



Important information for businesses in Sweden



Preparedness for businesses

In case of  
crisis or war



Swedish Civil Defence  
and Resilience Agency

This brochure is intended for businesses in Sweden. It is issued in parallel to the brochure *In case of crisis or war*, sent to all households in Sweden in 2024.

The Swedish Civil Defence and Resilience Agency is responsible for the content.

The brochure is available to order in Swedish and English.

The information in this brochure is a summary.

More detailed information for businesses is provided at [mcf.se/beredskapforforetag](http://mcf.se/beredskapforforetag). The brochure can also be downloaded from the website.

#### **Preparedness for businesses – In case of crisis or war**

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## To businesses in Sweden

Armed conflicts are taking place close to us, and Sweden is affected.

In the event of a crisis, or in the worst case, a war, Swedish companies play a decisive role in ensuring that our society continues to function. As a business owner, you contribute by maintaining your operations as far as possible.

This brochure explains how you and your company can prepare. Share the brochure and its content with everyone concerned in your organisation. Together, we strengthen society's resilience.

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# When we are prepared for war we can handle a crisis

Sweden's defence is vital for our entire population and every part of society. Together we defend ourselves and our allies, protect civilians, and ensure that vital societal functions are maintained.

To succeed, everyone must contribute: every municipality, every business, every citizen. This includes all government agencies, all regions, and all organisations.

We are preparing for the worst-case scenario: an armed attack against Sweden or our allies. The security situation is serious and may remain so for a long time. We must be prepared.

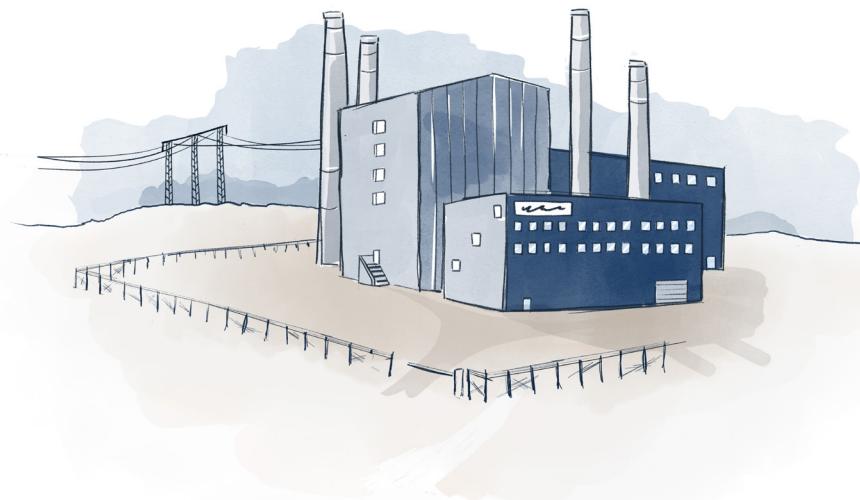
A functioning business sector, financial stability, and international trade are fundamental to keeping society functioning.

When your company is prepared to operate under the threat of war, it is also better equipped to manage pandemics, natural disasters, and other peacetime crises.

If Sweden is attacked, we will never surrender.  
Any suggestion to the contrary is false.



When every business strengthens its own operations, it also strengthens the will to defend the nation and the resilience of society as a whole.



# Improve resilience in your business

You and your business need to be able to operate in any situation. This may require preparations so you can adapt when needed.

This brochure outlines actions you may need to take. Not everything will apply to every business, but most should consider the following questions:

- Which parts of our business must always function?
- What will we do if our staff can't get to work?
- Do we have procedures in place if something serious occurs?
- How do we protect our digital data and physical records?

## Assume a more complex threat scenario

Threats to society take different forms and come from different directions. Hybrid threats such as cyber attacks and interference campaigns are on the rise, while society is also being challenged by other crises.

Everyone must be prepared for the security environment to deteriorate further at a rapid rate. Joint planning assumptions for Sweden's total defence have been established to facilitate cooperation, training, and planning to address the broad and complex threats facing society. These assumptions provide a framework for actions by civil preparedness agencies, businesses, and other actors. They outline consequences that your company can incorporate into its planning and exercises.

Examples of such consequences include

- disruption to electronic payments and communications
- power outages lasting for days, weeks, or even months
- limited access to fuels and energy supplies
- impact on foreign trade and shortages of essential inputs
- disruption to air, rail and road traffic and public transport
- staff experiencing difficulty getting to or from work.

In September 2025, the Swedish Armed Forces and the Swedish Civil Contingencies Agency issued *Planning assumptions for the development of Swedish total defence 2025–2030*, as commissioned by the Government. Threats to Sweden are also described in the *National risk and vulnerability assessment (NRSB)*, published by the Swedish Civil Defence and Resilience Agency, and in annual reports by the Swedish Security Service, the National Defence Radio Establishment (FRA) and the Military Intelligence and Security Service (MUST).

## Typical scenarios in a military conflict

The planning assumptions identify seven scenarios describing potential aspects of a military conflict. The seven scenarios are

1. Hybrid threats
2. Host Nation Support
3. Limited attack on northern Sweden
4. Attack on Gotland
5. Remote attacks
6. Reinforcement of NATO's northern flank
7. NATO reinforcement in the Baltic Region.

## Three months and two weeks

A war situation can have serious consequences on the functioning of society. Therefore, a key principle of Sweden's preparedness is to ensure that, even in peacetime, society is ready to withstand a war in Europe for at least three months.

Anyone engaged in critical infrastructure must – individually and in cooperation – strengthen their ability to maintain the most vital functions of society for at least two weeks, primarily using their own resources. The purpose is to create room for society to adapt during the initial critical phase of a war. Strengthening this ability means keeping operations at a sufficient level despite difficult conditions, limited information, and strained supply chains. This capability can be secured through planning, obtaining essential supplies, stockpiling goods, and ensuring that staff are available on site.

Read *Planning assumptions for the development of Swedish total defence 2025–2030*, to identify what you need to do in your specific business and geographical location, and take the action required. Read more at [mcf.se](http://mcf.se).

## What is critical infrastructure?

Our society must function both in peacetime crises and in war. Functions that are essential to society's basic needs, values, or security must be maintained. To uphold these functions, certain operations are more important than others—they are critical infrastructure.

Critical infrastructure refers to activities, services or infrastructures that maintain or ensure vital societal functions, for example by

- producing, preparing, manufacturing or distributing food
- providing electronic communications
- delivering letters and parcels
- providing natural gas and other fuels
- producing metals, construction materials and steel
- providing and maintaining health and social care
- ensuring society's access to electricity, heating, and cooling.

Further examples can be found at [mcf.se](http://mcf.se), along with a list of the most vital societal functions and additional information on critical infrastructure.

## Create continuity within the business

Your company needs to plan to be able to continue operating regardless of any disruption it faces. An important tool for this is business continuity management.

Start by considering what consequences an interruption in your operations and deliveries would have, both for your business and for society. Create continuity as follows:

- **Map your operations** and define the level of risk you are prepared to accept.
- **Identify your business' critical dependencies**, for example staff, electricity, transport, etc. Also, identify the risks related to these, analyse your suppliers and your supply and distribution chains.
- **Implement measures to strengthen your operations.** This may include securing backup power, stockpiling critical components, transferring key expertise, developing business continuity plans, or finding alternative ways to manage IT and critical technical equipment.

Find more information and support on business continuity management at [mcf.se](http://mcf.se).

# Plan staffing needs

All operations depend on their personnel to manage crises or war-like situations. At the same time, such situations may make it difficult for people to get to work.

To be prepared, you need to analyse and assess which staff resources and skills are required to keep your operations running.

Examples of questions to consider when planning:

- What are the key positions?
- Which employees will be available?
- Who needs to be physically present at the workplace, and who can perform their tasks remotely?
- Can certain tasks be carried out by more or fewer people?
- Do we need to reinforce with external staff resources?



## Total defence duty

Total defence duty applies to all Swedish residents from the year you turn 16 until the end of the year you turn 70.

It can be fulfilled through:

- military defence service
- civil defence service
- general national service.



## In the event of war or threat of war

Additional planning is needed to be prepared for war or threat of war. In most cases, your staff will be expected to continue working. However, there are exemptions for those with a wartime posting – with military defence service as part of the Swedish Armed Forces or in civil defence service, for example as part of the rescue service – and for those who have signed agreements for specific roles via a voluntary defence organisation. To determine whether someone is covered by such exceptions, certain organisations may carry out what is known as an availability check with the Swedish Defence Conscription and Assessment Agency. Employment agreements signed in peacetime remain valid in times of war or threat of war.

Investigate whether a special collective agreement applies to these situations through your employer organisation. Inform your employees of their roles and maintain an overall dialogue with your labour unions regarding your planning.

## Improve crisis management capability

With a clear, up-to-date emergency plan your company will be better prepared to handle future crises. Conduct exercises regularly and ensure that you can manage different situations.

Pay particular attention to the following:

- Create a crisis organisation with clear roles for leadership, communication, situational awareness, personnel responsibility, deliveries, operations, and security.
- Identify who you need to communicate with and through which channels.
- Monitor events to be able to act quickly.
- Print lists of contacts for staff, suppliers, authorities and on-call services.
- Establish routines for different work tasks to enable smoother handovers.
- Secure alternative communication channels and physical meeting points.
- Secure your ability to receive public information via radio powered by batteries, a winding mechanism or solar panels.
- Provide all employees with basic training in first aid, fire safety, and evacuation procedures.

## In the event of war or threat of war

War or the threat of war will affect your business on several levels. You may need to adapt your way of managing, organising and prioritising. Keep in mind that people react differently. Anxiety can affect both behaviour and attendance among your staff. With clear communication, you can reduce the spread of rumours and ease concerns in the workplace.



## Evacuation and civil defence shelters

In peacetime, you may need to evacuate your workplace due to hazardous emissions, fire and other natural disasters.

Information is provided through the Public Service Announcement (PSA) system. Listen to Swedish public broadcaster Sveriges Radio P4 and follow the authorities' instructions.

In the event of an air raid, you may need to go to a civil defence shelter or another protective space, such as a basement or a tunnel. Air raid warnings will sound.



Civil defence shelters are public; they are not linked to specific companies or individuals. They are marked with signs showing an orange square with a blue triangle inside. If you are a property owner, it is your responsibility to ensure that the civil defence shelter in your building can be made ready within 48 hours. A map of civil defence shelters is available at [mcf.se](http://mcf.se).



## Systematically address cybersecurity

Access to information is a vital resource for every business, and often essential to its operations. However, there are significant risks of valuable information falling into the wrong hands.

To protect your business, it is crucial to adopt a systematic, risk-based approach to information security and cybersecurity. Consider and document the following:

- What risks is the company exposed to?
- What consequences could arise if the risks become a reality?
- What security measures can minimise the risks?

You and your business should:

- **Train your staff in safe online behaviour.** This can protect you against phishing, where scammers send fake emails to obtain passwords or activate malware.
- **Review authorisations and logins.** Use multi-factor authentication where you can. Use strong, unique passwords and screen locks on computers and phones. Delete unused apps and accounts.
- **Back up your data regularly.** Keep your back-ups disconnected from computers and the internet.
- **Keep computers, phones and WiFi routers up to date.** Only buy IT equipment from suppliers you trust.

What to do if your business suffers an attack:

- Limit and minimise the damage by shutting down the internet connection.
- Never pay a ransom. Report the attack to the police.
- Report incidents to Sweden's national Computer Security Incident Response Team (CSIRT). They also provide advice and support in managing and preventing IT security incidents. Read more at [cert.se](http://cert.se).



The National Cybersecurity Centre (NCSC) provides advice on building more secure IT environments. Read more at [ncsc.se](http://ncsc.se).

## Improve awareness of psychological defence

Psychological defence is about being able to resist information influence campaigns and disinformation.

Foreign powers and other actors use disinformation, misdirection and propaganda to influence our behaviour and decision-making. They can spread lies or fake videos and images to make us feel anxious or suspicious. This is called malign information influence.

You and your company can strengthen your resilience by discussing source criticism and how to find reliable information.

Encourage your employees to be alert to content that evokes strong emotions, to check that information is confirmed by multiple sources, and to only share information that comes from reliable sources.

Strengthen your psychological defence by working with the following questions:

- In what ways is our business vulnerable to information influence and disinformation?
- How do we manage the risks associated with disinformation?
- How do we work to improve and maintain relationships of trust with customers and partners?

In the event of a serious incident, seek confirmed information from the authorities.

Read more at the Psychological Defence Agency: [mpf.se](http://mpf.se).

## Train and conduct exercises

Training and exercises are beneficial in different ways. The method you choose depends on what you want to achieve.

The greatest impact often comes from combining training and practical exercises. Use activities that take into account both the individual and the organisation – it is an effective way to strengthen your overall capability.

Training exercises are the best way, apart from an actual event, of improving your capacity to deal with stressful situations. This applies even if the exercise scenario is different from the actual event.

Keep the following in mind:

- Exercise to identify problems or vulnerabilities in the organisation. Create awareness of responsibilities and roles.
- Train and run exercises together with those you need to cooperate with in a crisis. This may include other departments within the company, partners, suppliers, authorities, or customers.
- Remember to evaluate your new experiences and apply them in your operations.

Exercising does not need to be complicated. A simple tabletop exercise lasting a few hours can be highly valuable. Use a scenario that places the exercise in context. This makes it easier for participants to engage with the situation.

Use the scenarios from *Planning assumptions for the development of Swedish total defence 2025–2030*. You can also find ready-made exercise packages at [mcf.se](http://mcf.se).



## Be prepared to rethink and contribute

There is much to learn from past crises and war situations in our surrounding world. Experience from Ukraine shows how crucial it is for businesses to continue their operations even during war.

The COVID-19 pandemic showed how some businesses managed to continue operating while also contributing to society. Several businesses, for example, adapted to meet the healthcare sector's need for hand sanitiser and protective equipment.

Prepare your business for major or prolonged supply disruptions. Review the possibilities to increase or simplify production, offer alternative services, or produce goods that may become short in supply. Make use of new technology and innovative methods, such as recycling or reusing local residual materials.

## Contribute by working together

In the event of a crisis or war, businesses are expected to help meet society's needs. This may involve sharing information or cooperating with government agencies.

Some businesses are obliged to contribute under specific preparedness conditions through agreements they have entered into with public sector actors. Public procurement may require that the business has back-up systems, specific stockpiling in place or to actively engage in training exercises.

Establish communication channels and collaborations in advance. Cooperate on joint activities such as agreements on transport, storage or production adjustments.

In many counties and civil preparedness sectors, effective cooperation already exists between industry and public sector actors on total defence issues. This is referred to as public-private collaboration.

### Questions about cooperation with public sector actors?

Your primary point of contact should be a public authority you already engage with, the County Administrative Board, or the authority responsible for your preparedness sector. You may also reach out to the Swedish Civil Defence and Resilience Agency.

For matters concerning cooperation with the Armed Forces, contact the Armed Forces Headquarters.

# Responsibility and role of public authorities

Public sector actors are responsible for planning, directing and coordinating work on crisis preparedness and total defence.

All government agencies are also tasked with reducing vulnerabilities within their area of responsibility. They must be able to carry out their duties even in times of crisis, war or threat of war.

Some government agencies and all County Administrative Boards are designated preparedness authorities. They carry greater responsibilities and obligations than others. These agencies are tasked with monitoring developments, conducting risk and vulnerability analyses as well as providing training and practical exercises. They must also cooperate with the business community.

Actors plan and act based on the framework *Common Guidelines – a framework for command and collaboration*.

The framework includes definitions relating to command, collaboration, direction, coordination and approaches. These approaches involve, for example, understanding each other's perspectives, being proactive and decisive, and contributing to a comprehensive view.

## Direction and coordination

Certain authorities have a special responsibility to ensure direction and coordination within a geographical area, while others are responsible for bringing together and supporting work within preparedness sectors.

Civil defence direction and coordination is carried out at four levels beneath the Government.

- The Swedish Civil Defence and Resilience Agency ensures direction and coordination and represents civil defence at the national level. It supports the Government within its national geographic area of responsibility. Sectoral authorities ensure direction and coordination within their respective sectors.
- County Administrative Boards responsible for Civil Defence Regions ensure direction and coordination within their respective regions. This also includes providing direction and coordination in preparation for, and during, peacetime crises when necessary.
- County Administrative Boards ensure direction and coordination within the county.
- Municipalities ensure direction and coordination within the municipality.

The Armed Forces are responsible for military defence direction at both national and regional levels. At regional level, military regions cooperate with civil actors such as County Administrative Boards responsible for the civil defence regions, other County Administrative Boards, municipalities and regions. In addition, military units cooperate locally within their geographical areas.

## Civil preparedness sectors

There are twelve civil preparedness sectors, each with a designated government agency responsible for its coordination. This agency has a special mandate to lead efforts within the sector and to support the government agencies included in it.

The military defence both provides support and receives support from civil defence, but is not part of any single civil preparedness sector.

Civil preparedness sector	Responsible agency
Economic security	Social Insurance Agency
Electronic communications and postal services	Swedish Post and Telecom Authority (PTS)
Energy supply	Swedish Energy Agency
Financial services	Swedish Financial Supervisory Authority
Basic data	Swedish Tax Agency
Health, medical care and welfare	National Board of Health and Welfare
Industry, building and commerce	Swedish Agency for Economic and Regional Growth
Food supply and drinking water	Swedish Food Agency
Public order and security	Swedish Police Authority
Civil protection	Swedish Civil Defence and Resilience Agency
Transport	Swedish Transport Administration
Foreign trade	National Board of Trade Sweden



## Sweden's role as an ally in NATO

Sweden also has international commitments and collaborations that influence our preparedness efforts. As a member of NATO, Sweden is obliged to provide both military and civilian resources. One aspect of this is referred to as host nation support. This means planning to receive international actors who need to be based in, operate from, or transit through Sweden.

The Swedish Armed Forces have the overall responsibility for the host nation support that Sweden is to provide to foreign military units. It may also be necessary to provide host nation support to international civilian actors, in order to receive civilian and humanitarian assistance. Your business may be required to contribute to host nation support through, among other things, transport, healthcare, energy supply, and food.

# Laws and regulations

Your business' involvement in total defence is largely voluntary. It is in your interest that your operations can continue even under disrupted conditions.

Some businesses have agreements with public sector actors. Such agreements may involve obligations that businesses must fulfil even during a heightened state of alert or war. The agreements may also set a considerably higher threshold for when a company can invoke force majeure.

Normally, the same laws and regulations apply in times of war or threat of war as in peacetime. However, there is special emergency powers legislation. During a heightened state of alert, the government may activate one or more of these acts. The Government also decides in which parts of the country and to which sectors and operations the legislation will apply.

When an emergency alarm is issued, a number of emergency powers acts come into force. These acts give the state relatively extensive powers to take intervention measures. This may include rationing and price regulation of goods or commandeering private property.

Your company has a duty to participate in total defence planning if requested by a total defence agency. This duty is regulated in *Act (1982:1004) on the obligation for business operators, labour market organisations, etc. to participate in total defence planning*.

# To do

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**Plan and exercise** to manage the consequences of serious crises and war.

**Identify what your operations** depend on in order to continue functioning and what can strengthen them, for example back-up power, stockpiling and alternative routines.

**Analyse staffing requirements:** key positions, remote working, redistribution and reinforcements.

**Establish a war organisation** with clear roles and lines of communication.

**Systematically address cybersecurity.** Review authorisations and logins and make regular back-ups.

**Strengthen psychological defence.** Provide training in source criticism and the handling of disinformation.

**Train and conduct exercises regularly.** Even simple exercises have an impact.

**Be prepared to adapt in order to contribute to societal needs.** Establish cooperation with government agencies and other actors in advance.

# Key concepts

## Total defence

Total defence consists of military and civil defence. In other words, it covers all activities in society aimed at preparing Sweden for war. The objective of total defence is to have the capability to defend Sweden and our population against armed attack, to uphold our nation's independence, sovereignty and territorial integrity, and to contribute to the defence of our allies.

## Military defence

Military defence is carried out by the Armed Forces and their allies. It is supported by defence agencies, elements of the voluntary defence organisations, parts of the defence industry, other military partners and other relevant parts of the business community. The purpose of military defence is both to prevent war and to prepare Sweden for war.

## Civil defence

Civil defence refers to the activities performed by government agencies, municipalities, regions, the business sector, voluntary organisations, labour market parties, faith communities, individuals, associations and cultural life among others to prepare Sweden for war. In peacetime, activities consist of preparedness planning and measures that increase our capabilities.

## **Heightened alert**

In the event of war or the threat of war, the level of alert may be heightened to strengthen Sweden's defence capabilities. It is the Government who decides on heightened alert. When the alert level is heightened, the whole of society must contribute to defending the nation and ensuring that society continues to function.

## **Emergency preparedness**

Emergency preparedness is society's capacity to prevent, withstand and manage crisis situations. The purpose of preparedness is to protect the lives and health of the population, the functionality of society and the ability to uphold fundamental values such as democracy, the rule of law and human rights and freedoms.

## **Security of supply**

Security of supply is about ensuring that critical goods and services are available in times of crisis or war. The purpose is to enable people to survive and to keep society's most vital functions operating. This means maintaining deliveries, managing disruptions and prioritising the most necessary in the event of shortages.

# Further information

## **mcf.se/beredskapforforetag**

Information to businesses on preparedness for emergencies, threat of war and war.

## **forsvarsmakten.se**

About the military defence of Sweden and our allies.

## **mpf.se**

Tools for developing psychological defence.

## **ncsc.se**

Advice and support in work on cybersecurity.

## **cert.se**

Support in managing and preventing cybersecurity incidents.

## **krisinformation.se**

Consolidated emergency information from Swedish government agencies.

## **verksamt.se**

Consolidated information for businesses from Swedish government agencies.

# Together for strong civil defence

The Swedish Civil Defence and Resilience Agency was founded on 1 January 2026.

The agency works to build resilience in society, enabling collective action in crises and allied cooperation in times of war or threat of war. We exist to ensure that society continues to function.

The agency leads and directs society's preparedness to ensure that individuals, businesses, municipalities, regions, government agencies and non-profit organisations are ready in the event of a crisis or war.

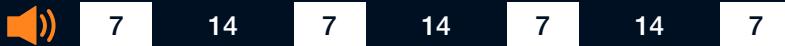
Together, we are Sweden's civil defence and in close co-operation with the military, we form Sweden's total defence.



**Swedish Civil Defence  
and Resilience Agency**

# Warnings

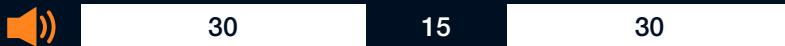
## Public service announcement (PSA)



The siren sounds for 7 seconds, followed by 14 seconds of silence. The pattern is repeated for 2 minutes.

Go indoors. Close all windows and doors, and turn off the ventilation. Listen to the public broadcaster Sveriges Radio, channel P4.

## Emergency alarm



The siren sounds for 30 seconds, followed by 15 seconds of silence. The pattern is repeated for 5 minutes.

Listen to the public broadcaster Sveriges Radio, channel P4. If you are part of the military service or serve in the civil defence, you must immediately go to the location you have been instructed to.

## Air raid warning



The siren consists of short bursts which sound for 1 minute.

Go to a civil defence shelter or other protected space immediately. Choose the nearest option.

## All clear



Long uninterrupted siren lasting 30 seconds.