

| Name | Task at Varma | Corporation in which a position of trust is held | Position of trust |
|--|-------------------------|--|---------------------------------|
| Jaakko Eskola | Chair of the Board | Neles Corporation | Chair of the Board |
| | | Suominen Corporation | Chair of the Board |
| | | Enersense International Plc | Chair of the Board |
| | | Technology Industries of Finland | Chair of the Board |
| | | Cargotec Corporation | Member of the Board |
| | | Finnish Foundation for Share Promotion | Member of the Board |
| | | P2X Solution Oy | Member of the Board |
| | | Confederation of Finnish Industries EK | Member of the Board |
| Antti Palola Chair, Finnish Confederation of Professionals STTK | Vice-Chair of the Board | Finnish Confederation of Professionals STTK | Chair of the Board |
| | | Economic Council | Member |
| | | Employment Fund | Member of the Board |
| | | e2 Tutkimus | Member of the Board |
| | | OP Helsinki | Member of the Supervisory Board |
| Risto Penttinen Executive Vice President, Strategy, Corporate Development and M&A, Uniper SE | Vice-Chair of the Board | Sydkraft Nuclear Power AB | Member of the Board |
| Riku Aalto President, the Finnish Industrial Union | Member of the Board | Central Organisation of Finnish Trade Unions SAK | Member of the Board |
| | | Turva Mutual Insurance Company | Member of the Board |
| | | Employment Fund | Member of the Supervisory Board |
| | | Open Unemployment Fund A-kassa | Chair of the Board |
| Anu Ahokas CEO, StaffPoint Group | Member of the Board | Confederation of Finnish Industries EK | Member of the Board |
| | | Private Employment Agencies' Association HPL | Chair of the Board |
| | | Solo Health Oy | Member of the Board |
| Ari Kaperi | Member of the Board | Nordea Finance Finland Ltd | Chair of the Board |
| | | Nordea Finans Danmark A/S | Chair of the Board |
| | | Nordea Finance Sweden Plc | Chair of the Board |

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| | | Nordea Finance Equipment AS | Chair of the Board |
| | | Tampereen Sähkölaitos Oy | Vice-Chair of the Board |
| | | Tampereen Vuokratalosäätö sr | Vice-Chair of the Board |
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| Jyri Luomakoski | Member of the Board | Fiskars Oyj Abp | Vice-Chair of the Board |
| | | Purmo Group Plc | Member of the Board |
| | | YIT Group | Member of the Board |
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| Petri Niemisvirta | Member of the Board | Mandatum Holding Ltd | CEO |
| CEO, Mandatum Group | | Mandatum Asset Management Ltd | Vice-Chair of the Board |
| | | Kaleva Mutual Insurance Company | Chair of the Board |
| | | Alma Media Corporation | Member of the Board |
| | | Topdanmark A/S | Member of the Board |
| | | Midaxo Oy | Member of the Board |
| | | Finance Finland (FFI) | Member of the Board |
| | | Finance Finland (FFI), Life Insurance Executive Committee | Chair |
| | | Confederation of Finnish Industries EK, Economy and Tax Committee | Member |
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| Teo Ottola | Member of the Board | no positions of trust | |
| CFO, Konecranes Plc | | | |
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| Pekka Piispanen | Member of the Board | no positions of trust | |
| Director, Akava ry | | | |
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| Saana Siekkinen | Member of the Board | Employment Fund | Chair of the Board |
| Director, Central Organisation of Finnish Trade Unions SAK | | Social Insurance Institution of Finland (Kela) | Member of the Board |
| | | Finnish Centre for Pensions | Deputy member of the Board |
| | | Finnish Work Environment Fund | Member of the Delegation |
| | | Finnish National Agency for Education | Deputy member of the Board |
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| Mari Walls | Member of the Board | Tampere University of Applied Sciences | Chair of the Board |
| President, Tampere University | | Technology Academy Finland | Member of the Board |

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| | | Finnish Education Employers (FEE) | Chair of the Board |
| | | Finnish Meteorological Institute | Chair of the Advisory Board |
| | | Finnish Cultural Foundation | Member of the Supervisory Board |
| | | Liikesivistysrahaston Kannatusyhdistys ry | Member of the Supervisory Board |
| | | Confederation of Finnish Industries EK | Member of the Board |
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| Jouni Hakala | Deputy member of the Board | Economy and youth TAT | Vice-Chair of the Board |
| Secretary General, Foundation of the Confederation of Finnish Industry and Employers (TT-), Confederation of Finnish Industries EK | | Finnish Business and Policy Forum EVA | Member of the Supervisory Board |
| | | Research Institute of the Finnish Economy (ETLA) | Member of the Supervisory Board |
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| Timo Saranpää | Deputy member of the Board | AKY-Akavalaiset yrittäjät ry | Chair of the Board |
| Chairman of the Board, AKY-Akavalaiset yrittäjät ry | | Finnish Enterprise Agencies | Member of the Board |
| | | Federation of Finnish Enterprises | Member of the Delegation |
| | | Association of Finnish Travel Industry (SMAL) | Member of the Board |
| | | Hotelliyhtymä Oy | Member of the Board |
| | | Helsingin seniorisäätiö | Vice-Chair of the Board |
| | | HUS Helsinki University Hospital | Deputy member of the Board |
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| Kari Välimäki | Deputy member of the Board | Rud Pedersen Public Affairs | Senior Advisor |
| | | Finnish Institute of Occupational Health | Chair of the Board of Directors |
| | | Med Group Oy | Vice-Chair of the Board |
| | | Marjatta-Säätiö | Chair of the Board |
| | | Peace Union of Finland | Member of the Board |