

Total Defence Report 2026

The business community's view
of total defence and preparedness

Businesses are making progress in their preparedness

For the fourth consecutive year, Combitech has produced the Total Defence Report. The results show that preparedness has improved over time, a trend as vital as it is pleasing to see.

Total defence today is a natural item on the public agenda – which was not the case when measurements began. Both civil and military defence are discussed far and wide, and people are clearly engaged in ensuring our capabilities as a nation.

Companies more secure in their preparedness efforts

73 per cent of decision-makers want to learn more about preparedness and their responsibilities as regards total defence, and an increasing number are also accessing relevant information – a rise of 16 percentage points on last year. At the same time, 62 per cent say they have carried out or are planning to carry out preparedness efforts, which is 10 percentage points more than last year. Over the same period, the proportion of uncertain decision-makers has fallen by 9 percentage points.

Still differences between companies

Despite increased efforts, there are still distinct differences in preparedness levels. Larger companies have generally made more progress than smaller ones, where one in three decision-makers feels that preparedness efforts are not necessary. Only 8 per cent of small enterprises say they have contingency plans in place, compared with 21 per cent of medium-sized enterprises and 31 per cent of large companies. There are also differences regionally. Northern Sweden leads the way, whilst progress in the rest of Sweden is more uneven.

Remaining obstacles need to be removed

Decision-makers cite a lack of knowledge, limited resources and unclear requirements from public authorities as the main challenges. If the entire business sector is to contribute to a more resilient society, these obstacles need to be addressed.

Knowledge and collaboration driving change

At Combitech, we discern a clear need for more targeted information at the local and regional level in order to bolster collaboration and preparedness. It is also important to conduct exercises and develop together. At the same time, we need to continue building a culture that focuses on trust, courage and leadership – because this is what fosters resourcefulness when it really matters.

People build resilience.

People develop society.

People are the foundation of total defence.

The Total Defence Report

For the fourth year running, Combitech is presenting the Total Defence Report – a survey of how decision-makers in the business sector view their role in total defence and their own preparedness. The report provides an up-to-date overview of companies' responsibilities, circumstances and preparedness in an era of heightened uncertainty.

The survey is based on 1,006 online interviews with decision-makers in the private sector. The data was collected as part of Demoskop's Decision-Maker Panel (Beslutsfattarpanel) between 27 January and 11 February 2026.

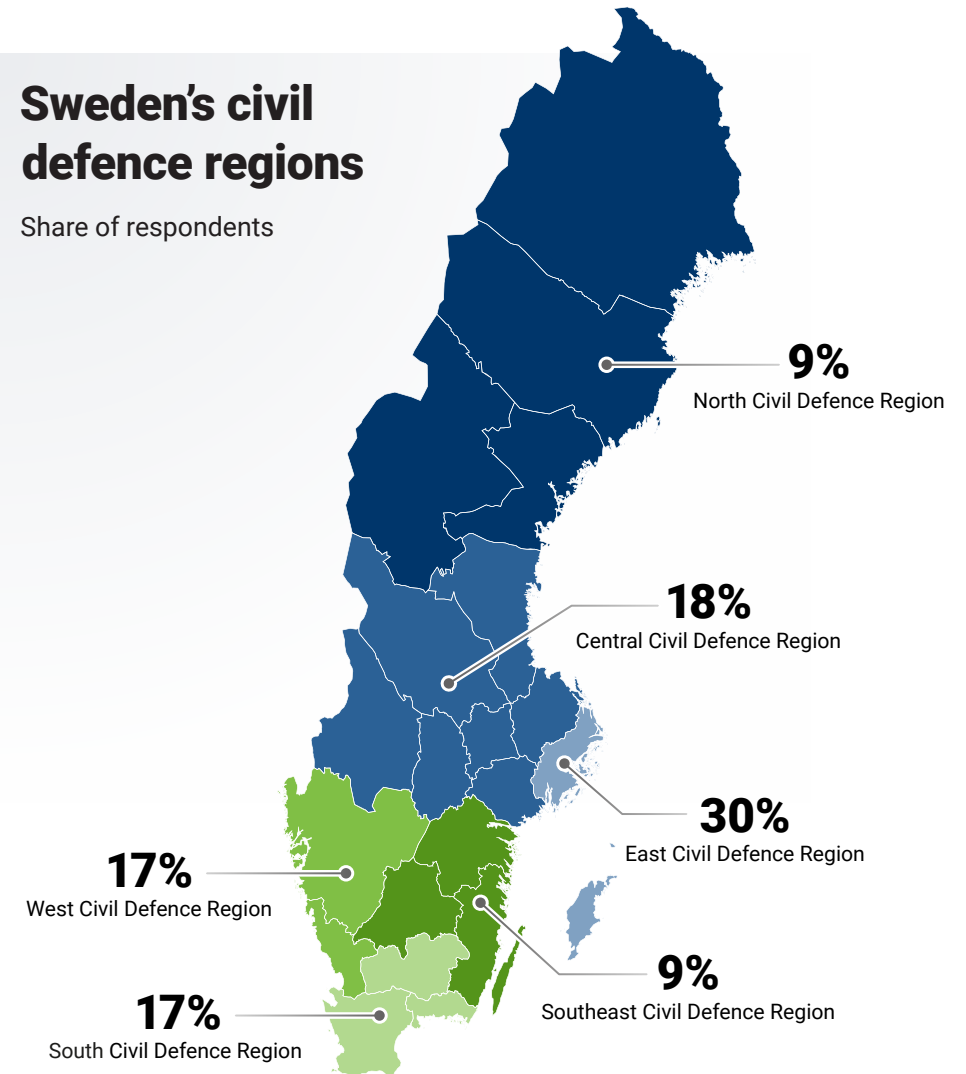
This year the results are also, for the first time, presented according to Sweden's civil defence regions.



For information: Percentages in this report may have been rounded for readability. As a result, minor discrepancies may occur when rounded values are summed. All totals and aggregated values are calculated using exact figures and rounded only for presentation purposes.

Sweden's civil defence regions

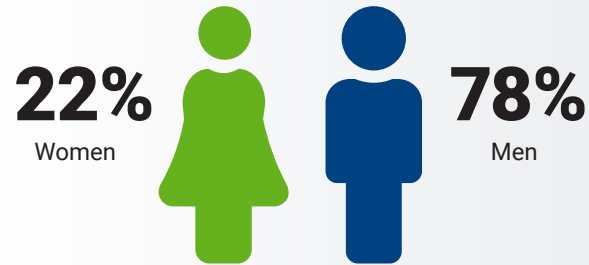
Share of respondents



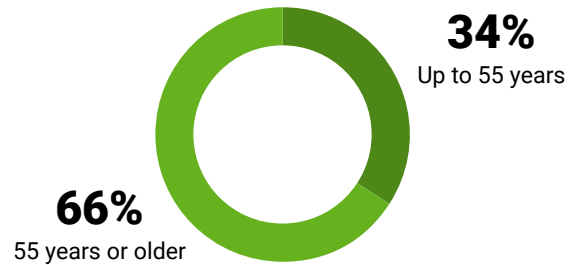
Number of respondents **1,006**

Fieldwork period
27 Jan–11 Feb 2026

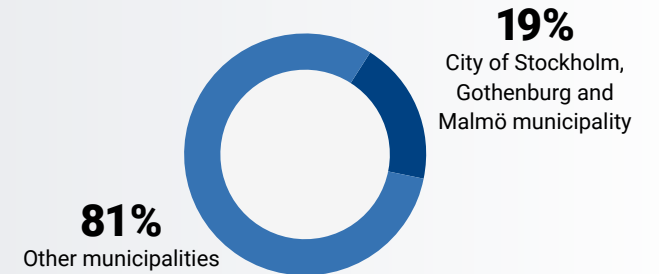
Gender



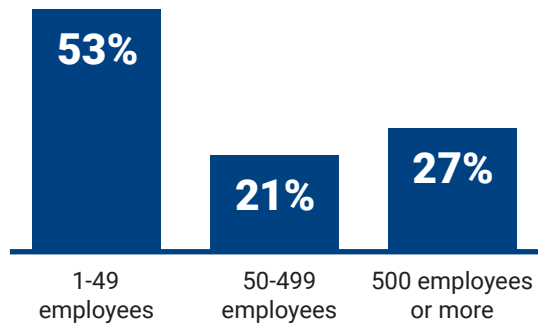
Age



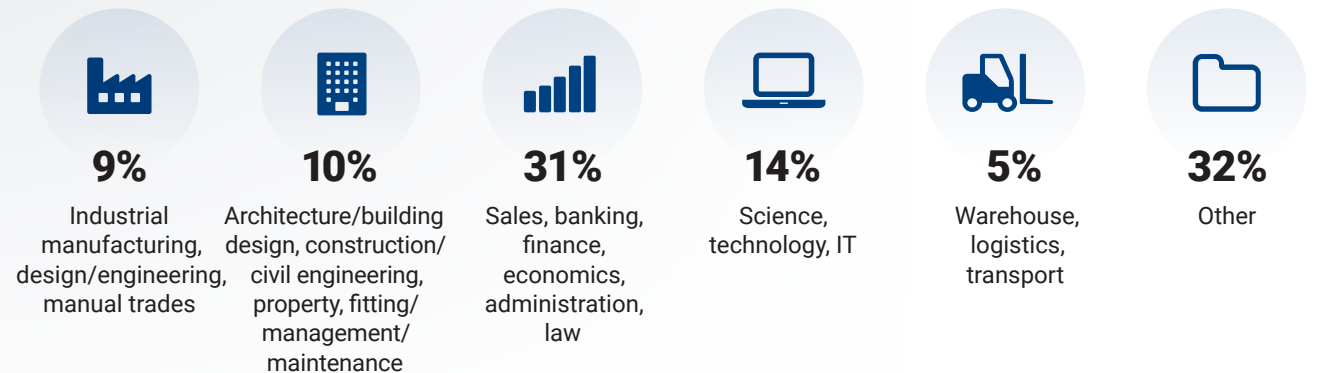
Geography



Number of employees



Sectors





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Ultimately, a strong total defence is about protecting and preserving our democracy and the society we have built together, both for ourselves and for future generations.

Jessica Öberg
CEO of Combitech

3 in 4

want to learn more about preparedness,
and what their workplace can do to help
build a resilient society.



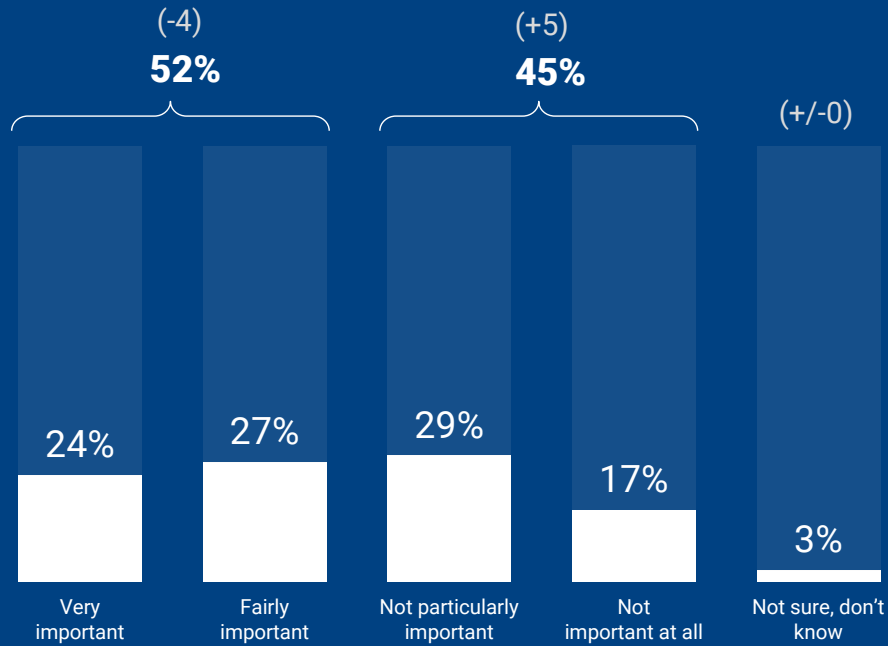


Half of decision-makers see total defence as important in their professional role

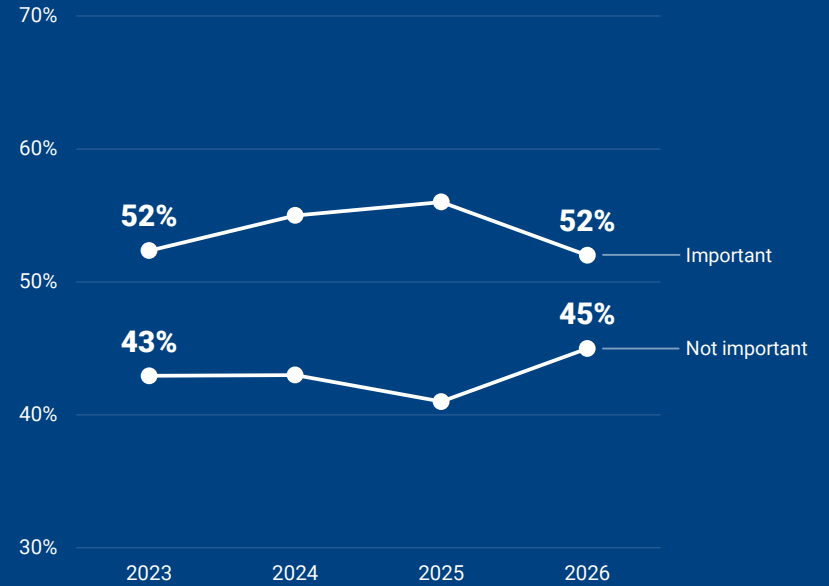
- Just over half consider the issue of total defence to be important in their professional role, while fewer consider it to be less important.
- Compared with the previous survey, the proportion of respondents who consider the issue to be important has fallen slightly, while the percentage of respondents who are unsure remains unchanged.
- The analysis reveals clear differences between companies of different sizes. Significantly more respondents from larger companies say that total defence is relevant to their professional role, compared with respondents from smaller companies. The proportion of decision-makers who deem total defence to be important in their professional role:
 - Companies with 1–49 employees: 44%
 - Companies with 50–499 employees: 52%
 - Companies with 500+ employees: 67%
- Geographically, the issue is considered to be of greatest importance in the North Civil Defence Region and the Central Civil Defence Region.

Question

How important is the issue of total defence to you in your professional role?



Breakdown by response 2026



Trend 2023–2026

Variation from 2025 in brackets

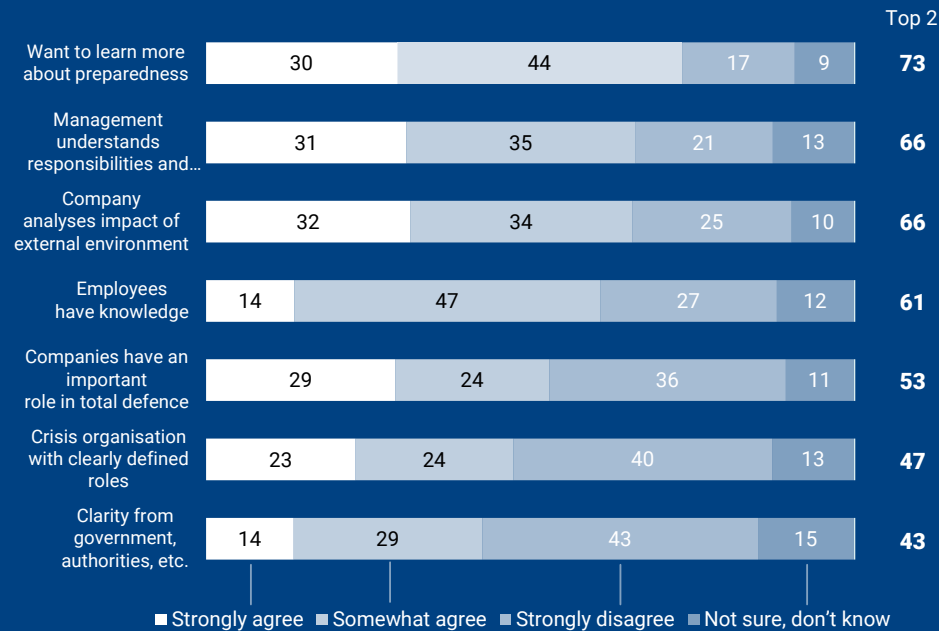
More decision-makers are aware of their responsibility, but would like more knowledge

- As in previous years, most people say they want to learn more about preparedness. Two out of three say that their management team is aware of its responsibilities and contribution during times of crisis, and that their company assesses how the external environment impacts its own operations.
- Two out of five feel that the government and public authorities are clear about how their company can contribute to total defence.
- Compared with the previous year, there has been a clear increase in the proportion of decision-makers who believe that the government and public authorities have provided clear guidance on how their companies can contribute to total defence. Since the first survey in 2023, this proportion has increased by 19 percentage points.
- The proportion of respondents who agree that the company's management is aware of the business's responsibilities and contribution in times of crisis, and that companies play an important role in total defence, has also increased compared with the previous year.

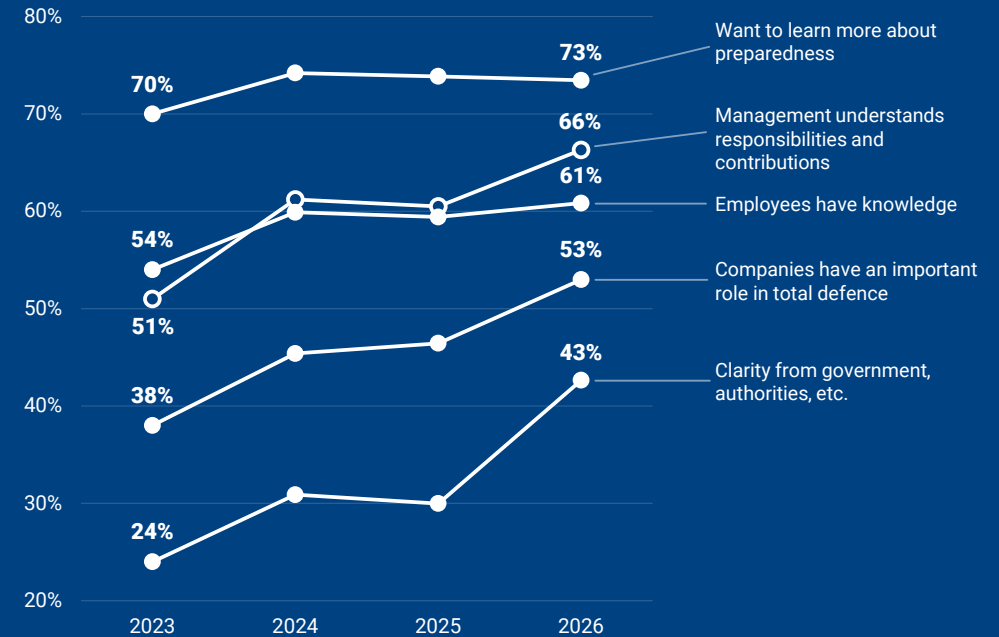


Question

To what extent do you agree with the following statements?



Breakdown by response 2026. Two response options were added in 2026. These are "Company analyses impact of external environment" and "Crisis organisation with clearly defined roles".



Trend 2023–2026

Access to and use of preparedness information are increasing

- Two out of three decision-makers have accessed information on preparedness for businesses via at least one channel. This is an increase of 16 percentage points on the previous survey.
- The share of decision-makers who have accessed information has increased across all channels, which generally indicates that more information on preparedness has been made available to businesses in the community.
- The most common sources of information are the Swedish Civil Defence and Resilience Agency, followed by the media and the Swedish Armed Forces.
- The proportion of decision-makers accessing information from the Swedish Civil Defence and Resilience Agency has increased by 18 percentage points over the past two years.
- An increasing number also say they have received information from the municipalities on how they can improve their preparedness as a business.



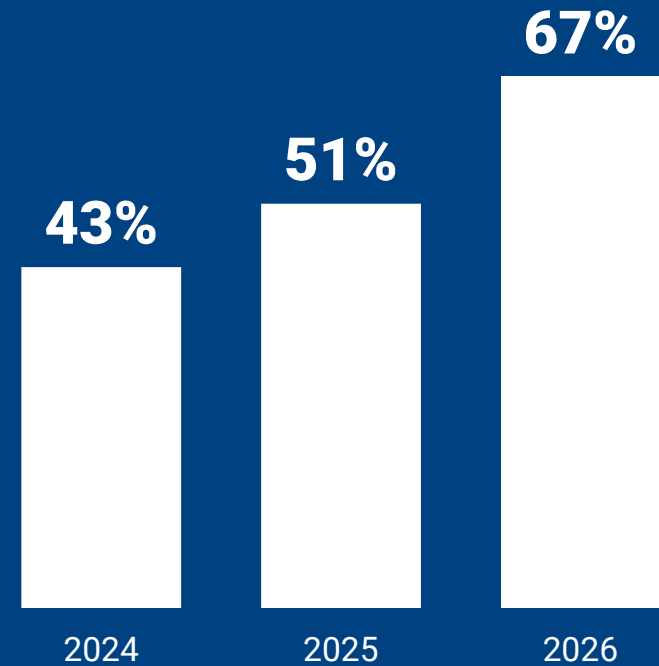
Question

Through which channel(s) have you obtained information about preparedness for businesses?



Breakdown by response 2026

** Formerly the Swedish Civil Contingencies Agency (MSB).*



The proportion of respondents who have accessed information between 2024 and 2026 (Our measurements began in 2024)

Variation from 2025 in brackets



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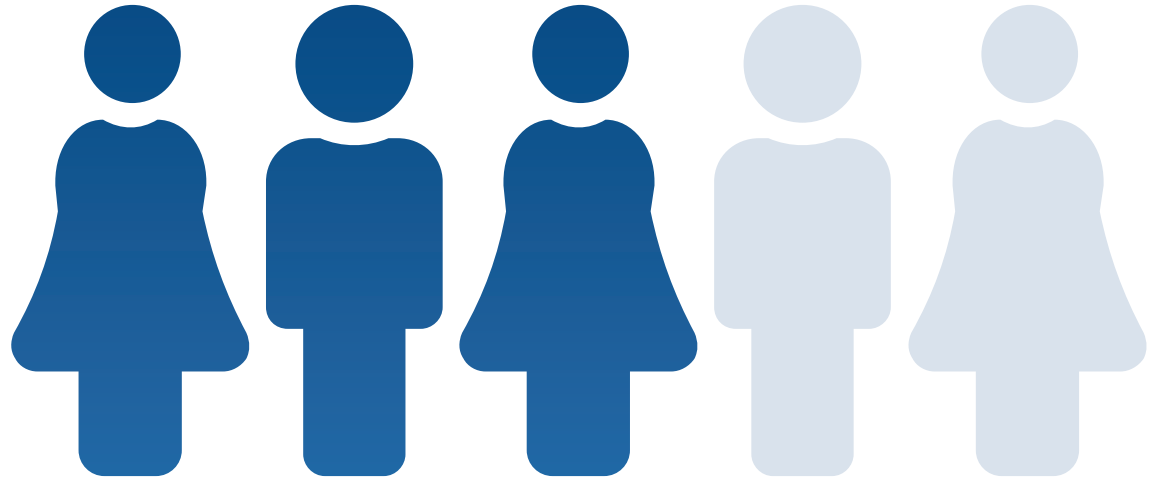
In engaging with the public sector, business, academia and civil society organisations, it becomes clear how interdependent we are. It is also evident that understanding of the need for increased preparedness is uneven across society. These differences entail risks – which is why it is important to me to contribute to greater awareness and understanding.

Anders Wendel

Delivery and Operational Manager, Combitech

3 in 5

have implemented some form of
preparedness-enhancing measure
in the last five years



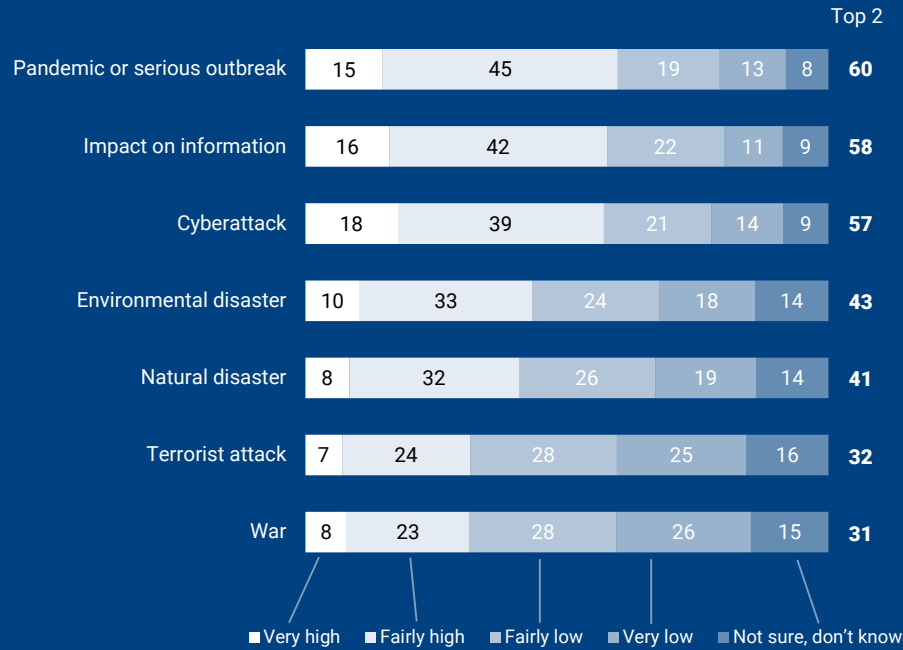
Preparedness for war and terrorist attacks is strengthening, while companies perceive their strongest ability in dealing with pandemics and cyber security

- Decision-makers again state that they have the highest level of preparedness for dealing with pandemics, information manipulation and cyberattacks. Three out of five decision-makers consider themselves to be very well or fairly well prepared for these threat scenarios, while just over one in three report a similar level of preparedness for dealing with terrorist attacks or war.
- Perceived preparedness therefore remains lower for terrorist attacks and wartime scenarios compared with other threat scenarios.
- In recent years, the assessed level of preparedness for dealing with pandemics or serious outbreaks of infectious disease has declined slightly, whilst preparedness for dealing with information manipulation and cyberattacks remains stable.
- Since 2023, the share of organisations with preparedness for terrorist attacks has increased by 9 percentage points, and by 6 percentage points for war.

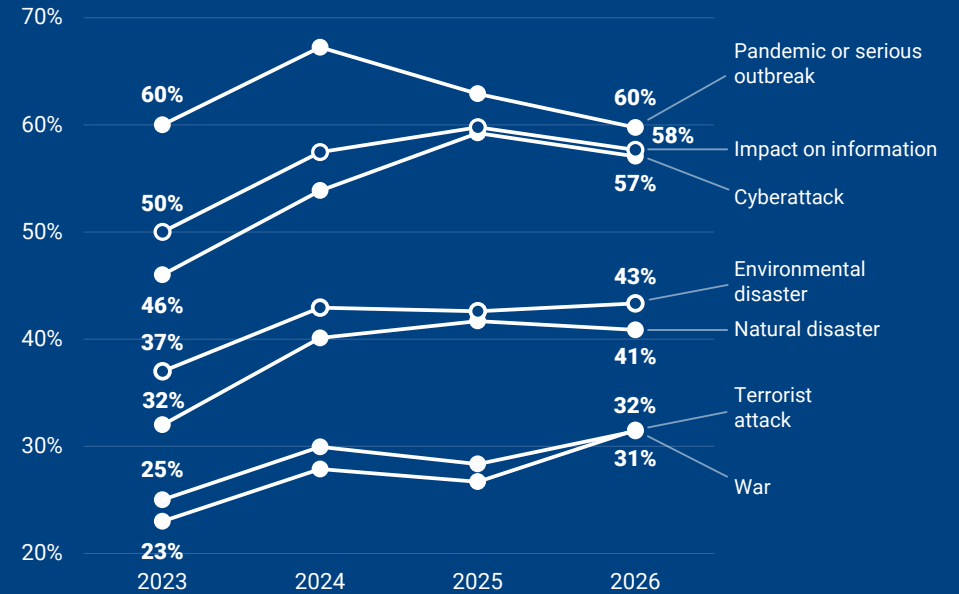


Question

To what extent do you feel that the company you work for is prepared to deal with the following crises and situations...?



Breakdown by response 2026



Trend 2023–2026

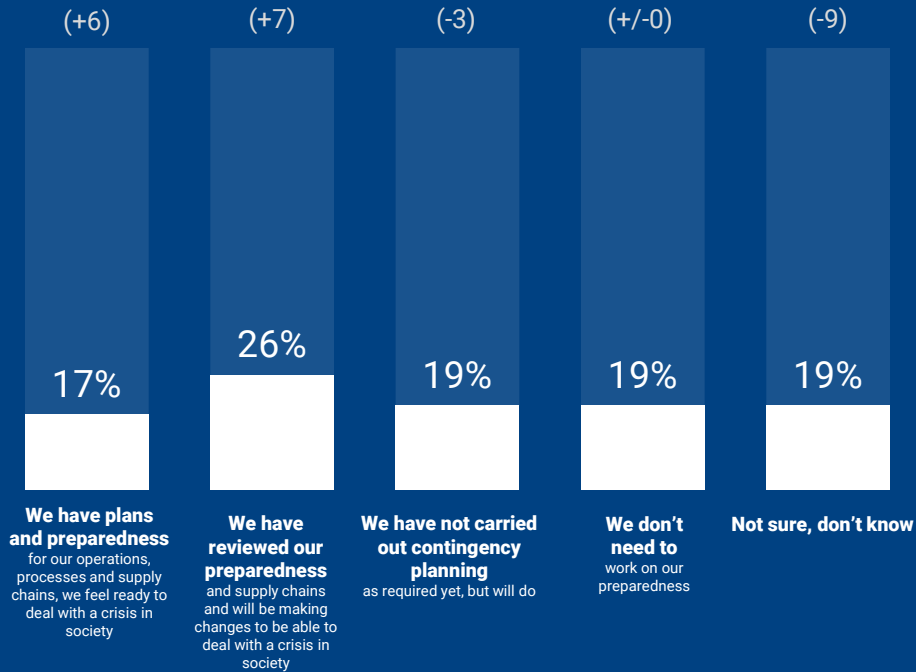
There is a clear increase in the share of companies that have plans and demonstrable preparedness capacity

- This year's survey reveals a clear trend in companies' preparedness efforts. The proportion of organisations that have established contingency plans, are actively working to strengthen their preparedness, or plan to do so has increased by 10 percentage points compared with the previous year.
- At the same time, the proportion of those who do not carry out any preparedness efforts or do not consider it necessary has fallen by 3 percentage points.
- The share of decision-makers who are uncertain has fallen by 9 percentage points, which may indicate that preparedness efforts are increasingly being discussed and prioritised within companies.
- Since 2023, an increasing proportion of decision-makers have stated that their companies are either already prepared to deal with societal crises or are actively working to develop their preparedness. This proportion has increased by 17 percentage points over the period.
- This trend has been particularly evident over the past year, with the proportion that are fully prepared having increased by 6 percentage points and the proportion actively reviewing their preparedness having increased by 7 percentage points.
- Among the companies that state they have plans in place and are prepared, there are differences between them:
 - Companies with 1-49 employees: 8%
 - Companies with 50-499 employees: 21%
 - Companies with 500+ employees: 31%
- One-third of decision-makers in small enterprises believe they do not need to work on their preparedness.

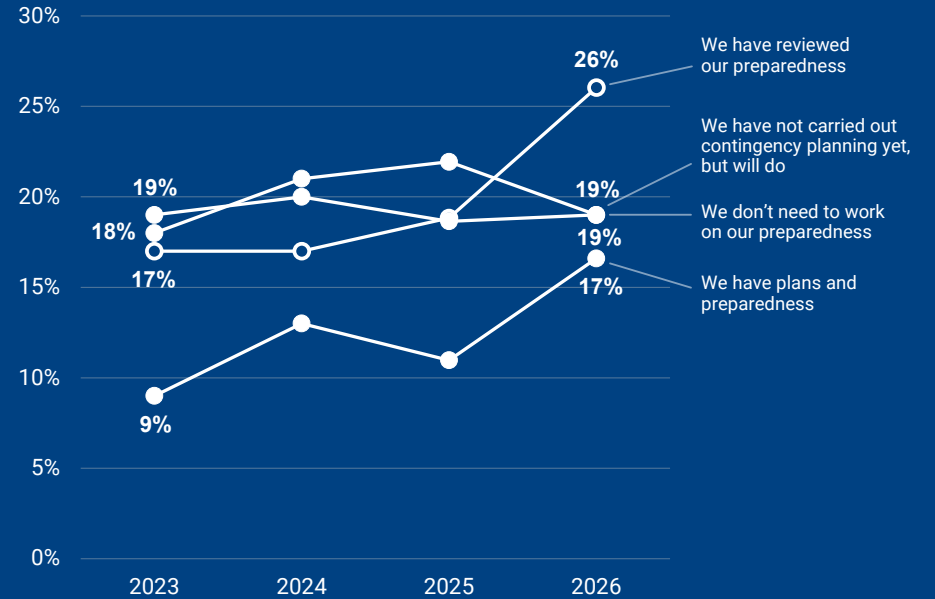


Question

Which of the following statements best applies to your business?



Breakdown by response 2026



Trend 2023–2026

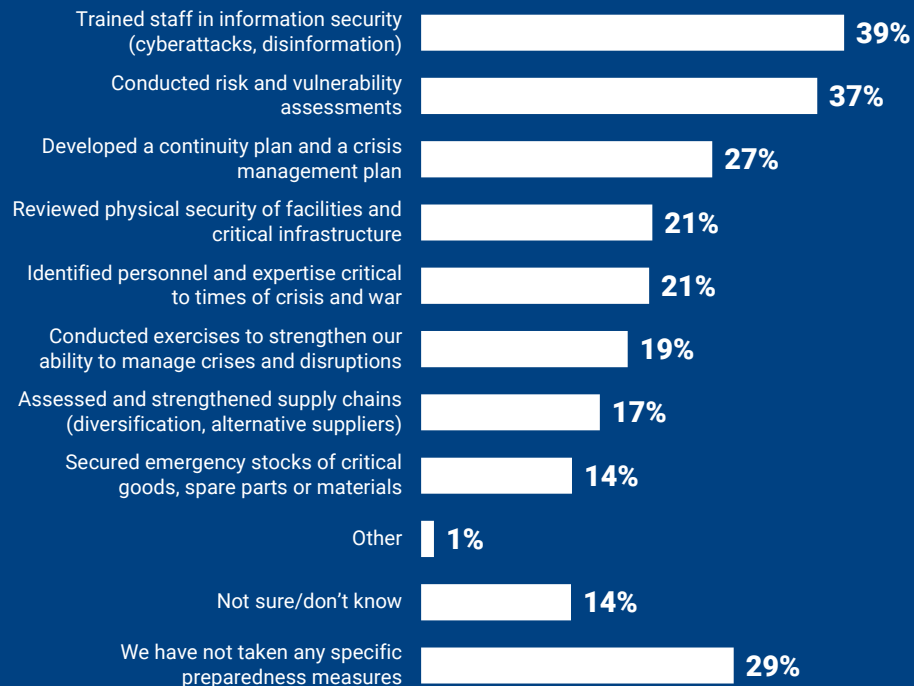
Variation from 2025 in brackets

Training in cyber security and risk and vulnerability analyses dominates the list of measures

- The most common contingency measures over the past five years have been training staff in information security, and carrying out risk and vulnerability assessments. Many companies that have taken measures have also drawn up continuity plans and crisis management plans, reviewed their physical security, and identified key personnel in the event of a crisis or war.
- Fewer decision-makers have worked on analysing and strengthening their supply chains or securing emergency stocks of critical goods, spare parts and materials.
- Just under one in three decision-makers say they have not taken any specific preparedness measures.

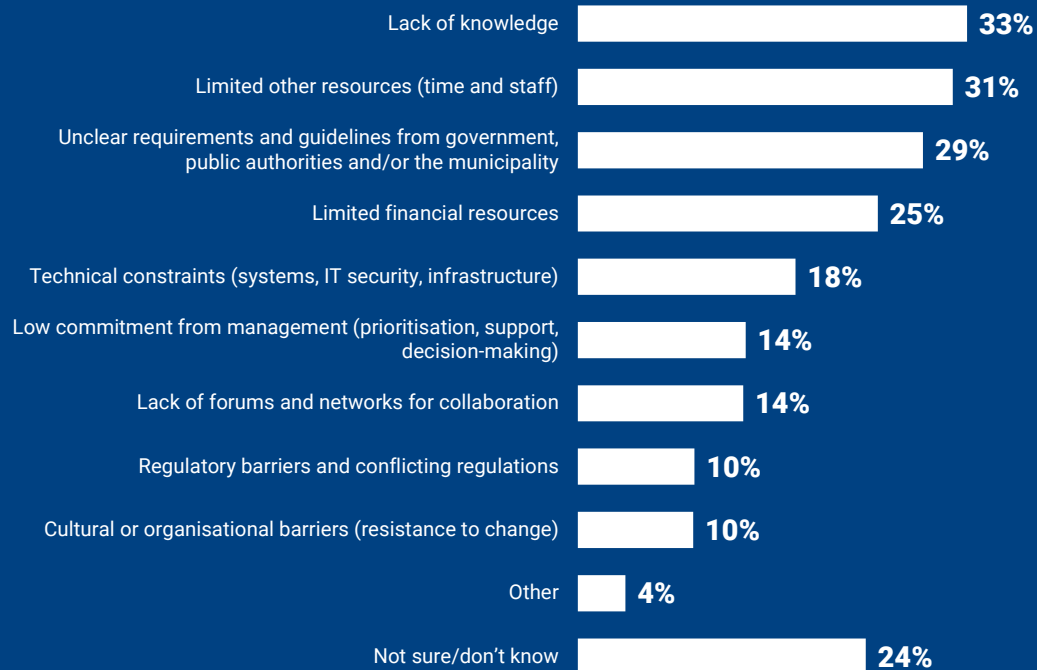
Question

What measures has your company taken over the past five years to improve its preparedness?



Question

What factors (up to 6) do you see as the biggest obstacles to strengthening preparedness and building resilience in your company?



Companies see lack of knowledge, limited resources and unclarity as the main obstacles

- The main obstacles to improving preparedness highlighted by decision-makers are a lack of knowledge, limited resources (time, staff and funding), and unclear requirements from the government, public authorities and local authorities.
- Fewer decision-makers cite regulatory barriers, conflicting regulations, or cultural and organisational factors as the main obstacles.
- Just over one in four feel uncertain and are unable to take a stance on the issue.

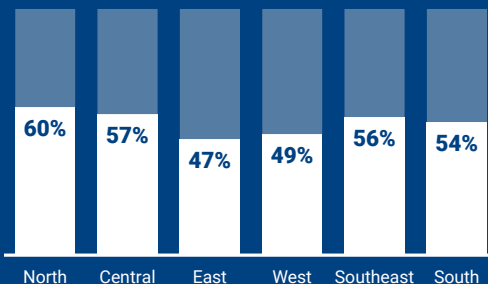
One total defence – six civil defence regions

Sweden is divided into six civil defence regions. They form a key framework for coordinating and directing civil defence activities, as well as strengthening cooperation between civil and military defence.

The Total Defence Report 2026 has analysed differences based on this regional division. The results show that the North Civil Defence Region has made more progress in its preparedness efforts than other parts of the country. The most noticeable differences lie in views on the business sector's role in total defence, and in the assessment of whether staff possess the knowledge required to cope with a crisis.

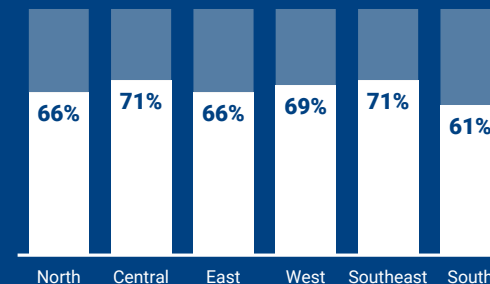
Response

Consider total defence to be important in their professional role



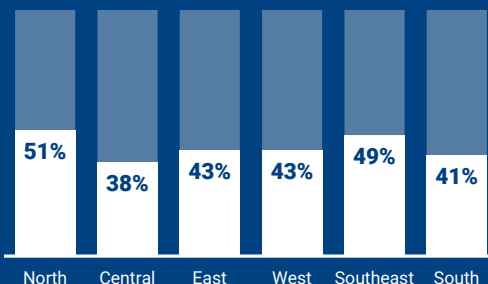
Response

Have accessed information about preparedness



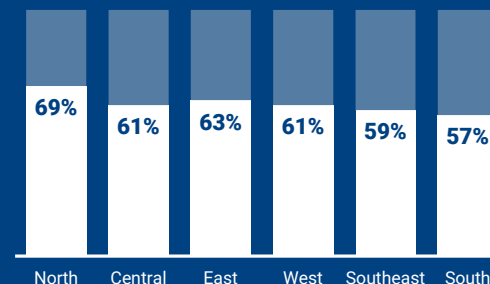
Response

Have plans in place or have reviewed their preparedness



Response

Believe that their staff have the necessary knowledge to cope with a crisis





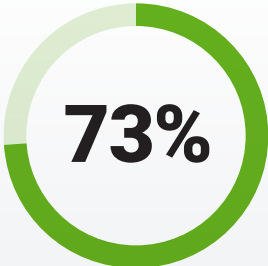
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Resilience is built at local and regional level. To keep society functioning, we all need to do our bit – not just those working in sectors that are essential to society.

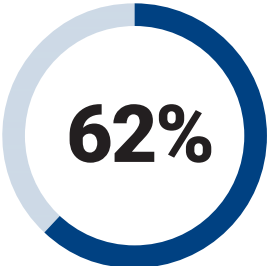
Maria Jernbäcker

Total Defence Advisor, Combitech

Summary



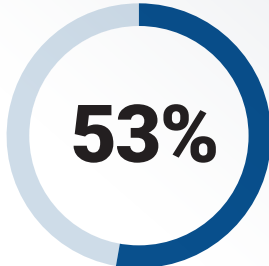
want to learn more about preparedness



have already reviewed their preparedness or state that they will do so



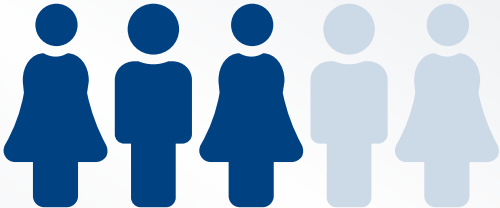
believe that there is clarity from government and authorities



believe that companies have an important role in total defence

3 in 5

decision-makers state that their company has implemented some form of preparedness-enhancing measure over the past five years.



16
percentage points

The proportion of decision-makers who have accessed information about preparedness has increased by 16 percentage points compared with the previous year.



10
percentage points

Since 2025, there is a rise of 10 percentage points in respondents who say that they already have contingency plans in place and feel ready to cope with societal crises, or are actively reviewing their preparedness and are planning changes.



Militära flygtransporter

- Soldater
- Materiel
- Fordon
- Förmödenheter
- Vapen
- Spaning

Armé

- Stridsfordon
- Stridsflygplan
- Stridsbilar
- Stridskanoner
- Stridsvagnar
- Stridsflygplan
- Stridsbilar
- Stridskanoner
- Stridsvagnar

Flygplan

- Stridsflygplan
- Stridsbilar
- Stridskanoner
- Stridsvagnar

Combitech's recommendations

1

Don't wait for instructions

Ensure that the organisation is resilient, so that it can cope with changes in society and manage the security situation. Involve and engage employees. Set up a crisis management organisation with clearly defined roles and lines of communication.

2

Prepare a business continuity plan

Ensure that operations can continue even in the event of changes in the external environment, society and supply chains.

3

Build networks locally and within your sector

This makes collaboration easier – you can share information and help each other more easily.

4

Get help identifying vulnerabilities

Identify business-critical vulnerabilities and work continuously to prioritise and protect them, for example through proactive cyber security measures.

5

Practise different scenarios

This will enable you to help your workplace prepare for sudden crises and emergencies, such as cyberattacks or power cuts, and even war.



We at Combitech are accelerating the development of a smarter, more sustainable and more resilient society. By combining our solid experience within defence and industry sectors, we contribute to society by enabling the industry, total defence and communities to withstand the challenges and leverage the opportunities of tomorrow.

As a Nordic tech solution and consulting partner with 2,700 passionate, highly skilled experts at our core, we partner with our customers to push the boundaries of technology and make a difference.

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