Financial Control and General Financial Consultancy business. He has a breadth of experience in dealing with the financial function of many companies. He typically works closely with owner managers & senior management and in the course of this business, he has spent much time implementing financial control, financial reporting, and financial systems while assessing the key business success factors that affect start-up and high-growth companies.



Victoria Groom

Victoria has over two decades of experience across several industries and major Irish brands. Currently serving as a senior executive in the retail energy industry, working across multiple geographies to successfully drive strategy development and implementation, brand strength, and new growth opportunities, Victoria marries her commercial experience with the lived experience of suicide bereavement to bring a unique perspective to the HUGG Board.



Ian O'Brien

Ian holds a Masters degree in Economics from University College Dublin (UCD) and has spent 13 years driving operational excellence in Multinational companies, including Flutter Entertainment (Paddy Power Betfair) and Meta. Beyond his professional accomplishments, Ian is a keen sports coach, actively involved in mentoring local GAA and Football sports teams.



Michael Greaney

Michael has over twenty-five years' experience in the Financial Services industry and he is Managing Director of a Fund Management Company, while he also acts as Group Financial Controller of a Property Company. Before this, Michael spent several years with ABN AMRO Bank in various roles, including a secondment to the Dublin office in 2004 to act as Deputy CFO, having previously headed up the Shared Services operation in Manchester. He held various senior roles in London, having previously worked in West Landesbank and Lloyds TSB Plc. Michael is a Chartered Accountant (FCA), having qualified while working for an audit firm in 1996. He graduated from NUIG with a Bachelor of Commerce.



Gillian Brennan

Gillian is a qualified solicitor since 2000, and holds a bachelor's degree in law and a Masters of Law, both from UCD. In the past decade, Gillian specialised in managing complex litigation and has led teams responsible for high-value, sensitive cases. Having previously headed up her firm's CPD Department, she now works in the area of learning and development and professional conduct and wellbeing. She also lectures as an Associate Faculty Member at the Law Society of Ireland, where she lectures and tutors in Civil Litigation and Professional Skills.

Outside of her professional life, she has a deep interest in community engagement and education and is on various local Boards and Committees and runs Pro Bono legal education and rights trainings to primary and secondary schools.



Mark Flanagan

Mark is a senior global commercial executive with extensive experience leading and scaling organisations in the technology and services sector. Over the past two decades, he has held multiple C-level and executive leadership positions, specialising in strategy, governance, organisational transformation, and building high-performing teams.

Mark brings a disciplined yet people-centred approach to leadership, with a strong focus on clarity, sustainable growth, and creating environments where teams can thrive. He is passionate about contributing his skills to mission-driven organisations and supporting causes that improve the lives of individuals and families through connection, compassion, and community impact.

Board Skills & Experience

HUGG's Board brings together a complementary mix of governance, professional expertise and lived experience, ensuring effective oversight of the organisation's strategy, services and compliance responsibilities. Collectively, directors provide strong capability across leadership and governance, financial and audit oversight, legal and regulatory compliance, risk management, strategic planning, communications and fundraising, research and evaluation, and traumainformed service governance. This balance of skills and experience enables the Board to meet the requirements of the Charities Governance Code and to exercise robust, ethical and compassionate governance in support of HUGG's charitable purpose.

A summary of the Board's diversity in skills and experience in 2025 is set out in the table below.

	Ronnie O'Toole	David Varian	Laura McDonnell	Victoria Groom	Michael Greaney	Ian O'Brien	Gillian Brennan
Leadership & Strategy	X	X	X	X	X	X	X
Financial Expertise	X	X		X	X	X	
Marketing			X	X			
Compliance / Regulatory		X		X	X		X
Lived Experience/ Mental Health			X	x	X		x

Board Committees

The following standing committees are in place to assist the Board in exercising its functions: Finance & Audit Committee; Remuneration Committee; Nominations Committee; Funding Committee; and Governance, Risk & Compliance (GRC) Committee.

The Finance & Audit Committee exercises oversight of finances and monitors and advises on financial risk.

The Remuneration Committee manages the individual remuneration and employment of the CEO and other senior management positions, as well as having oversight of any remuneration or benefits paid to other employees employed directly by HUGG.

The Nominations Committee assists the Board with the interview and recruitment of new board appointees.

The Funding Committee assists the Board and the Donor Development & Partnerships Manager in planning, coordinating and implementing all fundraising activities in support of the programmes, projects and activities of HUGG.

The Governance, Risk & Compliance Committee assists the Board in fulfilling its oversight responsibilities in the areas of risk management, statutory compliance and corporate governance.

Attendance at scheduled Board and Committee meetings during 2025 was as follows:

	Board (of 9)	Funding (of 4)	Finance & Audit (of 4)	Governance, Risk & Compliance (of 4)
Tom Rourke	5			
Ronnie O'Toole	9			
Catherine Brogan	5			3
Victoria Groom	8	4	4	
Laura McDonnell	9	4	3	1
Una Moore	4			4
Georgina O'Leary				
David Varian	4		4	
Michael Greaney	8		2	
Ian O'Brien	9	4		
Gillian Brennan	2			1
Mark Flanagan	1			

Conflicts of Interest Policy

Conflict of interest is a standing item on the agenda, with any declared conflicts of interest included in the minutes. The 'HUGG Conflicts of Interest Policy' was revised and adopted at the July 2020 Board Meeting. The policy was last reviewed and updated in October 2023.

Board Recruitment, Induction and Development

Potential new members of the Board are identified by Board members and the CEO based on the needs of the organisation and the individuals' expertise, experience and passion for change in the area of mental health and suicide bereavement and considered by the Nominations Committee of the Board.

Board members are sought using Board Match, ActivLink, The Wheel and social media.

Board members are inducted in accordance with the organisation's induction policy and procedure, and all comply with HUGG's Code of Ethics for Board members. Governance training is ongoing for Board and staff members and is made available for Board members on a need's basis. As of the end of 2025 there were eight Directors on the Board, a full time CEO and a volunteer who is a qualified Company Secretary.

Board roles and responsibilities for HUGG are discussed and agreed with each potential Board Member prior to joining the Board. The HUGG Constitution, the HUGG Strategic Plan, and other relevant documents are shared with all Board Members and are included in the Induction Pack received by all new Board Members. The Chair, the CEO, and the Company Secretary are jointly responsible for reviewing and updating the Induction Pack. Each new Board Member is provided with an Induction Pack which includes the following:

- » HUGG Guiding Principles
- » Code of Conduct for Trustees
- » Conflict of Interest Policy
- » Declaration of interest
- » ODCE information book the duties and powers of company directors
- » Charities Regulator infographic on the legal duties of charity trustees

All new directors are required to review and sign the HUGG Code of Conduct for Trustees. Governance is a Standing Item at each scheduled Board Meeting.

Risk Management (Top Risks)

HUGG has maintained a Risk Register since 2020 which is reviewed regularly and presented to the Directors at board meetings on a quarterly basis. HUGG uses a Risk Register to monitor and implement appropriate controls arising from the risks across its entire range of activities. All legal, financial, strategic, operational, environmental and reputational risks are reviewed by the organisation and HUGG's Governance, Risk and Compliance Committee on a bi-monthly basis.

The Risk Register is examined by HUGG's Governance, Risk and Compliance Committee at each meeting with a particular focus on any new risks, or increases in the likelihood of existing risks. The Board is updated at each scheduled board meeting on proposed changes to the Risk Register and on any updates to internal procedures and policies needed to reduce or mitigate new or existing risks.

The key risks identified in 2025 were:

Risk	Mitigation Plans
Failure to Comply with Regulatory and Statutory Obligations	Committees established to assist with compliance workload and improve board oversight. A compliance calendar was developed and is reviewed regularly. Recruitment and outreach plan developed to search for a Company Secretary to actively monitor compliance requirements and ensure evolving obligations are met on time.
Reputational Damage	Social media and crisis communications are in place and supported by board oversight. Scenario planning is being developed to ensure a rapid response to incidents. External fundraising strategy developed to ensure diverse funding sources
Departure of Key Staff	Strengthened leadership capacity through the appointment of a Vice Chair, improved workload planning, and targeted staff recruitment. Succession planning and the expansion of unrestricted funding further support organisational resilience and continuity. Recruitment of a full-time Operations Manager.
Failure to Deliver Strategic Objectives	Development and launch of a strategic plan for 2025-2029. The Board regularly monitors progress on strategic objectives. Operational plan to be reviewed in 2026 in light of additional HSE recurring funding. The additional funding from HSE NOSP will materially support the HUGG's operations and strategic initiatives in 2026
Limited Reach or Lack of Participation in Groups	Development of a new marketing and communications strategy aligned with organisational goals. Recruitment of Project Manager in 2026 to drive volunteer recruitment. Analysis of hybrid groups and development of new support group initiatives e.g. HUGG Walks and Pop-Up Cafes. Ongoing user engagement surveys and external evaluation of HUGG Groups and Telephone Support Service to help ensure services remain relevant, accessible and responsive to need.

Decision Making Process

Decisions on the strategic direction of the organisation and its overall governance are made by the Board of Directors. The CEO is responsible for the implementation of HUGG's strategy and the day-to-day management of the organisation. There is a clear line of communication and responsibility between the CEO and the Board through routine reporting arrangements.

At each Board meeting, the CEO provides the Board with a comprehensive update on the achievement of the strategic plan and financial and budgetary matters.

Eight board meetings are scheduled per year. At each Board meeting Directors review the following Standing Items:

- » Strategy
- » Finance
- » Operations
- » Governance
- » Items for Board Consideration or Approval
- » Declaration of Conflicts of Interest
- » Risk Register

All actions are recorded and followed at each Board meeting.

A budget associated with the operational plan, which includes key performance indicators, is approved annually.

Investment

HUGG has no investments.

Governance Code Compliance

HUGG complies with the Charities Governance Code and meets the additional standards that reflect best practice for complex charities.

Director's Remuneration

No remuneration or other benefits were paid to any Directors directly or indirectly. No expenses were incurred by the directors in 2025.

HUGG Personnel

The CEO's salary for the year was €74,675. The CEO is appointed by the Board of Directors however she is not a board member.

In 2025, all other staff members fell within the following bands:

Below 10,000	4
10,000 – 19,999	7
20,000 – 50,000	3
50,000 – 59,999	1

Performance Management

One week prior to each Board meeting, the Board of Directors receives a pack which includes the agenda and supporting documents which will be up for discussion, this allows the Directors to adequately prepare. They also engage in a board performance review annually which assists in identifying specific development needs of the Board for the forthcoming year.

HUGG is committed to providing the right conditions and support for everyone to achieve excellence. In order to ensure staff members can perform their roles to the highest of standards, HUGG's CEO carries out regular discussions with members of their team about their development needs and aspirations. This includes ensuring that regular reviews are scheduled throughout the year to monitor an individual's progress against individual and organisational objectives set and jointly evaluating future training and development needs, with both parties taking the initiative.

Compliance with Sector-Wide Legislation and Standards

The organisation engages pro-actively with legislation, standards and codes which are developed for the sector. HUGG is compliant with the following:

- » The Companies Act 2014
- » The Charities SORP (FRS 102)

HUGG also complies with the Charities Institute Ireland's "Triple Lock Standard" which sets standards for transparent reporting, good fundraising, and governance.

Post Balance Sheet Events

After the reporting date, in Q1 2026, HUGG received confirmation of additional funding from HSE's National Office for Suicide Prevention (NOSP) amounting to €210,000. As this was confirmed after 31 December 2025, it is not recognised in these financial statements. However, the funding will materially support the organisation's operations and strategic initiatives in 2026.

Business Review and Financial Results

Reserves Policy

The Board's approach to reserves has been influenced by a combination of recognised good practice in business and the Charities Regulator's guidance on charity reserves.

HUGG has Board-approved reserves as part of its good governance requirements and to ensure strong financial controls and the internal management of its resources. HUGG's Reserves Policy stipulates that the organisation must hold a minimum of three months' reserves equal to its average expenditure. This would facilitate the remuneration of employees and maintain the organisation's running costs for the period until new funding can be sourced.

Reserves can be used to:

- » Cover gaps in available funding as HUGG does not have any long term guaranteed annual income.
- » Fund shortfall in income being received from funders.
- » In the event of any unexpected difficulty or crisis.

Both the Finance & Audit Committee and the Board consider the level of reserves HUGG has in place on a bi-monthly basis, it is a fundamental part of the organisation's planning, budget and forecasting cycle. It informs our strategic and budgetary planning and future activities.

As of the 31st December 2025, HUGG had unrestricted income of €226,712 based on an average 3 month's expenditure of €132,971 HUGG follows its minimum reserves policy.

Financial sustainability

The directors note that in **early 2026** (post year-end) HUGG **secured an uplift in its annual funding from HSE NOSP worth €210,000**. This additional support, which came **after the 2025 year-end**, will enable the organisation to expand its services and strengthen its sustainability in 2026. This event, being a significant non-adjusting post-balance-sheet event, is disclosed in the financial statements accordingly

Structure, Governance and Management

The organisation is a charitable company limited by guarantee. The company does not have share capital and consequently the liability of members is limited. Every member of the Company undertakes to contribute to the assets of the Company, if the Company is wound up while he or she is a member or is wound up within one year after the date on which he or she ceases to be a member, for

- a) payment of the debts and liabilities of the Company contracted before he or she ceases to be a member, and the costs, charges and expenses of winding up; and
- b) the adjustment of the rights of the contributories among themselves, such amount as may be required, not exceeding €1.

The Auditor

Hugh McCarthy & Associates, (Chartered Accountants) have expressed their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

Statement on Relevant Audit Information

In accordance with section 330 of the Companies Act 2014, so far as each of the persons who are directors at the time this report is approved are aware, there is no relevant audit information of which the statutory auditors are unaware. The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

Accounting Records

To ensure that adequate accounting records are kept in accordance with Sections 281 to 285 of the Companies Act 2014, the directors have established appropriate books to adequately record the transactions of the company. The directors also ensure that the company retains the source documentation for these transactions.

**Approved by the Board of Directors on
28 May 2026 and signed on its behalf by:**



Ronnie O'Toole
Director



Laura McDonnell
Director



Section 4

Financial Report

Directors' Responsibilities Statement

for the financial year ended 31 December 2025

The directors are responsible for preparing the Directors' Annual Report and Financial Statements in accordance with the Companies Act 2014 and applicable 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 as modified by the Statement of Recommended Practice 'Accounting and Reporting by Charities' effective 1 January 2019. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the organisation as at the financial year end date and of the net income or expenditure of the organisation for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- » select suitable accounting policies and apply them consistently;
- » make judgements 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 organisation will continue in operation.

The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for ensuring that the organisation keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the organisation, enable at any time the assets, liabilities, financial position and net income or expenditure of the organisation to be determined with reasonable accuracy, enable them to ensure that the financial statements and the Directors' Annual Report comply with Companies Act 2014 and enable the financial statements to be audited. The directors are responsible for safeguarding the assets of the organisation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Approved by the Board of Directors on
28 May 2026 and signed on its behalf by:**



Ronnie O'Toole
Director



Laura McDonnell
Director

Independent Auditor's Report

to the Members of HUGG Healing Untold Grief Groups Company Limited by Guarantee

Opinion

We have audited the financial statements of HUGG Healing Untold Grief Groups Company Limited by Guarantee ('the Organisation') for the financial year ended 31 December 2025 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet and the 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" and Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2019.

In our opinion the financial statements:

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

Basis for opinion

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

We are independent of the organisation in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Audits of Small Entities, in the circumstances set out in note 3 to

the financial statements, 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 organisation'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.

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 course of 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:

- » in our opinion, the information given in the Directors' Annual Report is consistent with the financial statements;
- » in our opinion, the Directors' Annual Report has been prepared in accordance with the Companies Act 2014; and
- » the accounting records of the organisation 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 organisation and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Annual 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 complied with by the organisation. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 16, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the organisation'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 they either intend to liquidate the organisation or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- » Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- » Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organisation's internal control.
- » Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by directors.
- » Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause the organisation to cease to continue as a going concern.

- » Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

Our report is made solely to the organisation'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 organisation'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 organisation and the organisation's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Garrett McCarthy

**Garrett McCarthy
for and on behalf of
HUGH MCCARTHY & ASSOCIATES**

Chartered Accountants and Statutory Audit Firm
1st & 2nd Floor, The Mill
Greenmount Industrial Estate
Harold's Cross
Dublin 12 Ireland

Statement of Financial Activities

for the financial year ended 31 December 2025

	Notes	Unrestricted Funds 2025 €	Restricted Funds 2025 €	Total Funds 2025 €	Unrestricted Funds 2024 €	Restricted Funds 2024 €	Total Funds 2024 €
Income							
Donations and legacies	4.1	278,433	287,472	565,905	182,721	296,157	478,878
Expenditure							
Charitable activities	5.1	98,480	266,072	364,552	34,727	218,474	253,201
Raising funds	5.2	76,317	25,164	101,481	70,935	50,853	121,788
Other expenditure	5.3	43,841	20,755	64,596	46,153	38,896	85,049
Total Expenditure		218,638	311,991	530,629	151,815	308,223	460,038
Net income / (expenditure)		59,795	(24,519)	35,276	30,906	(12,066)	18,840
Transfers between funds		-	-	-	-	-	-
Net movement in funds for the financial year		59,795	(24,519)	35,276	30,906	(12,066)	18,840
Reconciliation of funds:							
Total funds beginning of the year	10	167,544	68,352	235,896	136,638	80,418	217,056
Total funds at the end of the year		227,339	43,833	271,172	167,544	68,352	235,896

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

The notes on pages 80-87 form part of these financial statements

Approved by the Board of Directors on 28 May 2026 and signed on its behalf by:



Ronnie O'Toole
Director



Laura McDonnell
Director

Balance Sheet

as at 31 December 2025

	Notes	2025 €	2024 €
Current Assets			
Debtors	9	2,510	-
Cash at bank		341,917	328,479
		344,427	328,479
Creditors: Amounts falling due within one year			
	10	(73,255)	(92,583)
Net Current Assets		271,172	235,896
Total Assets less Current Liabilities		271,172	235,896
Funds			
Restricted trust funds		43,833	68,352
General fund (unrestricted)		227,339	167,544
Total funds	11	271,172	235,896

The notes on pages 80-87 form part of these Financial Statements.

Approved by the Board of Directors on 28 May 2026 and signed on its behalf by:



Ronnie O'Toole
Director



Laura McDonnell
Director

Notes to the Financial Statements

1. General Information

HUGG Healing Untold Grief Groups Company Limited by Guarantee is a company limited by guarantee incorporated in Ireland. The registered office of the organisation is 13 Adelaide Road, Dublin 2, D02 P950 which is also the principal place of business of the organisation. The financial statements have been presented in Euro (€) which is also the functional currency of the organisation.

2. Summary Of Significant Accounting Policies

The following accounting policies has been applied consistently in dealing with items which are considered material in relation to the organisation's financial statements.

Basis of preparation

The financial statements have been prepared on the going concern basis under the historical cost convention. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities effective 1 January 2019, preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102". The company's functionality and presentation currency is Euro.

Statement of compliance

The financial statements of the organisation for the financial year ended 31 December 2025 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities effective 1 January 2019, preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102".

Cash flow statement

The organisation has availed the exemption in FRS 102 from the requirement to produce a cash flow statement because it is classified as a small charity.

Fund accounting

The following are the categories of funds maintained:

Restricted funds

Restricted funds represent income received which can only be used for particular purposes, as specified by the donors. Such purposes are within the overall objectives of the organisation.

Unrestricted funds

Unrestricted funds consist of General and Designated funds.

- » General funds represent amounts which are expendable at the discretion of the Board, in furtherance of the objectives of the organisation.
- » Designated funds comprise unrestricted funds that the Board has, at its discretion, set aside for purposes. These designations have an administrative purpose only, and do not legally restrict the Board's discretion to apply the fund.

Notes to the Financial Statements (continued)

2. Summary Of Significant Accounting Policies (continued)

Income

All incoming resources are included in the Income and Expenditure Account when the organisation is entitled to the income, and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the organisation being notified of an impending distribution of the legacy being received. The following specific policies are applied to categories of income:

- » Voluntary income is received by way of grants, donations and gifts and is included in full in the Income and Expenditure Account when received.
- » Grants, where entitlement is not conditional on the delivery of a specific performance by the organisation, are recognised when the organisation becomes unconditionally entitled to the grant.

Expenditure

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

- » Costs of generating funds comprise the costs associated with attracting voluntary income.
- » Charitable expenditure comprises those costs incurred by the organisation in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities, and those costs of an indirect nature necessary to support them.
- » Governance costs include those costs associated with meeting the constitutional and statutory requirements of the organisation and include the audit fees and costs linked to the strategic management of the organisation.

Employee Benefits

Short-term benefits, including holiday pay and other non-monetary benefits, are recognised as an expense in the period in which the service is received.

Debtors

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income recognised by the organisation from government agencies and other co-funders, but not yet received at financial year end, is included in debtors.

Creditors

Trade and other creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Cash at Bank

Cash at bank comprises cash on deposit at banks requiring less than three months notice of withdrawal.

Taxation

No charge to current or deferred taxation arises as the organisation has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No CHY 20204480. The organisation is eligible under the “Scheme of Tax Relief for Donations to Eligible Charities and Approved Bodies under Section 848A Taxes Consolidation Act, 1997” therefore income tax refunds arising from sponsorships exceeding €250 per annum are included in unrestricted funds. Irrecoverable value added tax is expensed as incurred.

Notes to the Financial Statements (continued)**3. Provisions Available For Audits Of Small Entities**

In common with many other charities of our size and nature, we use our auditors to assist with the preparation and submission of the financial statements to Companies Registration Office.

4. Income**4.1 Donations**

	Unrestricted Funds	Restricted Funds	2025	2024
	€	€	€	€
Donations	278,433	-	278,433	182,721
Charitable Activities	-	287,472	287,472	296,157
	278,433	287,472	565,905	478,878

5. Expenditure**5.1 Charitable Activities**

	Direct Costs	Other Costs	Support Costs	2025	2024
	€	€	€	€	€
Staff costs	110,707	-	19,590	130,297	105,420
Peer group operating & professional cost	108,797	-	88,050	196,847	132,949
Telephone and computer cost	-	-	29,063	29,063	4,955
Travel expenses	7,020	-	-	7,020	8,544
Other expenses	1,325	-	-	1,325	1,333
Total	227,849	-	136,703	364,552	253,201

5.2 Raising Funds

	Direct Costs	Other Costs	Support Costs	2025	2024
	€	€	€	€	€
Staff costs	73,538	-	17,928	91,466	65,383
Marketing and Events	1,354	-	8,661	10,015	51,902
Telephone and computer cost	-	-	-	-	4,503
Total	74,892	-	26,589	101,481	121,788

Notes to the Financial Statements (continued)

5. Expenditure (continued)

5.3 Other Expenditure

	Direct Costs €	Other Costs €	Support Costs €	2025 €	2024 €
Staff costs	20,755	-	21,603	42,358	47,669
Telephone and computer cost	2,048	-	-	2,048	6,345
Travel expenses	-	-	-	-	2,025
Insurance	1,808	-	-	1,808	1,548
Accountancy	8,972	-	-	8,972	6,913
Bank charges	759	-	-	759	755
Office expenses	195	-	-	195	6,154
Other expenses	1,088	1,834	5,534	8,456	13,640
Total	35,625	1,834	27,137	64,596	85,049

5.4 Five Year P&L Summary

	2025 €	2024 €	2023 €	2022 €	2021 €
Income					
Restricted funds	287,472	296,157	160,112	165,785	41,574
Unrestricted funds	278,433	182,721	133,306	113,635	45,629
Total Income	565,905	478,878	293,418	279,420	87,203
Expenditure					
Staff costs	264,121	218,472	171,492	79,641	3,222
Other Charitable Operations	234,255	98,064	63,242	57,265	16,076
Other Raising funds	10,015	108,622	29,936	11,236	11,575
Other expenditure	22,238	34,880	21,456	11,057	3,351
Total Expenditure	530,629	460,038	286,126	159,199	34,224
Net income	35,276	18,840	7,292	120,221	52,979
Restricted Reserves at 31 December	43,833	68,352	80,418	88,478	15,432
Unrestricted Reserves at 31 December	227,339	167,544	136,638	121,286	74,111
Total Reserves	271,172	235,896	217,056	209,764	89,543

Notes to the Financial Statements (continued)

6. Analysis Of Support Costs

	2025	2024
	€	€
Staff costs	59,121	16,013
Peer group operating & professional cost	88,050	79,717
Telephone and computer cost	29,063	9,910
Marketing and Events	8,661	9,256
Other expenses	5,534	4,894
Total	190,429	119,790

7. Employees And Remuneration

Number of Employees

The average number of persons employed (including executive directors) during the financial year was as follows:

	2025	2024
	Number	Number
Management, Support and Administrative	11	7

	2025	2024
	€	€
The staff costs comprise:		
Wages and salaries	238,765	197,625
Social security costs	25,356	20,847
	264,121	218,472

Notes to the Financial Statements (continued)

8. Salary Band

Below is the breakdown of staff salary band:

	2025	2024
Salary benefits in excess of €50,000	1	1
Salary benefits between €20,000 to €50,000	3	3
Salary benefits below €20,000	7	3
	11	7

Directors' salary for 2025 was €Nil (2024: €Nil)

9. Debtors

	2025	2024
	€	€
Trade debtors	2,510	-

10. Creditors

	2025	2024
	€	€
Amounts falling due within one year		
Trade creditors	6,826	5,903
Social security costs	5,599	7,239
Accruals	10,830	11,441
Deferred Income	50,000	68,000
	73,255	92,583

Notes to the Financial Statements (continued)**11. State Funding**

The following information in relation to grants is given to comply with the Department of Public Expenditure and Reform Circular 13/2014:

Agency	Grant Programme	Term	Deferred from prior year	Total Fund Received in CY	Total fund spent	Total Fund Deferred
HSE - NOSP	Mental Health (National)	1 Year	Nil	€126,134	€126,134	Nil
HSE	National Lottery Grant	1 Year	Nil	€5,000	€5,000	Nil
HSE	National Lottery Grant	1 Year	Nil	€2,000	€2,000	Nil

The Board confirms that the funding was used in accordance with the conditions outlined in each letter of offer and that there are adequate controls in place to manage grant income. All grants received are revenue grants, and no capital grants were received during the year.

The grants are restricted and used solely in the provision of services in line with the company's charitable objectives.

12. Funds**11.1 Reconciliation of movement in Funds**

	Unrestricted Funds €	Restricted Funds €	Total Funds €
At 1 January 2024	136,638	80,418	217,056
Movement during the financial year	30,906	(12,022)	18,840
At 31 December 2024	167,544	68,352	235,896
Movement during the financial year	59,795	(25,519)	35,276
At 31 December 2025	227,339	43,833	271,172

Restricted funds are only used for purposes as specified by the donors. While the unrestricted funds are expendable at the discretion of the Board, in furtherance of the objectives of the organisation.

Notes to the Financial Statements (continued)

12. Funds (continued)

11.2 Analysis of Movements on Funds

	Balance 1 January 2025 €	Income €	Expenditure €	Transfers between funds €	Balance 31 December 2025 €
Restricted funds					
Restricted	68,352	287,472	311,991	-	43,833
Unrestricted funds					
Unrestricted General	167,544	278,433	218,638	-	227,339
Total funds	235,896	565,905	530,629	-	271,172

HUGG has a policy to maintain 3-6 months of expenditure in reserves. The Board recognise that there is a fine balance between spending funds and maintaining financial stability.

13. Status

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members, or within one financial year thereafter, for the payment of the debts and liabilities of the company 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.

14. Post-Balance Sheet Events

Subsequent to the year end, the organisation received confirmation of additional funding from the HSE National Office of Suicide Prevention for 2026. This funding is in addition to existing recurring funding and was not recognised at the reporting date as confirmation was received after the year end.

There have been no other significant events affecting the Organisation since the financial year-end.

15. Comparative Information

The comparative information for 2024 outlined in the “Expenditure” section of the Statement of Financial Activities, and the related Note 5, have been updated as per management instruction. This is to reflect changes to how the organisation categorises expenditure under the headings ‘Charitable Activities’, ‘Raising Funds’, or ‘Other’.

16. Approval Of Financial Statements

The financial statements were approved and authorised for issue by the Board of Directors on 28 May 2026.

Support

If you have been bereaved by suicide and would like information on support please contact us.

01 513 4048

support@HUGG.ie

www.HUGG.ie

For general enquiries, email info@HUGG.ie



Partner with us to bring hope to those bereaved by suicide

To learn how you can support HUGG, contact John Dempsey John@HUGG.ie
Tel: 086 838 6032 or 01 513 4048



HUGG
SUPPORT AFTER SUICIDE

The logo features the word 'HUGG' in a large, dark blue, rounded font. Below it, the words 'SUPPORT AFTER SUICIDE' are written in a smaller, dark blue, sans-serif font. The entire logo is set against a background of soft, pink, feathery textures.

Company Registration No. 640420 CHY No. 22421
Registered Charity No. 20204480

Registered Business Address:
13 Adelaide Road, Dublin 2, D02 P950