



ROYAL NORWEGIAN
MINISTRY OF JUSTICE AND PUBLIC SECURITY

Minister of Justice and Public Security

The Norwegian Business and Industry Security
Council (NSR)

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THE ROLE OF THE BUSINESS SECTOR IN CRISIS AND WAR

I refer to the dialogue with the Norwegian Business and Industry Security Council (NSR) and NSR's Preparedness Centre regarding work on security and preparedness. I greatly appreciate that NSR will distribute this letter, concerning the role of the business sector in crisis and war, to Norwegian enterprises through its channels.

2026 is the Year of Total Defence. This year will be used to inform and raise awareness of what the security policy situation and total defence mean for residents, municipalities and the business sector.

The objective is to ensure that civil society is prepared for crisis and war, and to strengthen resilience throughout Norway. This is about standing together in a more uncertain time. When authorities, businesses, voluntary organisations and the population pull in the same direction, Norway is better equipped to face the most serious situations.

I encourage Norwegian enterprises to read the National Security Strategy presented by the Government in May last year. The background to the strategy is the serious security situation, and the fact that the gravity of the situation requires us to pool our efforts and build on our strong tradition of cooperation.

The business sector plays a decisive role in Norway's total defence. Small, medium-sized and large enterprises alike are important to our overall preparedness. I

experience strong engagement from the business sector in contributing, and this is very positive. I have received many enquiries regarding how businesses can contribute to total defence and what expectations the authorities have.

The most important contribution the business sector can make in crisis and war is to operate as close to a normal situation as possible. This strengthens civil society's ability to maintain normal functions even in very demanding circumstances and helps society to prioritise its preparedness resources where they are most needed. It is therefore important that all enterprises take independent initiative to ensure they are as well prepared as possible to withstand crisis and war.

With this as a starting point, I have four recommendations for all enterprises:

1) Stay informed about the threat landscape

Unclassified assessments of threats and risks are published annually by the Norwegian Intelligence Service, the Police Security Service and the National Security Authority. Other actors, such as the Directorate for Civil Protection and Emergency Planning (DSB) and the Police, also publish high-quality analyses that shed light on the threat landscape, potential incidents and how threat actors operate. Enterprises should familiarise themselves with and use these assessments to form an understanding of the challenges they may face and to assess vulnerabilities within their own organisation. Actors such as the Norwegian Business and Industry Security Council and Digital Norway also provide useful information.

2) Identify the organisation's assets, risks and vulnerabilities

All enterprises should identify and maintain an overview of the assets they possess and how these may represent vulnerabilities in crisis and war. What might, for example, make your company particularly attractive to a threat actor? How could vulnerabilities be exploited, and what should be done to reduce them?

3) Develop continuity plans

All enterprises should develop plans for how they will maintain operations and continue delivering goods and services if, for example, power is lost, digital services are disrupted or water supplies fail. Enterprises should prepare continuity plans and preferably conduct exercises based on different scenarios. This can help raise awareness of challenges, vulnerabilities and measures. I would also emphasise the importance of self-preparedness. Enterprises must also plan for this, and DSB has issued guidance.

4) Use the Year of Total Defence for exercises

Throughout the Year of Total Defence, a number of exercises will be conducted, and business sector actors will participate in several of these. I also encourage enterprises that do not take part in larger exercises to use the Year of Total Defence to conduct their own exercises. DSB has developed a range of exercise concepts that all

enterprises can use. DSB has also prepared an unclassified security policy scenario describing several issues that enterprises may benefit from familiarising themselves with and assessing.

I have included, as an appendix to this letter, additional advice from authorities with responsibility for civil security and preparedness: DSB, the National Security Authority (NSM) and the Police. I encourage all enterprises to familiarise themselves with this material.

Throughout the Year of Total Defence, there will be several events and meeting places where authorities will engage with the business sector. I encourage enterprises to use these arenas to provide input on how we can work together to build a more robust and resilient Norway.

Yours sincerely

Astri Aas-Hansen

The document is approved electronically, as such no handwritten signatures are required.