Humak Sustainability Report 2025



President and CEO's Foreword

Our strategy 2025–2030 is founded on standing on people's side, building a sustainable tomorrow. Our values – community, responsibility, equality and humanity – guide everything we do.

We are now publishing our first sustainability report, in line with the shared reporting model developed jointly by Finland's universities of applied sciences through Arene. For us, sustainability reporting is above all a tool for continuous improvement.

2025 was a significant step forward for Humak in responsibility work. The Responsibility Group was established in August 2025, and work is conducted across all areas of responsibility: education, RDI activities and management. Our latest personnel survey shows positive progress: 92% of staff feel they can carry out their work in an environmentally sustainable way, compared with 87% in 2024.

Between 2024 and 2026, Finland's universities of applied sciences developed a shared sustainability reporting model, introduced a responsibility criteria framework for RDI activities, and assessed their sustainability maturity for the first time in a consistent way across the whole sector. This shared groundwork is also reflected in this report.

In autumn 2026, we will begin updating Humak's sustainability programme. The new programme will be based on Arene's Sustainability Programme for Universities of Applied Sciences 2026–2030, which sets out the sector's shared commitments for education, RDI activities, management, and climate and nature work.

Graduates of Humak work in fields that help build social and cultural sustainability: community work, cultural management and linguistic accessibility. Every student carries with them sustainability competence that continues to affect society long after graduation. That is Humak's handprint.

Jukka Määttä



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1. General reporting principles

General reporting principles

Reporting period and framework

This sustainability report covers the reporting period 1 January – 31 December 2025. The report has been prepared in accordance with the shared reporting model of Finland's universities of applied sciences (Arene) and is based on the EU Corporate Sustainability Reporting Directive (CSRD) and the ESG framework.

This is Humak's first report. Its preparation has documented development areas in data collection and responsibility work.

Scope

The report covers the whole of Humak's operations: education, RDI activities, management, higher education services and partnerships. Humak has not conducted a double materiality analysis during this reporting period.

The report excludes information belonging to the statutory annual report, as well as the responsibility and carbon footprint of subcontracting chains. The report is independent and is not part of any other organisation's sustainability reporting. The accuracy of the reporting has been verified by the Responsibility Group, and the Executive Team approved the report before publication.

The data is based on Humak's own data collection systems, such as Peppi, Reportronic and Arene's carbon footprint calculator. As this is the first reporting year, comparative data will be fully available only from the next reporting year onwards.

Key terms used in this report

Responsibility refers to a way of working: how Humak, in practice, acts to promote sustainability, identifies its impacts and manages them purposefully.

Sustainability refers primarily to a goal: activity that safeguards ecological, social, cultural and economic conditions also in the future.

Footprint refers to the direct environmental impacts of Humak's operations.

Handprint refers to the positive impact that Humak enables for students, partners, and society through education and RDI activities.

2. Governance and management

Governance of responsibility at Humak

Responsibility is embedded in Humak's strategy 2025–2030, whose tagline "With people, building a sustainable tomorrow" reflects a commitment that runs through the whole organisation. The strategy's vision sets a sustainable handprint on society as its goal, and responsibility is one of Humak's four values, alongside community, equality and humanity. Sustainability runs through education, RDI activities and applied research via four themes: a more sustainable world, thriving communities, youth and participation, and arts and culture as a force for change.

In addition to the strategy, responsibility work is guided by Humak's sustainable development programme, A Sustainably Communal Humak (2023), which aims to build a sustainable and responsible world by strengthening community, accessibility and wellbeing. Its implementation is supported by sustainability roadmaps drawn up for each area of responsibility, whose progress is monitored annually within the divisions and the Executive Team. The programme will be updated in 2026.

Under the Executive Board and the President, responsibility work is steered by the Executive Team, to which the key sustainability principles and initiatives are brought for decision. Development decisions relating to the sustainability of education and RDI activities are handled within the divisions' own groups.

Responsibility work is coordinated by the Responsibility Group, which began operating in August 2025 and is chaired by the Head of Strategy. The group includes representation from the education, RDI, HR and communications units, as well as the student union. The group monitors progress on sustainability and responsibility goals in line with the strategy and takes part in drafting responsibility-related guidelines. Preparation of the sustainability report is the responsibility of the reporting group, working under the guidance of the Responsibility Group.

In early autumn 2025, the whole staff took part in a workshop on responsibility. Based on its results, the Responsibility Group selected three development measures to be launched in 2026: rewarding acts of responsibility, drawing up event guidelines, and assessing sustainability within study modules. During 2025, Humak also introduced leadership principles that guide supervisory work through four dimensions: appreciative, responsible, equal, and courageous leadership.

Humak is committed to the shared sustainability programme of Finland's universities of applied sciences, coordinated by Arene. In 2025, President and CEO Jukka Määttä chaired Arene's working group on sustainable development and responsibility, and Head of RDI Services Timo Parkkola chaired Arene's working group on sustainable and responsible RDI activities.

Sustainability maturity levels

Humak has set itself the goal of reaching the highest, Strategic (5) maturity level defined by Arene in all areas by 2030. According to the 2025 self-assessment, Humak is at the Advanced (4) level in education, RDI activities and management and staff. In climate and nature work, Humak is at the Managed (3) level.

Strength: Sustainability is integrated across education, RDI activities and management. All UAS degree students take the shared sustainable development studies (10 ECTS), and SDGs are identified in all RDI projects.

Development area: In climate and nature work, the next step is setting concrete emission-reduction targets.

Area	2025	Target 2030
Education	Advanced (4)	Strategic (5)
RDI	Advanced (4)	Strategic (5)
Management and staff	Advanced (4)	Strategic (5)
Climate and nature work	Managed (3)	Strategic (5)

Risk management

Risk management is part of Humak's responsible operating culture. Key financial and operational risks are identified and managed as part of financial and operational planning, while responsibility-related aspects are taken into account in the process. Risk management will become more systematic with a risk management plan to be drawn up in 2026. Information security risks have been addressed concretely as part of the 4Q project collaboration: a shared information security manager for four universities of applied sciences took up the role in 2025.

Humak has three channels for identifying risks and raising concerns, available to both staff and students. The Have Your Say at Humak feedback channel is intended for development suggestions, good practices, and reporting identified shortcomings. The channel has been in use since 2022. In 2025, it received 51 initiatives, of which 78% were linked to a dimension of sustainability. Cultural and social sustainability featured most prominently.

The whistleblowing channel is intended for anonymous reporting of suspected misconduct in line with the EU Whistleblower Directive.

The safety channel is used to record near-miss situations and safety incidents. The aim is for every member of the Humak community to feel that their study and work environment is safe. This work is also guided by Humak's code of ethics.



3. Strategy and value chain

Sustainably Communal Humak



Humak University of Applied Sciences' sustainable development programme 2023–2030

Sustainability in education

Sustainable development goals are embedded throughout all our education.

All graduates of UAS degree programmes have completed the shared sustainable development study modules, and the principles of responsibility are part of every course.

Graduating students understand the sustainability goals of their field and can apply them in their professional role.

Sustainable RDI activities

Our RDI activities aim to deliver on the sustainability goals we have chosen.

We identify the SDGs that each of our projects advances.

We communicate the sustainable development goals of our projects and report on the solutions we develop.

Sustainability criteria are taken into account in project processes from the planning stage onward.

Management and staff

Sustainability principles are taken into account in all development of operations and processes.

Developing our operating environments requires compliance with sustainability.

We lead with appreciation, responsibility, equality, and courage.

Staff and students commit to acting in line with sustainable development, and we communicate about it actively.

Climate and nature work

We are committed to reducing our carbon footprint.

We take part in the shared carbon accounting of Finland's universities of applied sciences.

In addition to reducing our own footprint, we support ecological sustainability and the preservation and growth of the vitality of our living environment.

Sustainability in Humak's strategy

Strategy 2025–2030: With people, building a sustainable tomorrow

Humak's strategy 2025–2030 places a sustainable handprint on society at the heart of its vision. Responsibility is one of four values, alongside community, equality and humanity.

Implementation of the strategy is supported by the Sustainably Communal Humak programme (2023, to be updated in 2026), which aims to strengthen community, accessibility, and wellbeing. Its implementation is supported by roadmaps for each area of responsibility.

Humak takes an active part in the shared sustainability work of the university of applied sciences sector, through Arene's working groups and the Finn-ARMA network.

Four cross-cutting themes guide education, RDI activities and development work

A more sustainable world | Thriving communities | Youth and participation | Arts and culture as a force for change

Sustainability impacts are created in cooperation with steering and evaluating bodies, partners, and the higher education community

- **Steering bodies:** The Ministry of Education and Culture (OKM) guides operations through the goals of the performance agreement period. Arene produces the sustainability reporting model, maturity level descriptions, and the criteria framework for responsible RDI activities. The Finnish Education Evaluation Centre (FINEEC) evaluates how sustainability competence is being achieved across higher education institutions.
- **Strategic, development and cooperation partners:** The 4Q project (Arcada, Diak, Humak, KAMK) addresses society's sustainability gap and skills shortage. The European Amber Road consortium strengthens international impact. NGOs, municipalities and companies make use of the sustainability solutions developed in RDI projects.
- **Higher education community:** Students carry sustainability competence out into society. Staff commit to sustainable practices. The HUMAKO Student Union takes part in developing responsibility.

4. Double materiality assessment

Towards a double materiality assessment

A double materiality analysis helps identify the material impacts of Humak's operations on society and the environment, along with the related risks and opportunities.

Humak has not conducted a double materiality analysis during this reporting period. Stakeholder views have been taken into account in planning operations through ongoing dialogue: in 2025, a responsibility survey for staff and a joint workshop for the whole staff were conducted, along with a stakeholder survey aimed at project partners. The priorities of Humak's responsibility work are based on the strategy and on the development programmes agreed with the Ministry of Education and Culture (OKM) for the 2025–2028 performance agreement period.

Conducting a double materiality analysis is planned for future reporting periods.



5. Environmental responsibility and carbon footprint

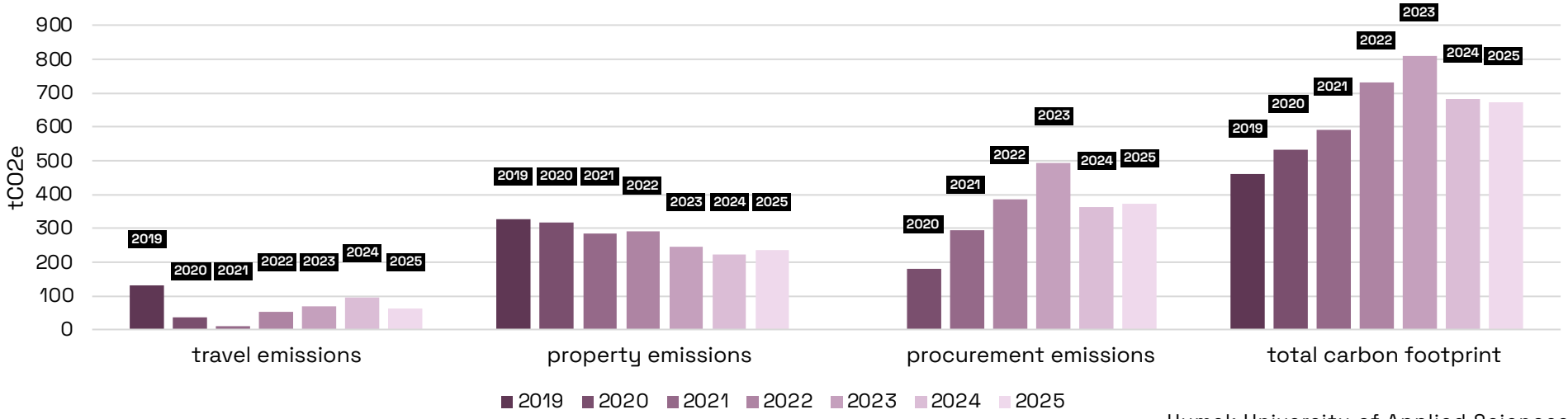
Environmental responsibility and carbon footprint

Humak has tracked its carbon footprint since 2019 using the shared calculation model of Finland's universities of applied sciences. All emissions are indirect (Scope 3) and fall into three categories: properties, travel, and procurement. The calculation method has been developed over the years — for example, procurement emissions were added from 2020 onwards — so results are not fully comparable between years.

Property emissions have declined steadily since 2019. The property calculation model is based on background data from Finnish University Properties (SYK). Travel emissions were exceptionally low during the COVID years 2020 and 2021, rose in 2022–2024, and fell again in 2025. Procurement emissions have been the largest single source of emissions since 2022.

Total emissions peaked in 2023 (808 tCO_2e) and have declined since.

In 2025, Humak's carbon footprint was **671 tCO_2e**, 1.7% lower than the previous year.



Emission reduction measures

Travel, properties and procurement form Humak's most significant sources of emissions. Humak has drawn up a carbon footprint roadmap that structures emission-reduction work into three areas. The roadmap has enabled a shift from individual actions towards a more systematic approach. However, the actual systematic emission-reduction measures are mainly work for coming years.

In 2025, preparatory work began in which environmental ideas produced by staff in the responsibility-themed workshop guided the choice of priorities. The proposals that received the most support related to travel and procurement, which are reflected, for example, in an updated travel policy that reinforces sustainable choices.



6. Social responsibility

A communal, equal and accessible Humak

At Humak, social responsibility means a diverse, equal and accessible higher education community in which both staff and students have equal opportunities to study, work, develop, and participate.

The principles of social responsibility are recorded in Humak's strategy, in its equality, non-discrimination and accessibility plan, and in its principles for a safer space. These principles were drawn up in 2024 based on guidance from the Finnish UN Association and are reviewed at the start of every course.

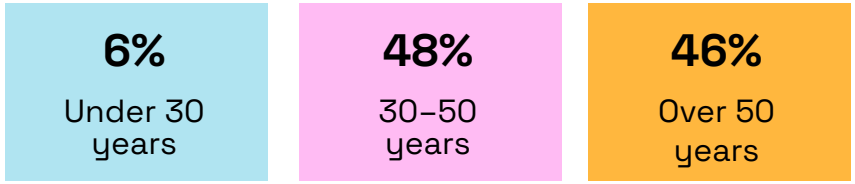
According to an equality, non-discrimination and accessibility survey conducted in September 2025, staff and students feel that equality is well realised at Humak. Based on the survey, an update of the equality, non-discrimination and accessibility plan was launched.



Staff and wellbeing at work

In 2025, Humak employed a total of 189 people

- Women 142 (75%)
- Men 47 (25%)
- Permanent 146 (77%)
- Fixed-term 32 (17%)
- Variable working hours 11 (6%)
- Senior management — women | men: 4 (50% | 50%)
- Average age of staff: 49 years



Personnel Survey 2026

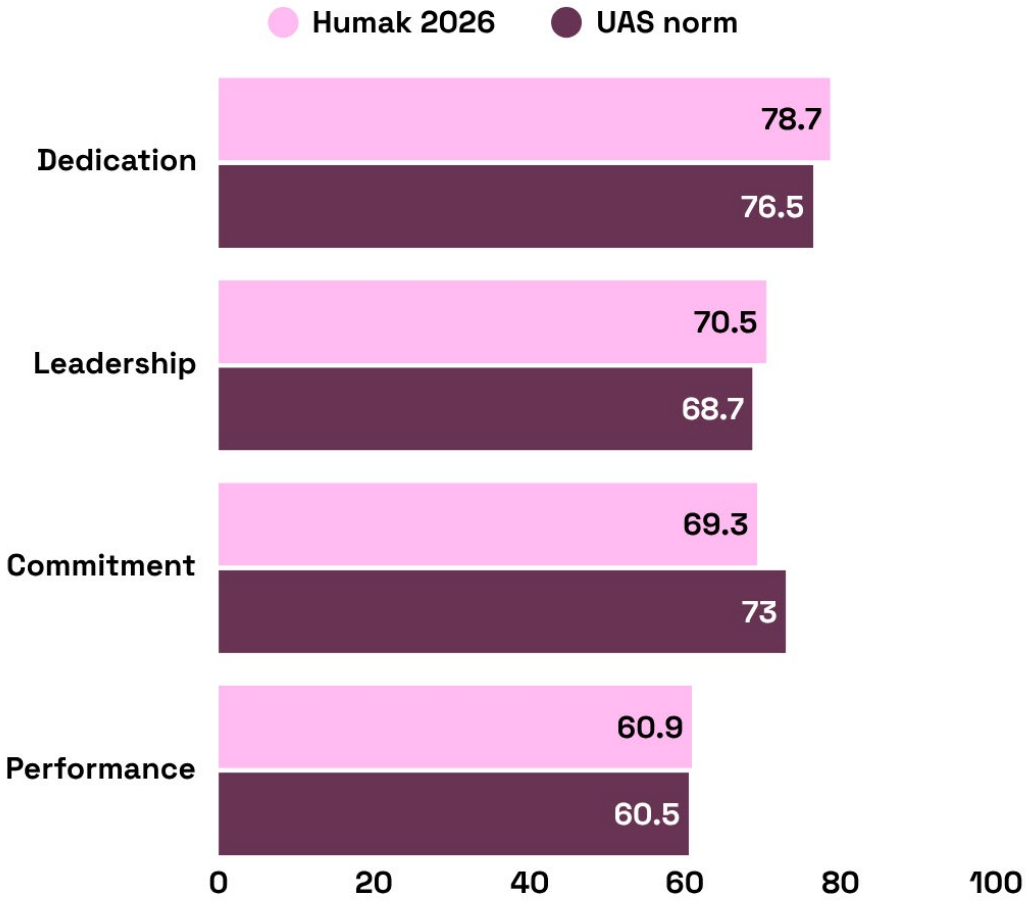
Every other year, Humak conducts the Eezy Flow PeoplePower personnel survey, which aims to give an overall picture of staff wellbeing, supervisory work and the functioning of the work community.

Results are used to develop wellbeing at work across the organisation and within individual units. 78% of staff responded to the survey conducted in early 2026.

In 2026, the PeoplePower Index stood at **A+** against the UAS norm and A against the expert norm. The index describes staff experience overall on a scale from C to AAA, and the rating shows how the result compares with the benchmark group.

Dedication emerged as the strongest theme. Staff feel their work is meaningful and are committed to shared values. Information flow and community were identified as development areas. Responses highlighted the importance of collaborative structures and face-to-face encounters in supporting a sense of community.

2026 Staff Survey Results



92% can carry out their work in an environmentally sustainable way - improved from 2024 (87%).

88% feel Humak's aims and goals are worth pursuing.

41% experience loneliness at work at least occasionally.

Staff sustainability competence

In the 2025 responsibility and sustainability survey, staff identified low-threshold basic knowledge of what responsibility and sustainability mean in their everyday work as the most important training need. Needs were also identified around pedagogical applications of sustainability and the responsible use of AI. Care, ethics, and responsibility for the future emerged as the most important meanings of responsibility.

Training measures

Accessibility as part of a responsible work community: An online course introduces staff to responsibility and accessibility from Humak's own perspective. The course is part of the induction programme for new employees. In 2025, six people completed the course. It has been delivered as part of the Climate Engine project.

Data protection: A self-study course for all staff covering GDPR, the responsible use of AI, and the requirements of the EU AI Act. The course is part of the onboarding programme for new employees.

Good governance: Legal training delivered as 4Q collaboration for staff at four higher education institutions. The training package covered the legal basis of university of applied sciences operations and administrative procedure.



Students and the study community

In 2025, a total of 2,859 degree students studied at Humak.

- UAS degree students 2,549
- Master's degree students 310
- Women 2,328 (81%)
- Men 531 (19%)
- Student union members 645
- Graduated on time 63.6%
- Discontinued their studies 339
- Completing their first higher education degree 71.1%
- Average age of students: 33 years

20%	39%	41%
Under 25 years	25–35 years	Over 35 years

Half of Humak's graduates settle in Uusimaa, about a tenth in Southwest Finland, and just under a tenth each in Central Finland, Pirkanmaa and Northern Savonia.





A further 6,549 other students studied at Humak, for example:

- Open UAS students 1,732
- Open path students 337
- Cross-institutional students 3,843
- Incoming exchange students 57

Student wellbeing

School to Belong — aiming to reduce loneliness

In spring 2025, Humak joined HelsinkiMissio's School to Belong programme, which aims to reduce loneliness in educational institutions and strengthen a sense of community.

The programme began with a loneliness survey, answered by both students and staff. According to the survey, harmful loneliness experienced by students is lower at Humak (30 %) than the average for other institutions (33 %), and Humak has succeeded in creating an accepting, non-discriminatory learning environment.

Based on the survey, a loneliness strategy was drawn up to guide efforts to strengthen community. In autumn 2025, staff training on recognising loneliness and a workshop for active students were held. Since November 2025, monthly online lunches have been organised for all students.

HelsinkiMissio has awarded Humak a certificate recognising its commitment to reducing loneliness. The certificate shows that the institution has the competence and the will to address loneliness, so that no one is left alone.

ZekkiPro Wellbeing Survey

The first ZekkiPro wellbeing survey was conducted in autumn 2025 as part of the 4Q collaboration (Diak, Arcada, KAMK, Humak). Based on the results, the Hyväksyen ("Accepting") wellbeing group was launched, in which student counsellors from Humak and KAMK support students together in a shared online small group. Humak students were most satisfied with family and close relationships, living conditions, and friendships. Finances, time management and self-esteem, as well as a need for support in studies, were identified as development areas.



Scale used: 0–10.

7. The handprint of education

Sustainability in Humak's strategy

Strategy 2025–2030: With a human touch, Humak's graduates leave a sustainable handprint on society.

Sustainability in curricula

All Humak UAS degree students take shared sustainable development studies:

- Ecosocial culture and accessibility (5 ECTS)
- Towards a sustainable world (5 ECTS)

Beyond these shared modules, responsibility runs broadly through the curricula. The curriculum mapping exercise identified **42 courses** most closely linked to responsibility and sustainable development. In addition to ecological, economic, social and cultural sustainability, the mapping took into account themes central to Humak's profile: accessibility, inclusion, equality, human rights, diversity, and linguistic accessibility.

The curriculum mapping was conducted with AI assistance and drawing on expert assessments from the units. As information on which dimensions of sustainability each course promotes is recorded for all courses going forward, the mapping method will become more precise and reporting easier.
Humak's Open UAS offers a range of sustainability-themed courses and shorter micro-courses, for example on sustainable design and renewing organisational culture. Since 2021, Humak has offered the English-language Master's-level COSM (Culture, Organisation & Sustainability Management) study module, which focuses on strengthening the sustainability competence of organisations and professionals in the cultural sector. More than 30 international experts have contributed to these studies. Through the Open UAS and the cross-institutional study network, Humak's sustainability competence reaches widely among people already in working life and students from other higher education institutions.

Sustainability competence is developed systematically

Strengthening sustainability competence is the first theme, Responsible Education, of Humak's coaching pedagogy programme 2025–2028. This theme promotes the sustainability competence and ethical conduct of students and staff, as well as the accessibility of education. Monitoring of competence development is being reinforced by adding a question on sustainability competence to both the course feedback form and Humak's own student feedback survey. From autumn 2026, courses will also adopt Arene's traffic-light model, which guides the responsible use of AI in learning assignments.

Sustainability competence: results and development areas

AVOP 2025 results (Feedback questionnaire for University of Applied Sciences graduates)

In the Thesis question group of the AVOP 2025 survey, Humak achieved the top national ranking among UAS degrees (rank 1/22, adjusted for field of education). This result reflects Humak's strong culture of personal supervision. Humak also ranked second in the "planning and guidance of studies" question group, in the field-adjusted comparison, for both UAS and Master's degrees.

Humak was among the first universities of applied sciences to adopt the AVOP survey's statements on sustainability competence in 2025 and exceeded the national average on both statements for UAS degrees. For Master's degrees, results on both statements (5.0 and 5.3) fell slightly short of the national average (5.3 and 5.5).

5.5 | 7.0 My competence in sustainable development in my field has increased during my studies. National average for UAS degrees: 5.4.

5.6 | 7.0 My studies have increased my motivation to promote sustainable development in working life. National average for UAS degrees: 5.4.

Theses as drivers of sustainability

Around two-thirds of theses completed in 2025 were connected to sustainability and responsibility. Social sustainability is clearly emphasised in theses: inclusion, integration, equality, mental health, youth work and disability services are natural themes for Humak's fields of education. Ecological sustainability work is found particularly in adventure education and nature-based methods.

Humak's responsibility profile shows up in theses above all as a human, communal form of sustainability that emphasises accessibility.

The analysis is based on the abstracts of theses completed in 2025 and was conducted with AI assistance. A more detailed analysis will be possible in future by developing Wihi, the thesis process management system.

Internships as drivers of sustainability competence

The sustainability content of internships is not yet systematically monitored in this reporting period. A question on the development of sustainability competence will be added to the internship agreement and the course feedback form, after which systematic monitoring will begin.

8. The handprint of RDI activities

The handprint of RDI activities

Humak's RDI activities strengthen communities, cultural sustainability and human competence – locally and internationally.

At Humak, RDI activities and sustainable development are linked at every level — from project planning through to implementation and communication. For every project, the UN Sustainable Development Goals (SDGs) it advances are identified. These goals are recorded in the project management system and are also highlighted in project communications.

2025 was the year Arene's sustainability criteria for responsible RDI activities were introduced at Humak. The criteria framework covers ecological, economic, social and cultural sustainability, as well as general principles of responsibility. Applying the criteria across the different stages of project activity is one of the priorities for developing Humak's RDI activities.

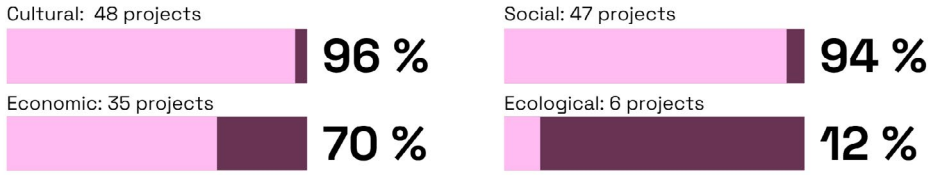
During 2025, Humak built a research programme structure for its RDI activities. The phenomenon-based research programmes – **Resilient Societies, Transforming Communities, and Thriving Through Experiences** – structure Humak's RDI sustainability themes from social, cultural, economic and ecological perspectives.

Key figures for 2025:

• RDI projects	50
• SDG target identified in projects	100%
• Arene RDI criteria framework introduced	2025
• Sustainability-related publications	approx. 34%
• Share of open-access publications	83%
• Partners in projects (26 domestic and 68 international)	94
• Arene RDI maturity level	Advanced (4)

Sustainability-related publications were identified using an analysis based on publication titles and keywords. Some publications lack keywords, so the true share of sustainability-related publications is likely higher than reported. Keyword tagging in the Justus database is being developed for the next reporting round.

Dimensions of sustainability in Humak's RDI projects



Sustainable Development Goals in RDI projects

At Humak, sustainable development is part of the planning of every RDI project. For each project, the UN SDGs it advances are identified, and how, is described. In practice, a maximum of three of the most central goals are chosen, even where a project advances more. In 2025, Humak's projects advanced a total of 13 different SDGs.

Humak's sustainable development programme has identified four priority goals: quality education, reduced inequalities, sustainable cities and communities, and peace and justice. These choices reflect Humak's societal role as a university of applied sciences specialising in community development, cultural management and linguistic accessibility. Reduced inequalities and quality education featured most strongly in Humak's projects. Sustainable cities and communities, and peace and justice, are priorities still developing. Projects related to health and wellbeing and to decent work reflect, in turn, Humak's strategic choices and fields of education.

Humak's RDI activities are structurally partnership-based — development work is always carried out together with actors in the field. This is reflected in the high share of SDG 17 (Partnerships for the goals): 46% of projects advanced partnership-building. The 2025 stakeholder survey confirms this: on a scale of 1–5, partners give Humak excellent ratings for collaboration skills (4.7), reliability (4.6), expertise (4.6) and usefulness (4.4).

SDG	Goal	Share of projects
	Reduced inequalities*	54% | 27 projects
	Quality education*	42% | 21 projects
	Sustainable cities and communities*	12% | 6 projects
	Peace, justice and strong institutions*	8% | 4 projects
	Good health and wellbeing	52% | 26 projects
	Partnerships for the goals	46% | 23 projects
	Decent work and economic growth	34% | 17 projects

*Priority goal in Humak's sustainable development programme.

Head of Strategy's Closing Words

Humak's first sustainability report is complete. The report covers education, RDI activities, management and carbon footprint, making responsibility work visible both to the Humak community and to external stakeholders. This is a significant milestone.

The first reporting round has taught us a great deal. Data collection processes have become clearer, responsibilities have been distributed, and development needs in the measurement framework have been identified. Identifying these development needs is, in itself, already a result.

The process has also increased staff awareness of sustainability. A report does not appear out of nowhere – behind it is a large group of people who have identified, gathered and assessed information about their own work from a sustainability perspective. That, too, is responsibility work.

The next report will already be able to show a direction of development. Monitoring of sustainability competence will become more systematic going forward: sustainability will be taken into account more comprehensively than before in internship agreements, feedback collection and courses. Courses will also adopt Arene's traffic-light model to guide the responsible use of AI.

Rewarding acts of responsibility and Humak's event guidelines strengthen sustainability in everyday practices. On the environmental side, the travel policy is being updated, and sustainability criteria for procurement are being developed.

With Arene's Sustainability Programme 2026–2030, calculation of the nature footprint will begin across the whole UAS sector. The update of Humak's sustainability programme will set the direction for the whole of the next programme period, and the systematisation of data collection processes supports all of this. The foundation has been laid. Now we build forward.

I want to thank everyone at Humak who took part in the reporting. Special thanks go to the members of the reporting group: Johanna Henriksson, Pekka Harjula, Anu Virtanen and Emma-Karoliina Reponen.

Titta Pohjanmäki



HUMAK