Turku University of Applied Sciences – Annual Report 2025

Turku University of Applied Sciences' key events in the financial year

During the year, Turku University of Applied Sciences (Turku UAS) has implemented the strategy that it created in 2022 ("An impactful higher education institution for working life"). Operational planning has been based on the strategy's four themes and three operational programmes for development.

The four strategic themes are:

- A green economy
- A good life
- Our Baltic Sea
- At home in a hybrid world

The three operational programmes are:

- We look after the well-being of our community
- We are a good partner
- We learn in a world of change

Each theme and programme has been assigned a long-term plan at the faculty and unit level covering a period of roughly 5 years, as well as a plan of action for next year. The themes and programmes have also been given annual measures and objectives that apply to Turku UAS and its faculties and units.

According to practically every indicator, 2025 was a good year for Turku UAS. Most of the operational indicators showed record-breaking performance, and in terms of financial performance the result far exceeded the estimate in the budget.

In terms of operations, Turku University of Applied Sciences set a record for the number of graduates in one year. Student satisfaction remained at last year's level. The UAS also achieved new records in

research, development and innovation activities, publications, and at its continuous learning locations.

Personnel satisfaction increased to a record level, with fewer sick leaves than in the previous year. Turku UAS's personnel roster increased to a higher-than-planned level due to the increase in our project portfolio and the number of tuition-paying students.

Turku UAS was not able to achieve its climate targets. Carbon emissions were higher than the set target, which was due to an increase in procurement, while travel emissions were successfully reduced. In 2025, broader natural values were strengthened by acquiring 42 hectares of forest for research, recreation and conservation purposes.

From a financial perspective, Turku UAS achieved a positive result. The main reasons for this were increased tuition fees and a RDI project portfolio, as well as continuous cost-level management.

The dismantling of Konetekniikkakeskus Oy was completed in 2025.

Sustainable development and responsibility

Sustainable development and responsibility are a core part of the values, strategy, and daily activities of the Turku University of Applied Sciences (Turku UAS). Turku UAS works actively to create solutions that promote sustainable development regionally, nationally, and internationally. This work is motivated by the current world situation as well as international and national policies, the needs of business-life, and regional development requirements, as well as the wishes of students and stakeholders. Through its research and education activities, Turku UAS produced researched information, solutions and competence for such purposes as climate change mitigation, promoting nature positiveness, the challenges of technological revolutions, and the management of risks that threaten well-being and security.

In line with its sustainable development programme, which was reformed in 2024, Turku UAS aims to have a positive overall impact on the climate and nature, i.e. it will act to ensure that, despite the negative climate and nature impacts it has caused, the activities of the UAS can be verified as improving the environment, nature and climate and weakening their status. The aim of sustainability work is to reduce the negative footprint of operations and increase their positive impact, i.e. their handprint in societal development. The handprint will be increased especially through education and applied research, development and innovation activities.

In 2025, Turku University of Applied Sciences worked to prepare its first sustainability report based on the CSRD. The report will be published simultaneously with this annual report in spring 2026. The aim of sustainability reporting is to make the sustainability work of Turku University of Applied Sciences visible and to support its systematic and consistent leadership. Sustainability reporting is used to compile information on the UAS' footprint and handprint. Although there is no legal obligation for sustainability reporting, Turku UAS has systematically developed the monitoring of information related to sustainability work, and the joint national reporting model of universities of applied sciences has laid the foundation for uniform concepts and continuous improvement.

At Turku UAS sustainability and responsibility work is steered through the UAS's general management system, and it is part of enterprise resource planning and quality work. Sustainability and responsibility are promoted especially in four different areas of responsibility: Education, RDI activities, Leadership and Competent Personnel, as well as Monitoring and Indicators, which include campus activities and climate and nature work, including the UAS' carbon footprint. The Executive Board of the University of Applied Sciences is responsible for steering the work carried out in these areas of responsibility. At the end of 2025, Turku UAS participated in a joint sustainable development self-assessment survey conducted by universities of applied sciences. According to the results, sustainability work at Turku UAS has progressed well when compared to the national level.

The operating and steering model will support the implementation of Turku UAS's strategy and ensure that the sustainable development programme's promises are met and its actions implemented. With regard to *Education*, students must participate in compulsory sustainability studies in addition to which the theme of sustainability has been extensively integrated into field-specific studies. Turku UAS also has several educational programmes focusing on sustainability themes in both bachelor's and master's degrees. Numerous UAS research groups are also focused on solutions that promote sustainability. The activities of these degree programmes and research groups are also linked to the sustainability work of other educational programmes and RDI activities and provide students with an opportunity to develop their sustainability competence through the wide range of educational options offered by the UAS and participation in project work.

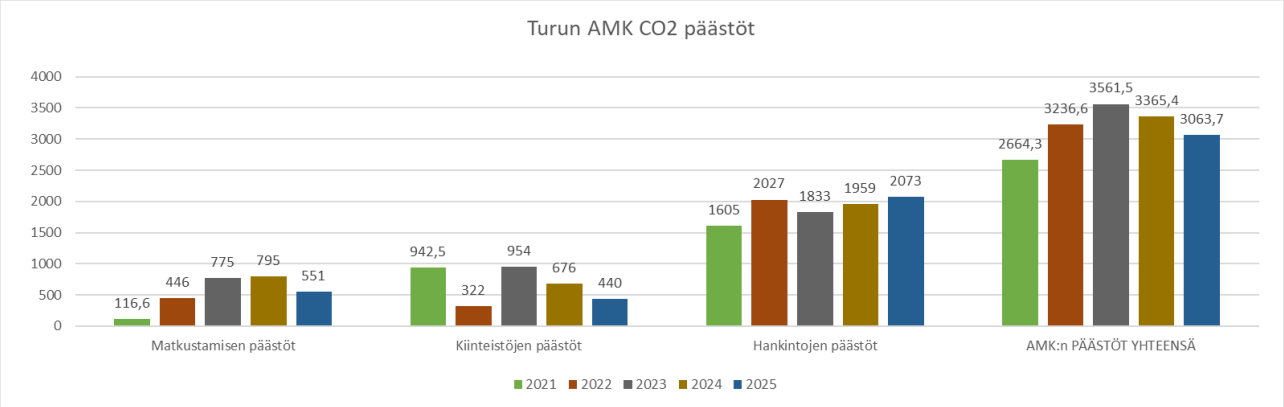
The strategic and operational goals of *RDI Activities* acknowledge the perspectives of sustainable development, Turku UAS uses the assessment criteria for sustainability and responsibility in the preparation and implementation of RDI projects. This makes it possible to genuinely promote sustainability through RDI activities, increase sustainability in RDI projects and monitor the share of

projects that promote sustainability. In 2025, a total of 87% (230) of all projects (263) promoted sustainability and responsibility.

In 2025, the *Leadership and Competent Personnel* area of responsibility has continued and further developed the orientation of staff in sustainable development and responsibility. In addition to the orientation, all staff are encouraged to complete an online training course on sustainable development. A competence objective for sustainable development has been included in the personnel training plan, and the personnel survey includes questions measuring the personnel's experience and competence in responsibility. The accessibility, equality, and non-discrimination plan for personnel and students was updated in 2025. The well-being and equality of students were also invested in through diverse support services and participatory operating models.

Sustainability is promoted in the *Monitoring and indicators* area of responsibility as part of enterprise resource planning and quality work. The aim of related climate and nature action is to reduce the UAS' emissions and promote a carbon handprint and nature positiveness. Turku UAS is committed to the City of Turku's LUMO programme with the aim of preventing biodiversity loss and increasing biodiversity through project activities and protected land areas. At the end of 2025, Turku UAS purchased a 42 hectare-sized natural site with forests and diverse nature in Salo. In addition to conservation, the aim is to use the area as a research and learning environment, which will allow the UAS to increase the impact of its nature conservations action. Progress is made towards nature-positiveness by identifying one's own impacts on nature and then systematically avoiding and reducing adverse effects, possibly by repairing damage already caused, and adding solutions that are beneficial to nature, especially through research and teaching, and integrated into the daily life on the campus. Turku UAS's impacts on nature come mainly from the same sources as its climate impacts, i.e. procurement, commuting, and property maintenance.

In 2025, the annual carbon footprint of the university of applied sciences was calculated and its calculation principles were developed. In 2025, Turku UAS' carbon footprint was 3,063 tCO2, meaning there was a decrease of 302 tCO2 (-9%) compared to 2024 (Figure 1).



Turku UAS CO2 emissions: Emissions from travel, Emissions from real estate, Emissions from procurement, Total Turku UAS emissions.

Figure 1. Turku University of Applied Sciences' carbon footprint in 2020–2025.

The carbon footprint of procurements has increased by 6% in 2025 compared to 2024. Procurements are the largest source of emissions at Turku University of Applied Sciences. Emissions from procurements accounted for 68 per cent of the Turku University of Applied Sciences' carbon footprint as a whole. IT equipment (computers and phones) and software form a key source of emissions in procurement. Emissions from IT expert services and software in particular have increased due to the increase in personnel numbers and price increases. Efforts have been made to reduce the emission impacts of IT equipment by introducing procurement guidelines, for example extending the operating time of the equipment and ensuring the reuse and recycling of the equipment. Other major sources of emissions were related to devices, equipment, expert services, communications and marketing procurements.

During the reporting period, the carbon footprint of travel has decreased by 31% compared to 2024. The travel guideline has significantly reduced emissions from flights and journeys by ship in particular, and the number of domestic flights in particular has decreased. The carbon footprint of properties has decreased by 34% compared to 2024. The reduction has been particularly affected by the more efficient and compact use of space.

The aim of Turku UAS's sustainability work is to engage and encourage the entire university of applied sciences community and its stakeholders to promote sustainable development. The Turku University of Applied Sciences participated extensively in the climate and nature work of Turku Group and the activities of the joint cooperation group for sustainable development of higher education institutions in the Turku region by organising events, such as a green transition competence needs seminar in September 2025. The student union also plays a key role in sustainability work, and it was actively

involved in the work of the responsible party for sustainable education. Students' experiences of sustainability competence produced by UAS studies are monitored, for example, with the Spark course feedback system. Turku UAS also actively participated in the sustainability work of both ARENE ry and Finn-ARMA in 2025.

Turku UAS aims to be a pioneer of sustainability and responsibility in the field of higher education. Turku UAS strives to motivate all its stakeholder groups to work together to develop new solutions for building a more sustainable world.

Administration

Turku UAS held its annual general meeting on 27 May 2025.

The Turku UAS Board convened ten times in 2025.

Members of the Board of Turku UAS in 2025:

Aaltonen Niko, Chair
Eloranta Eeva-Johanna, Vice Chair
Aro Timo, member
Mannervesi Mika, member
Peltola Maija, member
Salenius-Ranki Marja, member
Haapalainen Satu, member
Levo Santeri, member (from 1 June 2025 Lehtola Cia)
Uusitalo-Heikkinen Mervi, member

The Rector and President of Turku UAS is Ph.D., Docent Vesa Taatila.

The Regional Advisory Board of Turku University of Applied Sciences Ltd convened five times in 2025.

Composition of the Regional Advisory Board 2025:

Tomi Gustafsson, member
Jaakko Hyvönen, member
Laura Kontu, member
Anna-Kristiina Korhonen, member
Paavo Laaksonen, member

Jouni Niuro, member

Niina Ratilainen, member

Pipsa Sivula, member

Katja Suovo, member

Ulla Teräs, member

Janne Virtanen, member

Core functions

In 2025, Turku UAS had 11,331 students completing a bachelor's degree (10,974 in 2024). The figure for master's degree students was 2,154 (1,968 in 2024). In total, the number of degree students increased to 13,485 (12,942 students in 2024).

The results-orientation of Turku UAS's educational mission improved from the previous year in terms of completed degrees. The number of completed bachelor's degrees increased from the previous year's figure of 1,977 to 2,135 (+158). The number of completed master's degrees also increased from the previous year by 51 degrees to a total of 532 (481 in 2024). Overall, the number of degrees completed in 2025 totalled 2,667 graduates, representing an increase of 209 when compared to the previous year (2,458 in 2024).

The number of completed ECTS credits increased from 40,311 credits in the previous year to 41,388 credits in 2023. This figure represents a moderate increase when compared to other national providers in the sector, and Turku UAS intends to achieve a much more sizable increase in its credit yields in the coming years. The number of publications increased from the previous year to 1,383 publications (1,307 in 2024).

According to student feedback, Turku UAS's students are satisfied with the education they have received. According to the national student feedback survey (AVOP), which assesses graduate satisfaction on a scale of 1–7, overall satisfaction was at the national average for both bachelor's and master's degree graduates. The average satisfaction of Bachelor's-level graduates was 5.41, and slightly higher for master's graduates with an average of 5.59.

Funding from external providers of research, development and innovation (RDI) activities has increased steadily since 2015, with the exception of the dip in 2021. In 2025, the amount of external funding for RDI activities increased again from EUR 13.58 million in the previous year to EUR 15.45

million, accounting for 16.2% of total revenue (15.3% in 2024). The development of the self-financing share of UAS projects has also been positive, as its share of the total funding of RDI activities decreased to EUR 3.97 million (EUR 4.73 million in 2024), or to 20.5%, compared to 25.8% in 2024. Consequently, the total funding for RDI activities was EUR 19.41 million (EUR 18.31 million in the previous year). In 2026, the amount of external financing is expected to continue its growth as a result of several large financing decisions that have already been approved. In terms of external funding for RDI activities, Turku UAS remains among the most successful universities of applied sciences in Finland.

The volume of service business, as defined in the code set for financial administration, decreased from the previous year. The turnover for 2025 was EUR 2.04 million (EUR 2.15 million in 2024). Profit before taxes decreased to EUR 311,447 (EUR 491,166 in 2024).

Personnel

Personnel structure

The number of person-years was 822 (765 in 2024), and teaching staff accounted for 385 of these person-years (46.8%), RDI personnel for 169 person-years (20.6%), and expert and support service personnel for 268 person-years (32.6%). The number of person-years increased by 57 person-years and the change in person-years was 7.5% (3.2%). In this increase of person-years, RDI staff accounted for the largest share with 30 person-years, while expert and the increase for support service personnel was 23 person-years. The number of working years of teaching staff increased by three person-years.

The personnel headcount was 942. Turku University of Applied Sciences has two almost equally large age groups with a percentage of about 31%. The largest age group (31.4%) was 40-49-year-olds, followed by 50-59-year-olds (30.7%). The average age of the staff was 48 (Source Saima on 31 December 2025).

A total of 17 people retired during the year (17 in 2024), and the average age of retirement was 65. Women retired at the age of 65.4 and men at the age of 64.4. Compared to the previous year, men retired one year earlier while the retirement age of women remained the same. The majority of those who retired in 2025 were men (64,7 %), while the majority of those who retired in the previous year were women.

Personnel recruitment and mobility

In 2025, 69 people were recruited into permanent employment relationships at Turku UAS (55 in 2024). 39 persons (27 in 2024) were recruited into permanent positions in the expert staff and 30 to positions in teaching staff (28 in 2024).

A total of 189 people (157) were recruited for fixed-term monthly paid employment relationships. Of these, 28 (32) were teaching staff and 161 (125) were expert and support service staff. A total of 304 student assistant-level employment contracts were concluded in 2023 (251 in 2024).

More staff resigned than in the previous year; a total of 21 persons resigned from their positions (12 in 2024).

The number of full-time employees with foreign backgrounds increased slightly. At the end of 2025, their total amounted to 32 people (30 in 2024) representing 19 different nationalities (20 in 2024). Eight employees were recruited from outside the EU/EEA.

The number of staff mobility funded by Erasmus+ decreased compared to the previous year. In 2025, a total of 81 (106) periods of staff mobility were implemented with Erasmus funding. Of these, 56 (91) were expert exchanges and 25 (15) were teacher exchanges. The aim is to increase the number of teacher mobility periods in particular in the coming years. In addition, the UAS received one global teacher exchange from a Singapore higher education institution in 2025.

Sick leaves

Absences due to illness have decreased since the year 2022, which was still marked by Covid-19. In 2025, the rate of sick leaves was 1.36% (1.58% in 2024). The UAS has managed to cut down on sick leaves in 2025 through good collaboration with occupational health care by developing joint processes and with preventive, early intervention (early support model). The use of the early support model in personnel management has been highlighted in supervisor training. In 2025, the UAS has organised well-being at work training both as part of its own work and in cooperation with occupational health care.

The work ability score in the personnel survey was still at a good level (8.08) and it also improved from the previous year (8.06).

In 2025, 842 employees used the tax-free Epassi well.-being benefit totalling EUR 285,000 in value. Strategy funding granted by the Ministry of Education and Culture enabled an exceptionally large benefit sum.

Results of the employee survey

The results of the tenth personnel survey in 2025 were completed in March 2026. The response rate was 86% (83% in the previous year). Turku UAS continued its upward trend, and the UAS was named one of the most inspiring places to work in Finland for the first time.

The People Power index 74.9 (74.2/2024) describing the personnel experience is now the highest ever, and the index is also excellent compared to the standard for universities of applied sciences. The results of the personnel survey have improved from year to year for the eighth consecutive year.

All the indexes included in the personnel survey (the commitment, management, performance and dedication indexes) have improved. In addition, all the indexes exceed both expert and university of applied sciences norms. The performance Index has improved the most (+1.0). The dedication index, which describes the staff's positive and unwavering attitude towards their own work, organisation and the values it represents, and their readiness to exceed expectations to achieve the targets, also increased significantly (+0.8).

According to the personnel survey, the management culture also exceeds the UAS standard substantially (+0.31). Factors measuring the management and operating culture show the greatest strengths: smooth implementation of changes, lack of bureaucracy, efficiency of decision-making, and trust in management. On the other hand, the perception of equality and non-discrimination is slightly more critical than before, even though the results are still good.

The teaching staff's results have improved dramatically. Especially the assessment on working time planning has improved considerably (+0.17). The organisation of work correlates strongly with general satisfaction with working time planning. Results related to developing competence are also good in all personnel groups (teaching personnel, expert and support service personnel, supervisors).

There has been a decline in how many personnel members feel development and evaluation discussions are useful, while the number of persons who feel group development discussions are useful has increased. 30% of the respondents had participated in a group development discussion, and 78% had attended a one-on-one discussion. Turku UAS transitioned to a new Collective Agreement (Sivista AMKTES) in May 2025, and the mid-year change had an impact on the content of development

and evaluation discussions. However, 85% of the respondents who had development discussions agreed on the usefulness of the development discussions.

Measures affecting the staff's well-being at work and workload as well as the usefulness of development discussions will be development areas recorded in plans of action based on the survey.

Operational HR results

At the beginning of 2025, Faculty of Engineering and Business were divided into three new faculties: Business, ICT and Industrial Engineering, and Engineering. With the reform, a new Vice Rector of Education, three new deans and nine new heads of education and research stepped into their positions.

Turku University of Applied Sciences Ltd became a member of Sivista on 1 January 2025. The AVAINTES and AVAINOTES agreements were applied until 30 April 2025, after which the UAS has been covered by the Sivista Collective Agreement for Universities of Applied Sciences. The aforementioned organisational changes required extensive process and system reforms and updates to personnel instructions. In addition, the personnel's ability to adapt was maintained through several information and training events and supervisor training.

Campus solutions

During the year under review, a few operations were transferred to different locations in the current premises without any new rental space, while at the same time the premises were made more compact so that space was freed up for teaching by transferring mainly groups engaged in RDI activities to facilities that were more suitable for them. As a result of this and the increase in the number of personnel, more space (approx. 600 m2) was rented from the ICT-City office floor. In addition, maintenance and storage space has been procured outside the campus area (approx. 350 m2) to support RDI work. Otherwise, normal maintenance repairs and measures were carried out during the year to improve operations in the current premises. For the time being, campus solutions are in a situation where no significant increases in the number of square metres are needed if the extent of the activities remains unchanged.

Estimate of likely future developments

Turku UAS will continue the actions specified in its strategy and target agreement. Continuous improvements in personnel and student satisfaction and increased financial efficiency will play a very important role in the coming years.

With regard to core activities, Turku UAS's performance developments are likely to continue at a steady pace. All universities of applied sciences are currently undergoing major developments in the optimisation of their educational activities, which is why maintaining Turku UAS's relative position will demand continuous developments in its activities. Student admission will continue to increase due to national funding for additional student places. The results of RDI activities

are likely to increase steadily in the next few years especially as international funding continues to strengthen. In addition, Turku UAS will continue to increase the admission of students from outside the EU and EEA, as they will help alleviate the region's labour needs while also providing additional income to Turku UAS's budget.

In 2026, a national discussion will be held on the launch of the implementation of the 2040 vision for higher education institutions. Turku University of Applied Sciences will be an active participant in the process in accordance with the goals defined by its Board. A key objective is to ensure Finland's future as a competence-rich society and the potential of growth regions to succeed in international competition.

The interim review negotiations for the target agreement period 2025–2028 will also be held in 2026. Turku University of Applied Sciences has acted in accordance with the set objectives, so no difficult issues are expected to emerge in the negotiations.

Assessment of the most significant risks and uncertainties

The biggest uncertainties of 2026 are related to the development of central government funding. The greatest potential impact will occur in the event of possible index freezes and direct cuts to the financial framework. These must be anticipated by maintaining strict spending limits, but the central government may decide to enact larger cuts to its financial framework than what Turku UAS is internally prepared for.

In 2026, the national Digivision 2030 project will be brought closer to practice. This process involves several elements that have been classified as risks, such as increased costs and the erosion of Turku UAS's autonomous decision-making powers. We will prepare for these risks by actively participating in the project itself. However, should the project begin proceeding in a direction that will not benefit Turku UAS, we will also prepare for the possibility of withdrawing from the project.

Higher education involves a significant reputational risk in relation to possible suspected cases of abuse or questions related to the quality of the competence that is produced. Turku UAS will prepare for these risks through active media monitoring and, when necessary, rapid response measures. The basic approach will be to address any suspicions by acting with complete transparency and correcting Turku UAS's methods when necessary.

Company finances

For Turku UAS, 2025 was characterised by growth in both its finances and operations. The central government transfer containing strategic funding and indicator-based funding increased from the previous year's EUR 63.019 million to EUR 66.235 million. Turnover (including the aforementioned central government transfer) increased to a record EUR 93.93 million (EUR 87.30 million in 2024) and it also exceeded the budgeted EUR 93.58 million. The result for the financial year amounted to a profit of EUR 782,499.96, compared to the budgeted result of EUR 200,000.

The company's total revenue of EUR 95.32 million (EUR 88.92 million in the previous year) exceeded the budgeted profit target of EUR 94.71 million, while the total expenditure in 2025 – EUR 94.53 million (EUR 87.87 million in the previous year) – slightly exceeded the budgeted expenditure of EUR 94.51 million. This increase in revenue from the previous year is predominantly due to the increased funding provided by the Ministry of Education and Culture, increased tuition payments, and the external funding produced by RDI activities.

Funding from external providers of research, development and innovation (RDI) activities has increased steadily since 2015, with the exception of the dip in 2021. In 2025, the amount of external funding for RDI activities increased again from EUR 13.58 million in the previous year to EUR 15.45 million, accounting for 16.2% of total revenue (15.3% in 2024). The development of the self-financing share of UAS projects has also been positive, as its share of the total funding of RDI activities decreased to EUR 3.97 million (EUR 4.73 million in 2024), or to 20.5%, compared to 25.8% in 2024.

Consequently, the total funding for RDI activities was EUR 19.41 million (EUR 18.31 million in the previous year). In 2026, the amount of external financing is expected to continue its growth as a result of several large financing decisions that have already been approved. In terms of external funding for RDI activities, Turku UAS remains among the most successful universities of applied sciences in Finland.

The volume of service business, as defined in the code set for financial administration, decreased from the previous year. The turnover for 2025 was EUR 2.04 million (EUR 2.15 million in 2024). Profit before taxes decreased to EUR 311,447 (EUR 491,166 in 2024).

The largest expenditure item for the financial year was personnel expenses, EUR 61.90 million (EUR 55.67 million in the previous year), accounting for 65.5% (63.7% in 2024) of the company's total expenditure. The second-largest expenditure item was facility expenses. In 2025, net property expenses minus rental income were EUR 17.43 million (EUR 16.72 million in the previous year), accounting for 18.4 % of expenditure in 2025. In the previous year, net property expenses accounted for 19.0% of all expenditure. It has been possible to partially compensate for major increases in property costs with facility arrangements that reduced rented square metres.

At the end of 2025, the book value of the investment portfolio containing bonds and fund investments, after capital returns (EUR 149,583), an additional investment (EUR 2 million) and a change in positive fair value (EUR 221,098) is EUR 7.453 million. Profit of investments at fair value increased with interest profits is 6.61%. Financial income (interest and dividends), which is influenced by profit or loss totalled EUR 0.975 million.

Turku UAS owns 15,450,587 shares in Turku Technology Properties Ltd, i.e. 8.7 % of the company. The dividend income from TTP Ltd was EUR 319,982 (EUR 438,642 in 2024), i.e. 1.56% for an investment of EUR 20.5 million.

Turku UAS's financial position remained stable. This is demonstrated, for example, by an excellent solvency ratio of 78%. The Rating Alpha rating is an excellent AAA, and Turku UAS has been granted Suomen Asiakastieto Oy's Strongest in Finland Platinum certificate, which demonstrates its positive financial indicators, creditworthiness, background information, and reputable payment behaviour. On the basis of this overall assessment, we can conclude that Turku UAS's finances in 2025 exceeded its plans in many ways, even though its amount of turnover left it with very little room for manoeuvre.

Company shares

The company has 100 shares with a nominal value of EUR 5,000, meaning the company's share capital totals EUR 500,000. Each share entitles the holder to one vote at its general meeting. The company does not intend to generate a profit, nor to distribute dividends or other financial benefits to its shareholders or other parties involved in its operations. Any profit will be used to develop the company's operations. (Shareholders' Agreement, 17 September 2014; Act on Universities of Applied Sciences, 14 November 2014/932, section 5)

Board's proposal for measures concerning the result

The profit for the financial year was EUR 782,499.96. The Board proposes that the profit for the financial year be transferred to the profit account as an increase in equity and that no dividend be distributed.

TURKU AMK

Operational and financial results

Agreement between the Ministry of Education and Culture and Turku University of Applied Sciences, 2025–2028

	Completed degrees in 2025	Completed degrees in 2024	Average for 2025–2028, target
Bachelor's degrees	**2,135**	**1,977**	**2,375**
Arts and culture, education, social sciences	155	175	170
The humanities, medicine, health and well-being	781	686	900
Economics, administration and law, services fields	402	399	475
Natural sciences, information technology and telecommunications, engineering, agriculture and forestry	797	717	830
Master's degrees	**532**	**481**	**440**
Total	**2,667**	**2,458**	**2,815**

In addition		
Student numbers 20.9 Vipunen		
Bachelor's degree students	11,331	10,974
Master's degree students	2,154	1,968
Specialisation education/training	18	66
Total	**13,503**	**13,011**

Table 1. Realisation of the degree objectives required by the agreement.

Code set for the financial administration of higher education institutions MINEDU/2/500/2018, 21 November 2018 (10 November 2023)

1. Change in the extent of operations	31.12.2025		31.12.2024		31.12.2023		31:12:2022	Formula
1.1 **Change in turnover %**	**7,60 %**		4,43 %		9,77 %		1,91 %	Turnover in concluded year - turnover in previous year x 100 / Turnover in previous year
2. Operational profitability								
2.1 **Operating profit %**	**-0,06 %**		0,29 %		-0,16 %		-1,50 %	Operating profit x 100 / Turnover
2.2 **Change in equity %** (development of Turku UAS's own funds)	**2,81 %**		0,28 %		5,25 %		-3,06 %	(Equity - self-funded funds + accumulated appropriations) at the end of the financial year - (Equity - self-funded funds + accumulated appropriations) at the start of the financial year x 100 / (Equity - self-funded funds + accumulated appropriations) at the start of the financial year
2.3 **Return on investment at fair value %**	**2,46 %**		3,30 %		3,03 %		-3,86 %	The return on the portfolio reported by the asset managers.
3. Liquidity								
3.1 **Quick ratio**	**1,9**		1,9		0,5		0,4	Financial assets / (short-term liabilities - advances on liabilities)
3.2 **Cash flow adequacy in days**	**20**		22		22		9	365 days * Cash assets (at the end of the financial year) / Cash flow payments (operational expenses) during the financial year
4. Capital adequacy								
4.1 **Financial autonomy ratio %**	**78 %**		80 %		61 %		65 %	Equity + minority interest x 100 / (Balance sheet total - advances received)
4.2 **Net indebtedness rate**	**-15 %**		-16 %		-13 %		-6 %	(Interest-bearing liabilities - liquid assets) x 100 / (Equity - self-funded funds + accumulated appropriations)
5. Personnel	**2025**		**2024**		**2023**		**2022**	
Number of personnel PY *)	**2025 PY**		**2024 PY**		**2023 PY**		**2022 PY**	*) Person-years (PY) refer to regular annual working hours, which do not include overtime or other hours exceeding normal working hours.
Teaching personnel	**385**	47 %	382	50 %	377	51 %	369	
R&D personnel	**169**	21 %	138	18 %	125	17 %	107	
Other personnel	**268**	33 %	245	32 %	239	32 %	235	
Total	**822**	100 %	**765**	100 %	**741**	100 %	**711**	
Total wages and salaries during the financial year	**2025**		**2024**		**2023**		**2022**	
Wages and salaries	***51 906 802***		*46 796 760*		*43 959 231*		*40 593 011*	
Indirect employee costs	***9 994 168***		*8 873 056*		*8 870 507*		*8 201 677*	
Total	**61 900 970**		**55 669 816**		**52 829 738**		**48 794 687**	

Table 2. Financial indicators.

TURKU AMK

HR metrics

HR indicators required by the code set for the financial administration of higher education institutions (10 November 2023) since 2021

5.1. Number and structure of personnel								
	2025		2024		2023		2022	
5.1.1. Person-years by personnel group	2025		2024		2023		2022	
	Men	**Women**	Men	Women	Men	Women	Men	Women
TEACHING PERSONNEL	139.8	241.9						
Principal Lecturer	19.9	29.4	22	30	21,4	27,3	25,4	28,2
Senior Lecturer	117.8	203.1	113	172	113,1	175,2	106,2	176,6
Full-time lecturer	2.1	9.4	7	35	8,8	30,1	10,4	21,9
Part-time lecturer					0,5	1		
RDI PERSONNEL	87.7	81.9	68,4	68,7	61,8	64,1	49	58
OTHER PERSONNEL	104	166.4						
IT personnel	29.3	5	27,5	5	26,3	6,1	26,3	6,6
Library personnel	2.2	14.6	1,7	13,5	2,5	12,1	3	12,3
Maintenance personnel								
Administrative personnel	24.4	27.9	22,2	80,5	22,7	76,5	20,3	69,6
Teaching support personnel	24.5	27.9	20,7	24,3	24,7	26,9	16,8	22
RDI support staff								
Other	23.6	27.1	22,2	26,1	18,9	21,8	25,8	32,4
	331.4	**490.3**	**304**	**455**	**300,7**	**441,1**	**283,2**	**427,6**
					TOTAL	**741,8**	**TOTAL**	**710,8**
5.1.3. Directors at universities of applied sciences, 31 De	2025		2024		2023		2022	
	Men	**Women**	Men	Women	Men	Women	Men	Women
	5	3	4	1	4	1	4	1
5.1.4. Share of fixed-term employees, %	2025		2024		2023		2022	
	Men	**Women**	Men	Women	Men	Women	Men	Women
Teaching personnel	0.1	3.6	0,1	3,5	0,7	3,1	**1**	**6**
Other personnel	2.9	4.5	0,1	2,2	1,6	2,4	**6**	**8**
5.1.5. Number of full-time and part-time employees, including secondary occupation employees, 31 Dec.	2025		2024		2023		2022	
	Men	**Women**	Men	Women	Men	Women	Men	Women
full-time teachers	143	226	136	217	135	218	145	213
full-time other personnel	205	267	167	219	154	211	109	160
secondary occupation other personnel	8	14	12	14	14	22		
part-time teachers	20	62	18	45	19	42	5	23
part-time other staff	24	50	16	23	32	54	39	44
Total	400	619						
5.1.6. Age structure of personnel and percentages of age groups, 31 Dec.	2025		2024		2023		2022	
age groups	**Men**	**Women**	Men	Women	Men	Women	Men	Women
_29	19	19	17	17	20	28	12	15
30-39	65	103	55	91	51	86	50	84
40-49	107	188	107	177	109	181	103	157
50-59	122	166	118	146	108	143	98	137
60-69	62	87	50	87	43	76	43	67
Total	375	563	347	518	331	514		
	942		865		**845**			
5.1.7. Number of international personnel by personnel	2025		2024		2023		2022	
	Men	**Women**	Men	Women	Men	Women	Men	Women
Teaching personnel	5	2	5	2	4	2	5	2
Other personnel	19	13	14	10	12	5	13	5
5.1.8. Retirements	2025		2024		2023		2022	
	Men	**Women**	Men	Women	Men	Women	Men	Women
Partial early old-age pension	2	1		3	2	1		2
Transfer to partial disability pension					1			1
Transfer to disability pension	1			1		2	1	
Transfer to old-age pension	8	5	4	9	5	8	7	13
Total	**11**	**6**	**4**	**13**	**8**	**11**	**8**	**16**
5.1.9. Average age of retirement	2025		2024		2023		2022	
	Men	**Women**	Men	Women	Men	Women	Men	Women
	64,4	65,4	65,4	65,51	66,3	64,5	65,4	65,1

5.2. Salaries								
5.2.1. Total wages and salaries during the financial year	**2025**		**2024**		**2023**		**2022**	
	51 906 802 €		46 796 760 €		43 959 231 €		40 593 011 €	
5.2.2. Share of performance bonuses in the salary total and allocation by personnel group	**2025**		**2024**		**2023**		**2022**	
Management	0.00%		0,00 %		0,00 %		0,00 %	
5.2.3. Average salary of women/average salary of men, (average for all personnel)	**2025**		**2024**		**2023**		**2022**	
	94 %		93 %		96 %		95 %	
5.3. Competence								
5.3.1. Share of personnel with doctoral education	**2025**		**2024**		**2023**		**2022**	
(calculated using the number of persons in the Saima HR report with degrees 31.12/ number of persons in the BI report)	12,70 %		15,00 %		16,20 %		9,40 %	
5.3.2. Share of teaching personnel with 60 credits of pedagogical studies	**2025**		**2024**		**2023**		**2022**	
418 teachers 2024	92.5%	**32 people lacking pedagogical studies**	93 %	**28 people lacking pedagogical studies**	91 %		91 %	
5.3.3. Amount of personnel training (working hours/year) a) teaching and research staff b) other staff	**2025**		**2024**		**2023**		**2022**	
	3460,8		4551,5		2667		3805	
	a) 1525.75 b) 1935.05		a) 2602.30 b) 1949.20					
5.4. Well-being at work								
5.4.1. Job satisfaction (higher education institution in to	**2025**		**2024**		**2023**		**2022**	
Turnover percentage for permanent staff (excluding retirements) EK formula: (new personnel + personnel who left / 2) / number of personnel, 31 Dec.	5.4%		7,70 %		6,63 %			
								160
Job satisfaction index (People Power)	**2025**		**2024**		**2023**			**320**
	74.9		74,2		72			**131**
5.4.2. Immediate supervisor work (higher education institution total, scale 1–4)	3.48		Eezy Flow 3.48		3.5/ Eezy Flow 3.4			**50**
								320
5.4.3. Competence, learning, and renewal (higher education institution total, scale 1–4, contains 7 questions)	3.17		Eezy Flow 3.08		3.1/ Eezy Flow 3.09			**981**
5.4.4. Operating culture of the work community (higher education institution total, scale 1–4)	2.87		Eezy Flow 3.48		2.7/ Eezy Flow 2.78		2,6	
	2025		**2024**		**2023**		**2022**	
5.4.5. Health-related absences (sick leave %)	1.36		1,6		1,7		1,9	

TURKU AMK

Profit and loss account, cash flow statement, and balance sheet

Profit and loss account

	31 December 2025	31 December 2024
	EUR	EUR
TURNOVER	**93,930,085.75**	**87,297,484.16**
Other operating income	**410,707.63**	**422,878.62**
Materials and services	**-2,662,647.76**	**-2,706,276.16**
Substances, supplies, and goods	-1,061,456.37	-937,061.08
Purchases during the financial year	-1,061,456.37	-937,061.08
External services	-1,601,191.39	-1,769,215.08
Personnel costs	**-61,900,969.72**	**-55,669,815.33**
Wages and salaries	-51,906,801.60	-46,796,759.80
Indirect employee costs	-9,994,168.12	-8,873,055.53
Pension expenses	-8,455,877.45	-7,645,768.98
Other indirect personnel costs	-1,538,290.67	-1,227,286.55
Depreciation, amortisation, and impairment	**-1,646,843.13**	**-1,637,712.74**
Planned depreciation	-1,646,843.13	-1,637,712.74
Other operating expenses	**-28,182,735.24**	**-27,450,555.36**
OPERATING PROFIT (LOSS)	**-52,402.47**	**256,003.19**
Financial income and expenses	**850,382.97**	**797,228.60**
Income from shares in holding companies	319,981.66	438,642.17
Other interest and financial income	655,308.86	755,706.04
From others	655,308.86	755,706.04
Interest and other financial expenses	-124,907.55	-397,119.61
To others	-124,907.55	-397,119.61
PROFIT (LOSS) BEFORE EXTRAORDINARY ITEMS	**797,980.50**	**1,053,231.79**
PROFIT (LOSS) BEFORE APPROPRIATIONS, TAXES	**797,980.50**	**1,053,231.79**
Appropriations	**216.00**	**522.00**
Addition to funds (-) (deduction+)	216.00	522.00
Income taxes	**-15,696.54**	**-8,722.93**
Taxes for the financial year	-15,696.54	-8,722.93
PROFIT (LOSS) FOR THE FINANCIAL YEAR	**782,499.96**	**1,045,030.86**

TURKU AMK

Cash flow statement

	2025	2024
		EUR
Operating cash flow		
Profit/ loss before extraordinary items(+/-)	797,980.50	1,053,231.79
Adjustments to operating profit	796,460.16	840,484.14
Planned depreciation	1,646,843.13	1,637,712.74
Financial income and expenses	-850,382.97	-797,228.60
Other adjustments		
Cash flow from business operations before change in working capital	1,594,440.66	1,893,715.93
Change in working capital	**952,828.64**	**-284,821.03**
Increase/decrease in short-term non-interest-bearing business receivables	-2,276,836.14	-570,986.87
Addition (deduction) to short-term non-interest-bearing liabilities	3,229,664.78	286,165.84
Cash flow from operating activities before financial items and taxes	**2,547,269.30**	**1,608,894.90**
Paid interest and payments from other financial expenses	-12,417.46	-11,022.40
Dividends received from business operations	319,981.66	438,642.17
Interest received from business operations	302,820.58	360,434.92
Direct taxes paid (-)	-15,696.54	-8,722.93
Cash flow from business operations	**3,141,957.54**	**2,388,226.66**
Cash flow for investments		
Purchase of property and equipment and intangible assets.	-1,664,709.83	-1,638,244.00
Loans granted		
Investments in other investments (-)	-1,850,201.14	-661,075.22
Repayment of loan receivables	500,000.00	0.00
Cash flow for investments	**-3,014,910.97**	**-2,299,319.22**
Paid-up equity increase incl. SVOP investment	-216.00	-522.00
Cash flow from financing	**-216.00**	**-522.00**
Increase (+) / decrease (–) in cash and cash equivalents	**126,830.57**	**88,385.44**
Cash and cash equivalents at the beginning of the financial year	**88,465.44**	**80.00**
Cash and cash equivalents at the end of the financial year	**215,296.01**	**88,465.44**

TURKU AMK

Balance sheet

	31 December 2025	31 December 2024
	EUR	EUR
NON-CURRENT ASSETS	**36,106,099.99**	**34,497,817.96**
Tangible assets	**8,007,415.62**	**7,989,548.92**
Land and water areas	668,548.00	328,648.00
Buildings and structures	2,843,327.22	2,995,131.31
Fixed structures and equipment	764,965.93	870,775.38
Machines and equipment	3,523,301.25	3,447,060.93
Advance payments and incomplete procurements	207,273.22	347,933.30
Investments	**28,098,684.37**	**26,508,269.04**
Shares in holding companies	51,001.00	51,001.00
Other shares	24,828,954.33	22,661,961.12
Other receivables	3,218,729.04	3,795,306.92
CURRENT ASSETS	**18,323,063.34**	**15,919,396.63**
Short-term receivables	**18,107,767.33**	**15,830,931.19**
Sales receivables	1,026,449.40	1,351,556.24
Receivable from companies in the same Group	4,954,495.23	5,323,381.79
Receivables from holding companies	5,609.85	0.00
Loan receivables	5,700.00	0.00
Other receivables	3,295,513.58	2,747,456.22
Other assets, pre-payments and accrued income	8,819,999.27	6,408,536.94
Cash and bank receivables	**215,296.01**	**88,465.44**
TOTAL ASSETS	**54,429,163.33**	**50,417,214.59**
EQUITY	**32,991,919.57**	**32,209,635.61**
Share capital	500,000.00	500,000.00
Share capital	500,000.00	500,000.00
Other funds	23,868,787.35	23,869,003.35
Invested unrestricted capital funds	19,998,427.44	19,998,427.44
Other funds	3,870,359.91	3,870,575.91
Profit (loss) for previous financial years	7,840,632.26	6,795,601.40
Profit (loss) for the financial year	782,499.96	1,045,030.86
LIABILITIES	**21,437,243.76**	**18,207,578.98**
Short-term	**21,437,243.76**	**18,207,578.98**
Accounts payable	1,380,887.27	1,425,676.52
Liabilities to companies in the same Group	249,829.03	164,512.96
Liabilities to holding companies	53,521.27	30,451.90
Other liabilities	1,652,943.54	1,566,964.33
Transferred debts	18,100,062.65	15,019,973.27
TOTAL LIABILITIES	**54,429,163.33**	**50,417,214.59**