



Board Diversity Principles

Mandatum plc

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1 INTRODUCTION

At Mandatum, we firmly believe that diversity constitutes an essential part of our ability to thrive as a business. The purpose of these Board Diversity Principles (the "**Principles**") is to set out the factors of diversity to be taken into consideration in the composition of the Board of Directors of Mandatum plc (the "**Board of Directors**") to promote good corporate governance and effective functioning of the Board of Directors.

These Principles have been compiled in accordance with the criteria for board diversity set forth in the Finnish Corporate Governance Code maintained by the Finnish Securities Market Association (the "**Corporate Governance Code**").

2 DIVERSITY OF THE BOARD OF DIRECTORS

The proposal to the General Meeting for the composition of the Board of Directors is prepared by the Shareholders' Nomination Board of Mandatum plc (the "**Nomination Board**"). In accordance with the Charter of the Nomination Board, the Nomination Board is responsible for ensuring that the Board of Directors and its members maintain and represent a sufficient level of expertise, knowledge and competence for the needs of Mandatum plc and are able to commit sufficient time to perform their duties. When the Nomination Board is planning the composition of the Board of Directors from the viewpoint of diversity, the Nomination Board has also these Principles, defined by Mandatum plc itself, available for use.

Mandatum recognises that a diverse Board of Directors, consisting of individuals with a broad range of perspectives, backgrounds and experiences, promotes Mandatum's business decision-making and ensures good corporate governance. These objectives are supported by broad set of qualities and competences as well as diversity, including age, gender, geographical provenance and educational and professional background, of the members of the Board of Directors. In Mandatum's view, gender equality and balanced representation of genders, including ensuring that both genders are always represented on the Board of Directors with a target of each gender being represented by at least 33.3 per cent of the members, are important factors to take into consideration when preparing the proposal for the composition of the Board of Directors.

Mandatum plc's Corporate Governance Statement, which is published annually in accordance with the Corporate Governance Code, includes information on the progress of diversity in the Board of Directors.

3 TIMELINESS AND REVISION OF THE PRINCIPLES

These Principles have been approved by the Board of Directors of Mandatum plc. The contents of the Principles shall be reviewed by Mandatum at least annually and always when necessary due to, e.g., changes in the regulatory framework. Any updates or amendments to these Principles shall be approved by the Board of Directors of Mandatum plc.

Mandatum's Group Legal unit is responsible for the said review and update process.

4 LANGUAGE OF THE PRINCIPLES

These Principles have been prepared in Finnish and English. In the event of any discrepancies, the Finnish version shall be decisive.



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