

Board Diversity Principles

Nokia acknowledges and embraces the benefits of having a diverse Board of Directors (the “Board”). Diversity in the board composition boosts creativity and supports informed decision-making based on different perspectives. It also helps us understand and engage with a variety of stakeholders and to achieve our business and other goals increasing the shareholder value.

At Nokia, board diversity consists of a number of individual elements, including gender, age, nationality, cultural and educational backgrounds, skills and experience. For us diversity is not a static concept, but rather a relevant mix of required elements for the Board as a whole that evolves with time based on, among others, the relevant business objectives and future needs of Nokia. We treat board diversity as a means for improvement and development rather than an end in itself.

The Board is elected at least annually at the Annual General Meeting of shareholders for a term ending at the end of the next Annual General Meeting. The Board’s Corporate Governance and Nomination Committee is responsible for preparing the proposal to shareholders for the election and re-election of directors. When preparing the proposal, the Committee:

- reviews the current composition of the Board taking into account the number of directors, their independence, diversity and availability for service to Nokia, and
- establishes and reviews with the Board the appropriate skills and characteristics required of the directors, also in the light of Nokia’s anticipated needs.

These principles have been established by the Corporate Governance and Nomination Committee of the Board and confirmed by the Board of Directors.