

The logo for LAU REA, consisting of the letters 'LAU' stacked above 'REA' in a white, bold, sans-serif font, enclosed within a blue square.

LAU
REA

AMMATTIKORKEAKOULU
University of Applied Sciences

A large, stylized white graphic resembling a thick, continuous line that forms a series of interconnected loops and curves. A circular cutout in the center of the graphic contains the text 'ANNUAL REPORT 2021'. The background is a vibrant, abstract geometric pattern of overlapping triangles in shades of blue, purple, pink, and red.

ANNUAL
REPORT
2021

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Review by the President: 2021 marks a successful year for Laurea University of Applied Sciences despite the prolonged COVID-19 pandemic

DESPITE THE PROLONGED COVID-19 pandemic, the year of activity 2021 was successful for Laurea University of Applied Sciences from the perspective of education, research, development, innovation and regional development, even though exceptional arrangements were needed for the second year running in all higher education activities due to the pandemic. The year under review marked the beginning of the new contract period 2021–2024, and the objectives and funding for it were agreed with the Ministry of Education and Culture in January 2021.

THERE WAS PLENTY of demand for Laurea degrees in the labour market, as the employment of graduates was excellent (93.9 per cent). In the joint application process of spring 2021, the number of primary applicants for Laurea degree programmes was 6.2 per starting place, which means that Laurea retained its place as the most appealing university of applied sciences in Finland.

SIMILAR TO THE previous year, Laurea's international research, development and innovation (RDI) activities were particularly affected by travel and assembly restrictions caused by the pandemic, but the competitive external RDI funding (EUR 4.7 million) rose from the previous year (EUR 4.3 million). EU Horizon 2020 funding continued to develop in

a positive direction, and Laurea still managed to get the most funding among the Finnish universities of applied sciences. Despite the prolonged pandemic, the revenue from Laurea's business operations climbed back to the pre-pandemic level (EUR 2.1 million). Furthermore, due to a good investment year, the financial result of Laurea University of Applied Sciences Ltd is as high as EUR 4.9 million for the year 2021.

IN 2021, THE higher education institution achieved strong operational results that support Laurea's steady development, even though the pricing model for universities of applied sciences has been less favourable for the higher education institution since 1 January 2021 due to the changes made to the degree pricing model. During the year under review, the higher education community carried out an external evaluation to prepare for a quality system audit conducted by the Finnish Education Evaluation Centre (FINEEC) in spring 2022, which is based on the international EFQM model. The external evaluation was carried out by an expert group appointed by Excellence Finland, and Laurea was granted the Recognised by EFQM recognition for the systematic development of operations.



JOUNI KOSKI
President, CEO, PhD



Katri Ojasalo
Vice President (Education)

Education: Record results in exceptional circumstances

DESPITE THE EXCEPTIONAL circumstances caused by the COVID-19 pandemic for the second year running, the indicator results of Laurea's education activities were record high in 2021. More Bachelor's and Master's degrees were completed than ever before. The share of UAS degrees completed within the target time also saw a significant improvement: approximately 73 per cent of UAS graduates completed their degree in 3.5 years or less, which is a 10 per cent improvement from the previous year.

DURING 2021, THE graduand feedback collected from all Bachelor's or Master's degree graduates reached a record level. Furthermore, the number of credits completed as open university of applied sciences studies and other separate studies reached almost 52 000, which is more than ever before. Similarly, the number of credits completed in cooperation with higher education institutions increased from the previous years. In the Learning Excellence cooperation area of the 3AMK alliance, the three participating universities of applied sciences offered a total of 17 joint study entities.

DUE TO THE COVID-19 pandemic, extensive distance learning arrangements continued throughout 2021. On the whole, only the teaching of new daytime groups and small-group workshops requiring attendance could be organised on campuses. Library and other study services were available both on campuses and online. Students' experiences of studying in these

exceptional circumstances were monitored with the *Mitä kuuluu?* survey, which was sent to all Laurea students during both the spring and autumn semester. Many measures were taken to support the well-being of students, for example, with the help of the OMA OTE project funded by the Ministry of Education and Culture.

THE STRATEGIC DEVELOPMENT of education activities continued as planned in critical change projects, in which many new operating models were created to strengthen the competence-based approach, quality of learning and study efficiency, to increase non-degree education and to expand access to high-quality open digital studies. Systematic, student-oriented guidance activities were launched from the beginning of 2021 for those selected through the L160 separate application process. The application is intended for applicants who have completed at least 160 credits at a Finnish higher education institution and then dropped out of their studies. In 2021, the L160 guidance helped 76 students to graduate.

Record number of BACHELOR'S and MASTER'S degrees

Students graduate faster and are more satisfied

Second-most study attainments completed among Finnish open UAS



Mari Vuolteenaho
Vice President (RDI)

RDI and business operations: Scientific and societal impact through applied research

LAUREA HAS SET a goal for itself to increase the societal impact of research, development and innovation (RDI) activities. It is also necessary to increase funding so that effective RDI activities can be implemented to a sufficient extent.

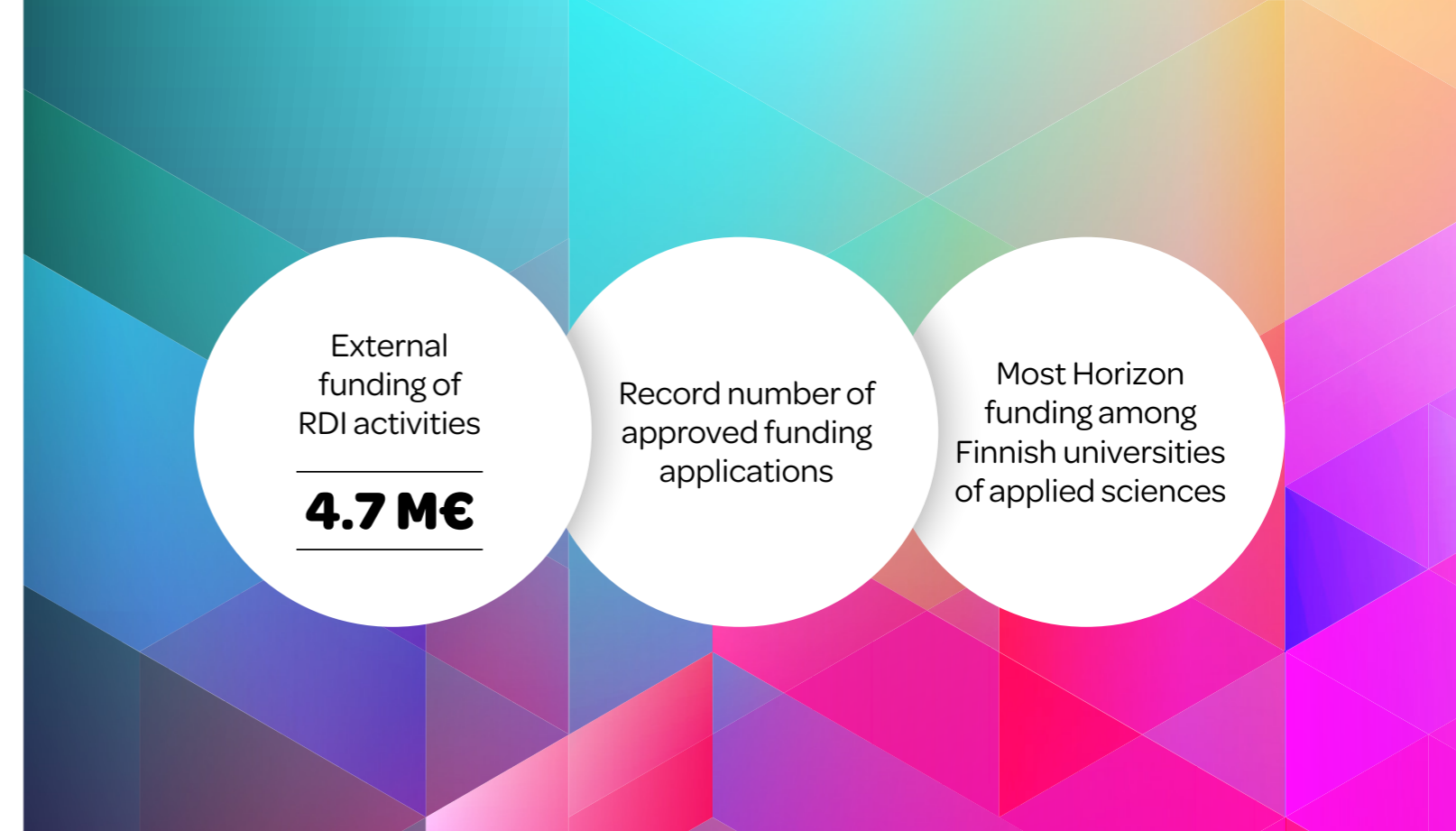
THE EXTERNAL R&D funding received by Laurea in 2021 was EUR 4.7 million, which is an increase from 2020 (EUR 4.3 million). The implementation of projects was delayed due to travel difficulties caused by the COVID-19 pandemic and a shortage of personnel resources in the projects.

THE MOST SIGNIFICANT sources of funding were the national structural funds (ERDF and ESF), EU framework programme Horizon, the Academy of Finland and the Ministry of Education and Culture's project funding. Despite the fact that fewer project applications were submitted in 2021 than in 2020, this year saw more projects started and more funding received. In 2021, 157 project applications (2020: 175 applications) were submitted, 139 of which were research and development activities (2020: 160). Although 25 of the applications submitted in 2021 are still under consideration by the funder as of February 2022, a positive decision has already been received for 64 of them, which is an increase from 2020 (49 positive decisions), and

they have also resulted in more funding. Based on the decision received by February 2022, 48 per cent of the applications submitted in 2021 were successful, which is significantly higher than in the previous year (2020: 28 per cent).

AS PART OF the efforts to increase the funding and impact of RDI activities, the researcher career track was launched at Laurea. As a result of the research work, Laurea can further expand the scientific and other societal impact of applied research in particular. In addition, Laurea can participate in a larger number of RDI funding applications in which the person responsible is required to have, for example, research experience at the docent level.

MORE AND MORE of Laurea's personnel participates in RDI activities, which increases the need for competence development. Self-study material was created from the Certified Project Manager training, and the staff had the opportunity to participate in a webinar on current issues in RDI (*TKI-työssä*) as well as in work training of a shorter duration, focusing on, for example, funding instruments. The personnel have also been trained for the use of co-creation methods in accordance with Laurea's profiling.



REVENUE FROM LAUREA'S business operations, excluding the teaching restaurant BarLaurea, was EUR 1.9 million in 2021, which is more than in the previous year (EUR 1.7 million). BarLaurea's revenue was approximately EUR 180 000, which is significantly lower than the long-term level due to the COVID-19 restrictions. The COVID-19 pandemic also still had a negative impact on the business operations, as activities that require spending time in the same facilities could not be implemented as usual and travelling between countries was more difficult than previously. Despite these difficulties, Laurea's revenue from education export increased slightly. Moreover, Laurea's MAPA® training programme, which prepares students for challenging customer situations, also contributed to keeping the revenue at the previous level. Towards the end of the year, education export activities increased significantly, and they hold great opportunities for the future. The business operations consist mainly of the sales of education services in Finland, the operations of BarLaurea and other work performed by students as well as education export. The rest of the revenue comes from consulting and sales of supplies, among other things.

SINCE 2019, LAUREA has established key partnerships to strengthen the employer networks of students and

improve their qualitative employment. The partner network is maintained in a goal-oriented manner and systematically activated to strengthen the research and development activities and business operations of Laurea. In 2021, 33 new key partnerships were signed, and at the end of 2021, Laurea had 60 key partners.



Kimmo Hannonen
Vice President (Support Services)

Services: High-quality and accessible services streamline the progress of studies

HIGH-QUALITY AND ACCESSIBLE services at Laurea contribute to the smooth progress of studies. During the pandemic, the safety of our working environment has been further emphasised. The volume of campus activities has been regulated so that the risks of the pandemic can be managed. This has sometimes required that the campus services, such as the restaurant services, adapt to the current situation and to the recommendations and restrictions of the authorities. On the other hand, the pandemic has emphasised the importance of information security as we strive to ensure that our information network operates free of problems, which is a precondition for productive distance learning and working.

OUR EFFORTS TO develop our campus network progressed as we concluded a lease agreement for the modern facilities to be built in the Kivenlahti metro centre. Depending on the construction schedule, we will be able to move to the new premises in 2024 or 2025. At the same time, we will say goodbye to the Otaniemi campus. The new facilities will enable more efficient and modern higher education activities that will also serve the region better. Old facilities were also upgraded on several campuses to better meet the changing needs of operations. Various teams of both staff and students participated in the planning of the campus facilities.

UTILISING DIGITALISATION IS essential in the development of service processes and customer

experience. We have systematically mapped out our possibilities of reducing manual work stages in order to speed up customer service and save resources. The introduction of the electronic degree certificate highlights this development, as it allows graduates to print a copy of the certificate themselves. In addition, the authenticity of the certificate can be verified in both Laurea's and the national information systems. In order to facilitate the flexible and safe use of the information systems, Laurea has launched a reform of user management, which will be completed in 2022. In 2021, the use of a modern learning platform supporting Laurea's pedagogical model was established as part of the operating model.

AS AN APPEALING university of applied sciences, Laurea has a great responsibility for organising the national entrance examinations. While the exams in May–June had to be held in the Helsinki Exhibition & Convention Centre due to the pandemic, the exams in the autumn could be held in a safe manner on our own campuses. On both occasions, Laurea had to prepare exams for approximately 6 000 applicants. Preparations were also made to organise remote entrance examinations for the foreign language programmes, which are followed by interviews in the selection process. The first national exams organised in this manner were held in February 2022.

High-quality and accessible services

Evolving campus network

Electronic degree certificates



Tiina Päivärinne
HR Director

Personnel: Well-being personnel at the core of all activities

DURING 2021, SIGNIFICANT investments have been made in competence management, and the related processes, responsibilities and goals have also been clarified, among other things. Competence management starts from the first steps of the recruitment process and ends once the employment comes to an end. A new system was introduced to support recruitment, and orientation was developed by introducing an online orientation course for all new Laurea employees. In addition, the success of the orientation is monitored and supported by a feedback questionnaire tied to the process. Furthermore, an exit survey was prepared to support the development work, and as part of the process, an exit discussion will be conducted with all those departing from Laurea. The development of competence management is strongly based on information: the surveys and regular discussions support the continuous development and make it more systematic.

THROUGHOUT THE YEAR, the staff has been provided with training on strategically important topics, such as pedagogy, guidance competence, project skills, language training and digital skills.

SUPERVISORY TRAINING WAS organised in 2021 with a changing theme. The internal competence of Laurea was put to good use in the organisation of the supervisory training, and some of the training was implemented in cooperation with external experts. The themes of the training were service design and co-creation, career management, employment relations, recruitment as well as competence management.

THE DEEP LEADERSHIP programme LaureaShip was launched in 2020, and it was expanded to the staff in 2021 under the guidance of internal coaches. About 150 Laurea employees participated in the programme in 2021. During the training, the participants receive 360-degree feedback on themselves, which is used to systematically support the development of expert work and to strengthen the sense of community as well as interaction and feedback culture of the higher education institution. The training programme is a tool for personal development, and it also offers the opportunity for the team and community to develop their competence and interaction skills.

WELL-BEING PERSONNEL are at the core of all Laurea's activities. To support this, a strategic steering group for work ability management was established in 2021. The steering group supports, guides and develops Laurea's work ability management. In addition, it collects data on well-being at work for analysis, planning of measures and developing processes and operating methods. Different personnel groups have been taken into account in the composition of the steering group, and representatives from the occupational health care service provider Aava and the pension insurance company Keva are also involved.

CHALLENGES POSED BY the COVID-19 pandemic to well-being have been identified throughout the year, and support has been offered to the staff together with occupational health care services. The *Mielen voimalinja* service was introduced as a completely new form of support.

We support the development work of competence management

The Deep Leadership programme continues

We invest in the management of well-being at work



Teemu Ylikoski
Development Director

External relations: Close cooperation with working life partners continued

LAUREA'S CO-OPERATION WITH business organisations continued on a strong track also in 2021. Despite the second year of the pandemic, both the number of active partners and the number of teaching or research, development and innovation assignments from working life increased by almost 10 per cent from the previous year.

WE MONITOR THE FEEDBACK from our partners through annual monitoring, which has been done since 2014. The strategic indicators defined for stakeholders developed positively during the year under review: at the end of 2021, Laurea's overall score was 4.1 (on a scale of 1–5). Of the 224 respondents, 83 per cent were willing to give Laurea a strong recommendation or have already recommended Laurea to others. Similar to the previous survey, 96 per cent of the respondents were satisfied with Laurea.

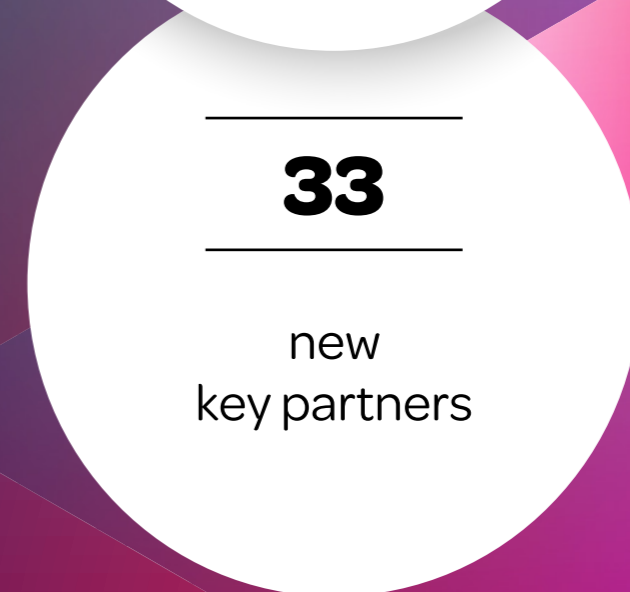
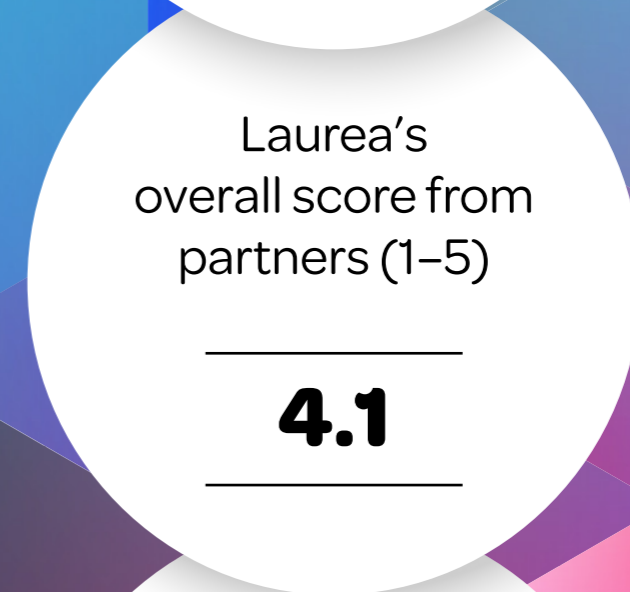
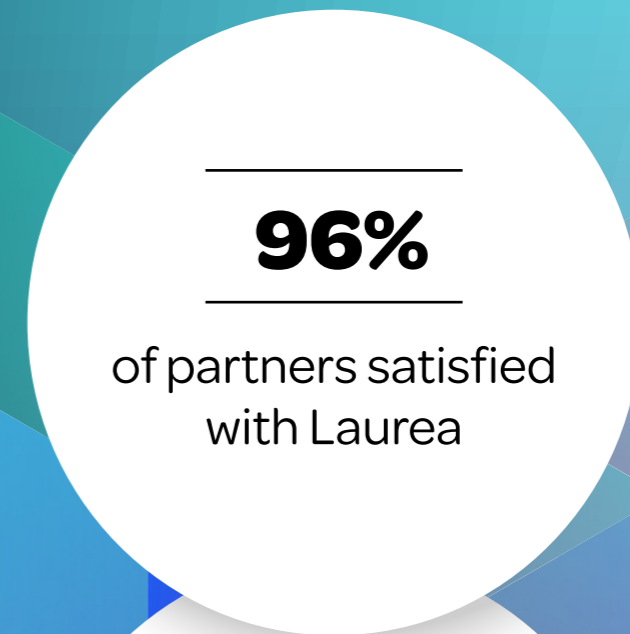
FOR THE FIRST TIME, a separate section for key partners was included in the survey to monitor their satisfaction, experiences and expectations regarding the key partner programme. Key partners' feedback was at a good level and more positive on average compared to other respondents. Satisfaction with the key partner programme was 4.2 (on a scale of 1–5, no "very dissatisfied" responses). According to the respondents, the most important contents of the key partnership programme are the designated contact person and

systematic development of cooperation, student cooperation and the development of recognisability and employer image.

LAUREA'S KEY PARTNERSHIP programme was launched in 2019 as a fee-based service for working life partnerships with the aim of supporting Laurea's strategic goal to deepen cooperation with working life and working life networks. At the end of 2021, we carried out a mainstream media launch for the programme. Information about the key partnerships was featured, for example, in Helsingin Sanomat, Kauppalehti, Talouselämä and broadly on the radio to support the digital visibility.

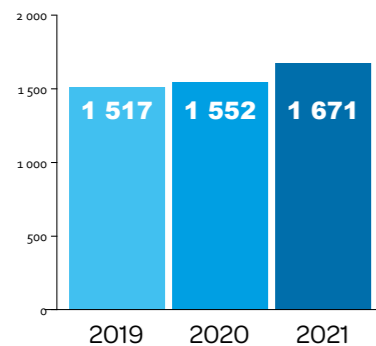
IN 2021, WE ESTABLISHED 33 NEW KEY PARTNERSHIPS

BY CONCLUDING A key partner agreement with Laurea, the partner receives benefits that are not included in other Laurea partnerships. The key partnership contains three elements: project cooperation, recruitment cooperation and a visibility package. The key partnership is available to partners for a fee (EUR 2,500/year).

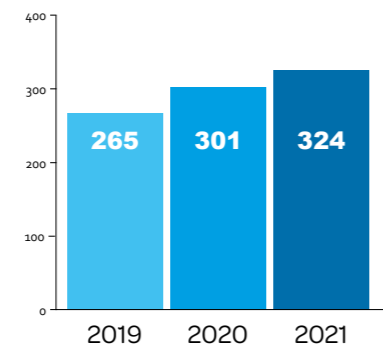


Teaching

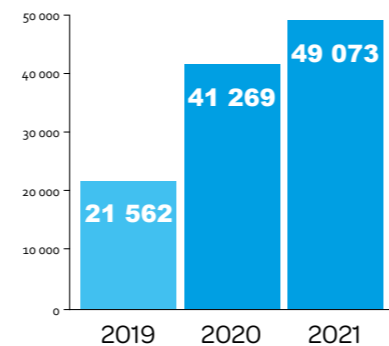
BACHELOR'S DEGREES COMPLETED



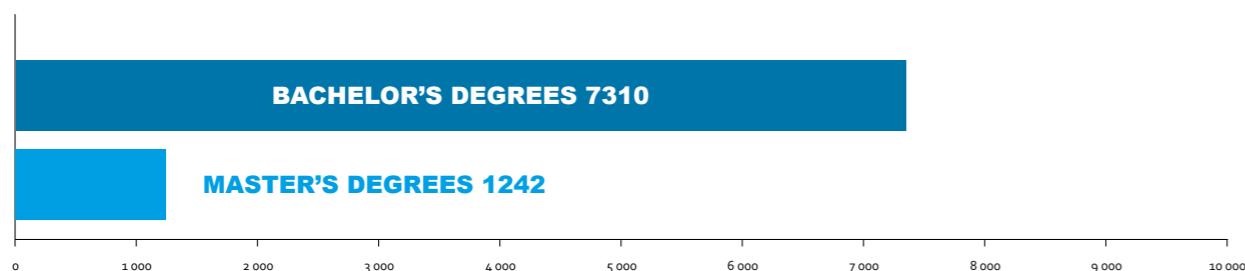
MASTER'S DEGREES COMPLETED



CREDITS COMPLETED AT THE OPEN UNIVERSITY OF APPLIED SCIENCES:



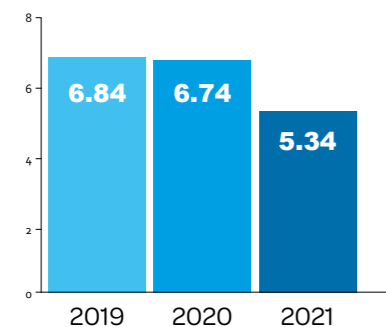
NUMBER OF STUDENTS (20 SEPTEMBER 2021)



Appeal

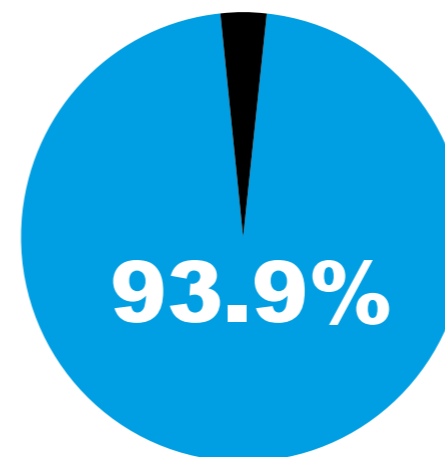
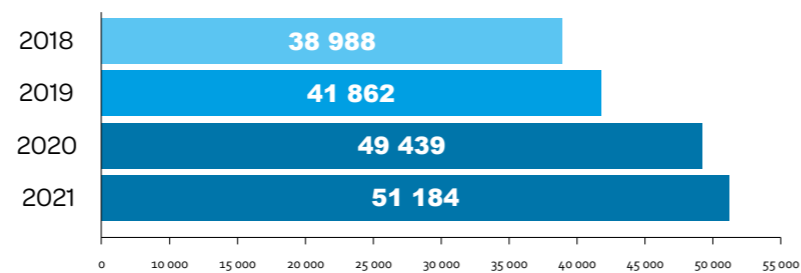
Primary applicants per starting place for study programmes taught in Finnish in the joint application process of spring and autumn 2021. (Note: Since 2020, study programmes taught in English have not been placed in the order of preference.)

OVERALL APPEAL



NUMBER OF APPLICANTS TO LAUREA

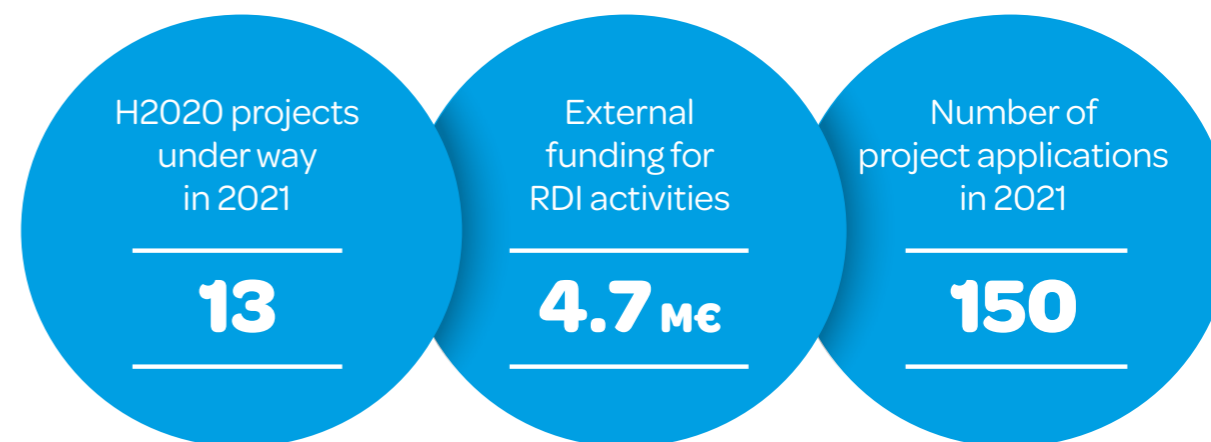
(Applicants who had Laurea education as an option for application)



Employment

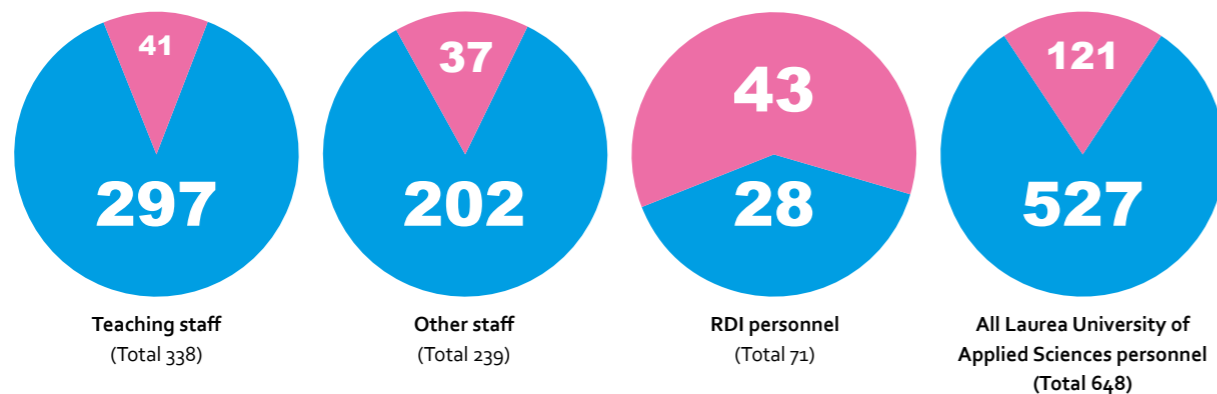
of those who completed a university of applied sciences degree were in employment a year after graduation (graduates of 2019)

RDI activities in 2021

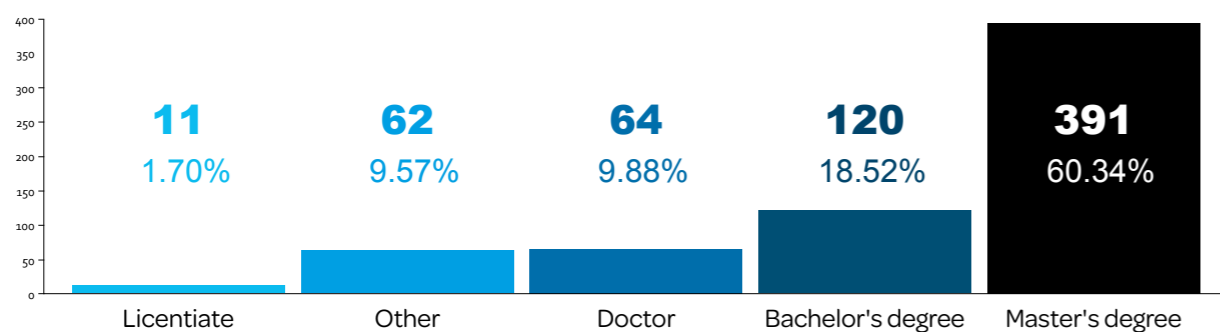


Staff

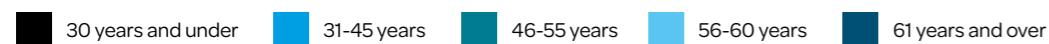
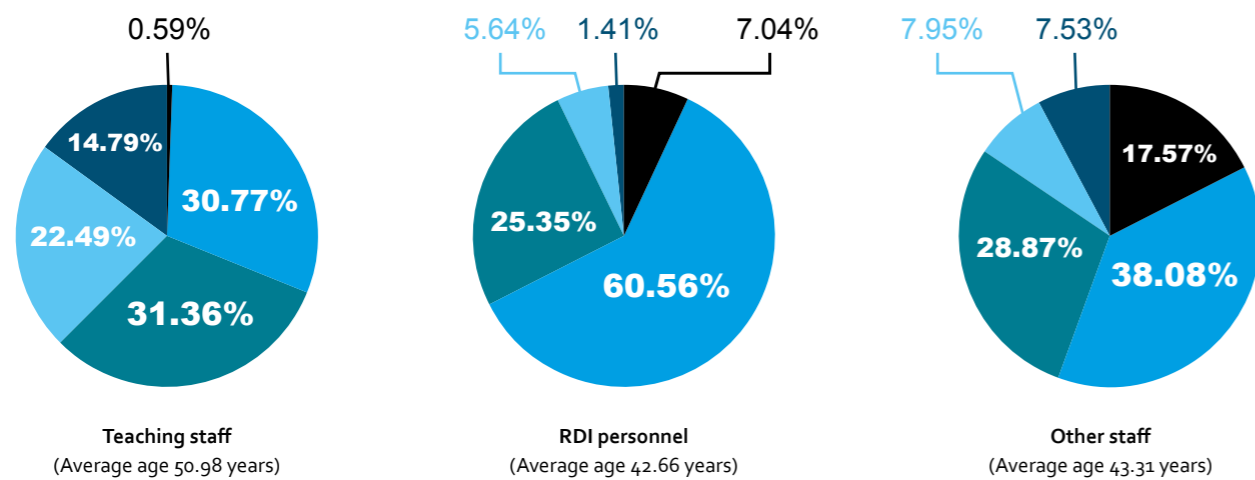
PERMANENT/FIXED-TERM STAFF:



PERSONNEL TRAINING:

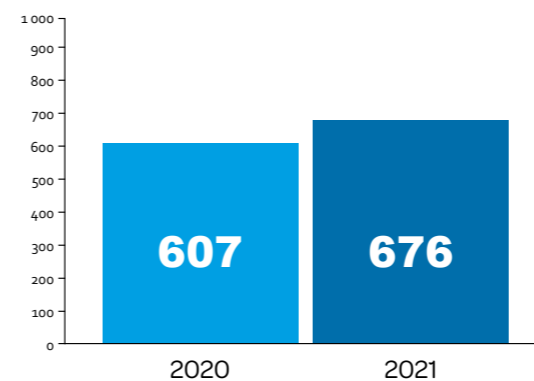


AGE DISTRIBUTION AND AVERAGE AGE OF PERSONNEL:

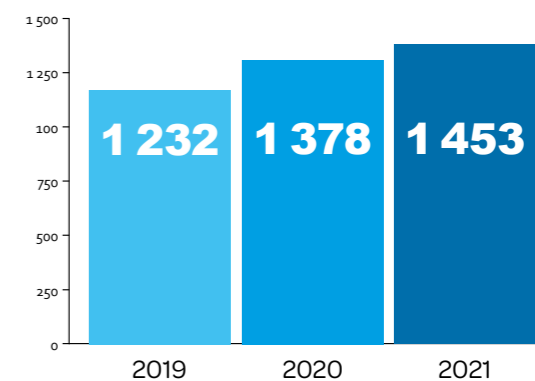


Social activities and influence

ACTIVE PARTNERS DURING THE YEAR:



WORKPLACE ASSIGNMENTS:



NEW KEY PARTNERSHIPS IN 2021:

barona, HOIWA, nixu cybersecurity, SOL, betesda-säätiö 50, HUS, HUS Porvoo Hospital, HUS Hyvinkää Hospital, osaango, SUVERA, digia, digia, HYVINKÄÄN SEURAKUNTA, pwc, TEBOIL, Villa Tapiola, Kaarikeskus, REALIA GROUP, trainers' HOUSE, ETEVA, KALATURKKU ERIKSSON OY, RTV, Valtion koulukodit, Go Strong, CITYMARKET JÄRVENPÄÄ, gato, KORPINEN - A PART OF ActLife, HEDENGREN Security, LAUTTASAAREN SENIORITALO, Sininauhasäätiö, viope, HELSINGIN HS SENIORISÄÄTIÖ, NIVOS ENERGIA - YESI - NETTI, Siuntio Sjundea, YIT



Board of Directors of Laurea-ammattikorkeakoulu Oy

The Board of Directors of Laurea-ammattikorkeakoulu Oy carries out tasks according to the Finnish Companies Act and ensures that the company's administration and operations are appropriately run and that the company is organised and managed in accordance with the regulations. In 2021, the Board met eight times.

Board members Tanja Saarinen, Hilu Kangas-Ranta and Perttu Koistinen are missing from the photo.

* Board work as a student representative ended on 10 May 2022. Starting from 10 May, Mio Kortelainen is the new student representative.

Finances

Income
58.0 M€

Expenses
56.6 M€

STATE FUNDING
47.6 M€ | 82.10 %

EXPENDITURE ON PERSONNEL
41.4 M€ | 73.10%

RETURN FROM GRANTS
7.4 M€ | 12.80%

OTHER EXPENSES
8.6 M€ | 15.20%

BUSINESS OPERATIONS
2.1 M€ | 3.60%

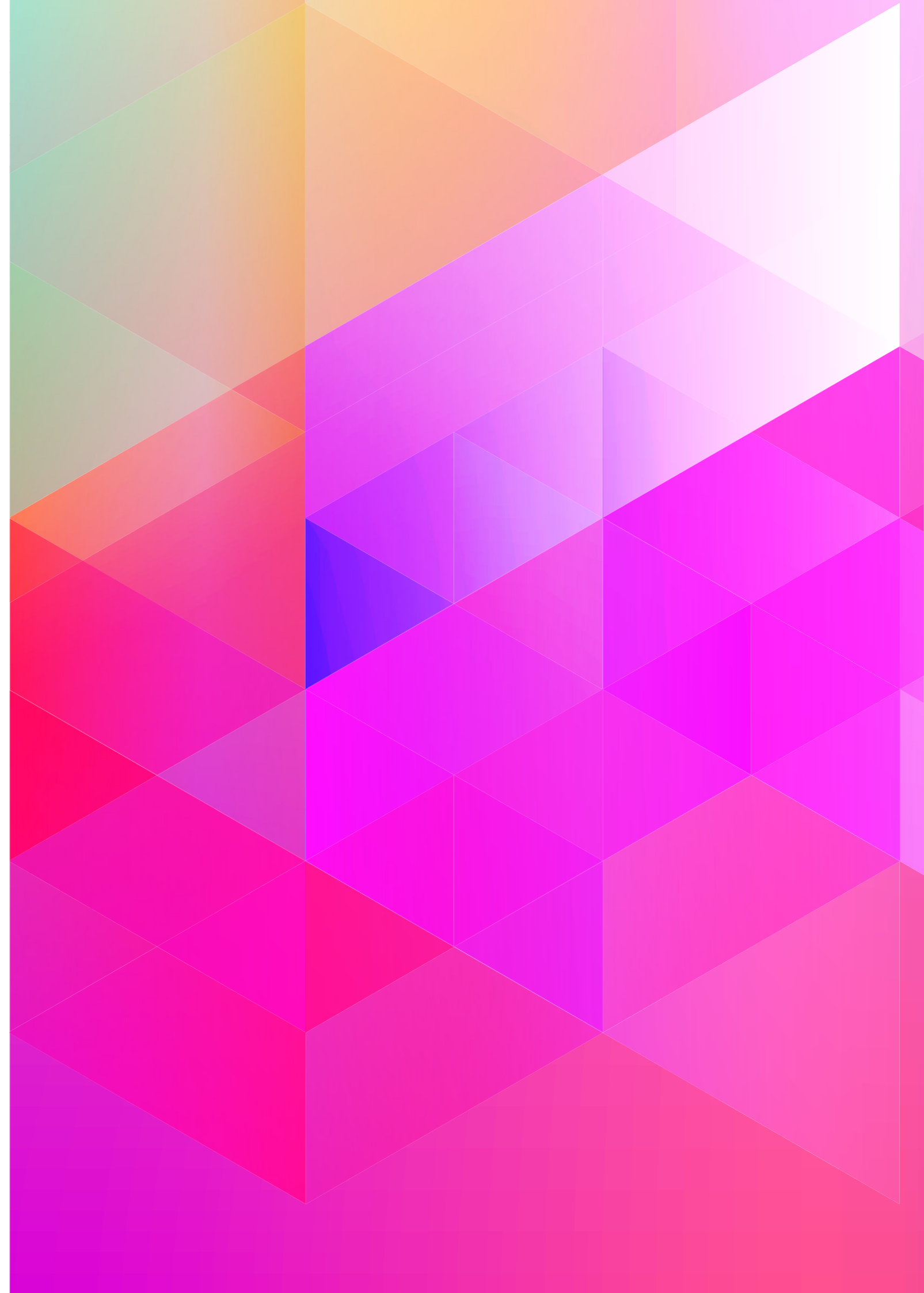
EXPENDITURE ON PREMISES
5.9 M€ | 10.40%

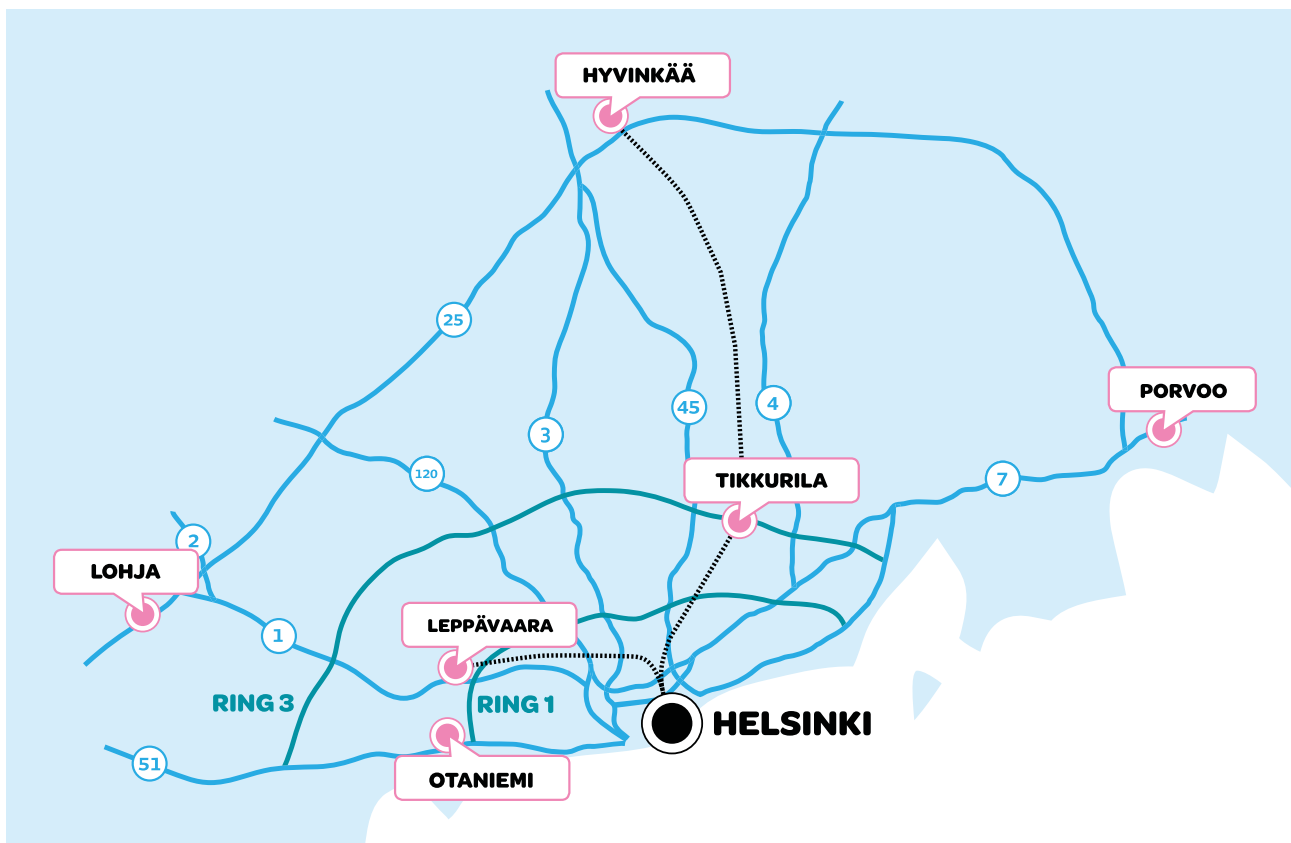
OTHER INCOME
0.9 M€ | 1.60%

DEPRECIATIONS
0.7 M€ | 1.20%

Operating profit 1.4 M€

Results for the financial period (including unrealised increase in value) 4.9 M€





Laurea University of Applied Sciences has **six campuses** in the Uusimaa region. Real-life assignments arising from the needs of workplaces have a significant role in the studies. These projects help students to develop networks during their studies and also to develop important workplace skills.

The Laurea community comprises of about **7 300** Bachelor's degree students, about **1 200** Master's degree students, **650** personnel and over **32 000** Laurea alumni. Laurea has no religious or political affiliations.

Laurea carries out practical research and development on strategic research areas that are based on tomorrow's needs and strong competence in the social services and health care sector, service business and security.



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