



Lithuania-Finland Business Forum: Preparedness and resilience 7.9.2026

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Lessons learned from Finland – The small superpower of preparedness



On the agenda today

- ✓ Why preparedness?
- ✓ History explains the present
- ✓ Comprehensive Security – the Finnish way
- ✓ Security of Supply cooperation in Finland
- ✓ Resilience Center Finland at your service

Why preparedness?

- **Global and external risks have increased** – Limited or no possibility to manage the probability and root cause of the risk. Plans and arrangements to mitigate the impact are more important than ever.
 - Geopolitical risks
 - Climate change and extreme weather events
 - Pandemic risks
 - Dis- and misinformation and the impact of social media
 - Technological development and disruption
 - Expansion of regulation
- **Interdependency risks have increased** – internationally, nationally, regionally, within the same sector and between sectors.
- **The risks of electrification and digitalization know no borders** – everyone is exposed and everyone must be prepared.
- **The pace of change has accelerated** – and with it, the difficulty of anticipation.



History explains the present

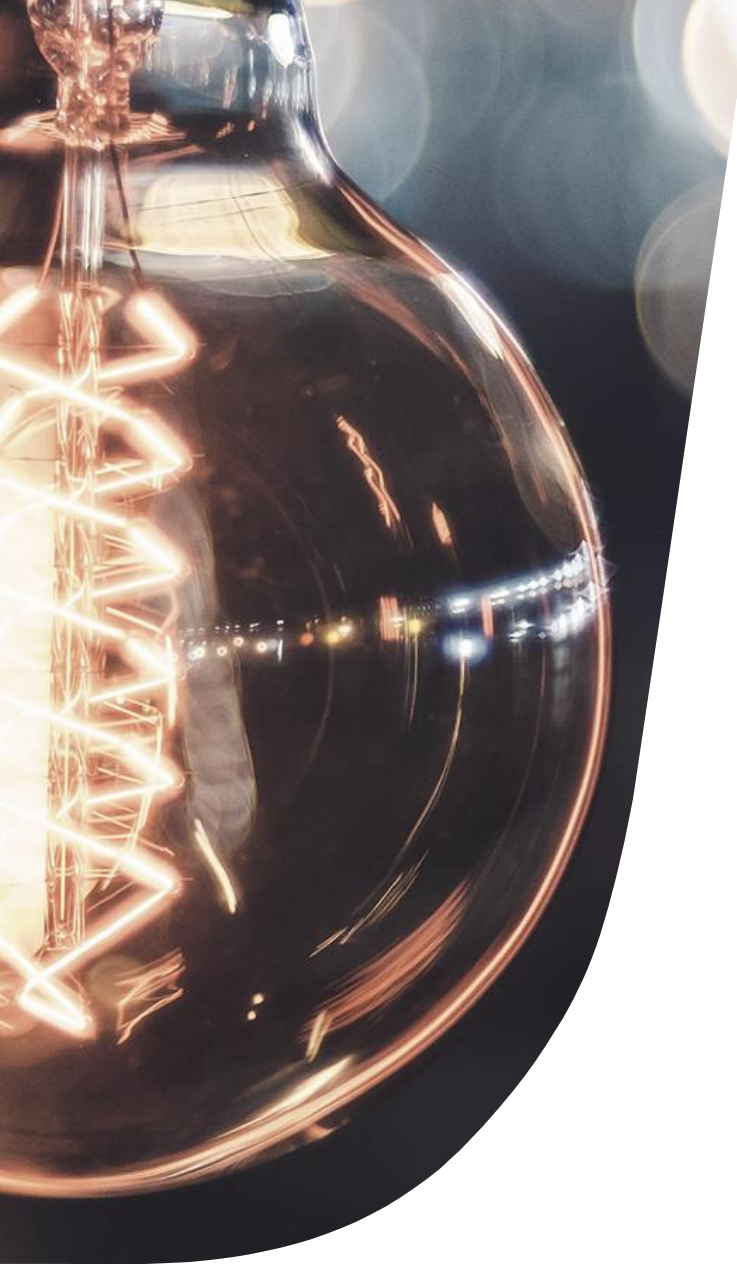
Phase I: Iron, powder and grain

- Pre-WWII (1910s–30s): World War I exposed supply risks; economic-defence planning followed, but political divisions delayed implementation.
- 1940–45: Wartime controls secured military and civilian supplies.
- 1946–50: War reparation deliveries expanded industrial capacity and markets.

Phase II: The period of total national defence

- 1950s–70s: Defence-economic planning, preparedness laws and training matured; the energy crisis exposed global dependencies and reset basic security of supply targets.
- 1980s: Security-of-supply goals and terminology were formalised, and critical companies strengthened preparedness planning.
- 1990-1991: The provisions for Emergency Act and the State of Defence Act. Working Group for financing Security of Supply. New definition of crisis → more solid basis for emergency planning.





History explains the present

Phase III: The period of systems

- 1990s (1993 →): The National Emergency Supply Agency centralised coordination as new laws, international cooperation and corporate security education took shape.
- 2000s: Goals adapted to new societal and security needs. Corporate security expertise spread to smaller firms. Expansion of preparedness related regulation.

What strengths do we have today?

- 01** Advanced, voluntary, and highly committed public-private cooperation in security of supply and preparedness themes with approximately 1500 organizations.

- 02** General conscription, a very high will to defend the country throughout the nation

- 03** A comprehensive security model where EVERYONE can find themselves

- 04** Companies recognized as subject and not only object of preparedness

- 05** National and regional defence courses bring the key decision-makers together to discuss the related topics

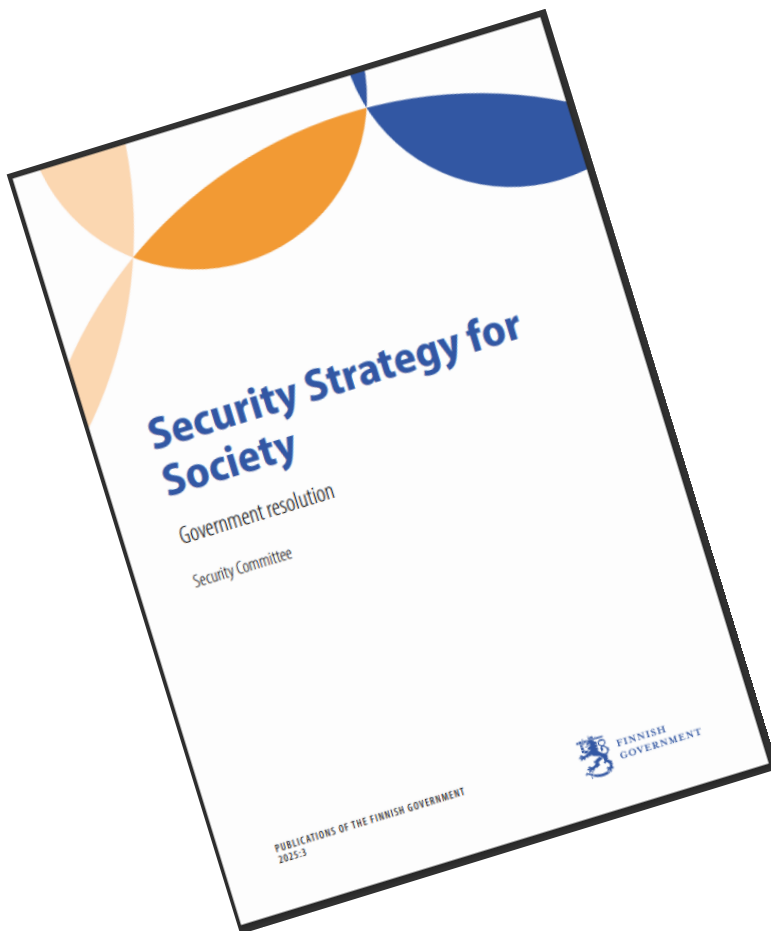
- 06** As a result of all this: TRUST as a cornerstone of cooperation.

Comprehensive Security

Security Strategy for Society describes the concept for comprehensive security.

Vital functions of society are safeguarded in collaboration between authorities, municipalities, the business community, organisations and citizens.

The concept for comprehensive security forms the foundation of resilience in Finnish society.



The publication available here in English: [Link](#)

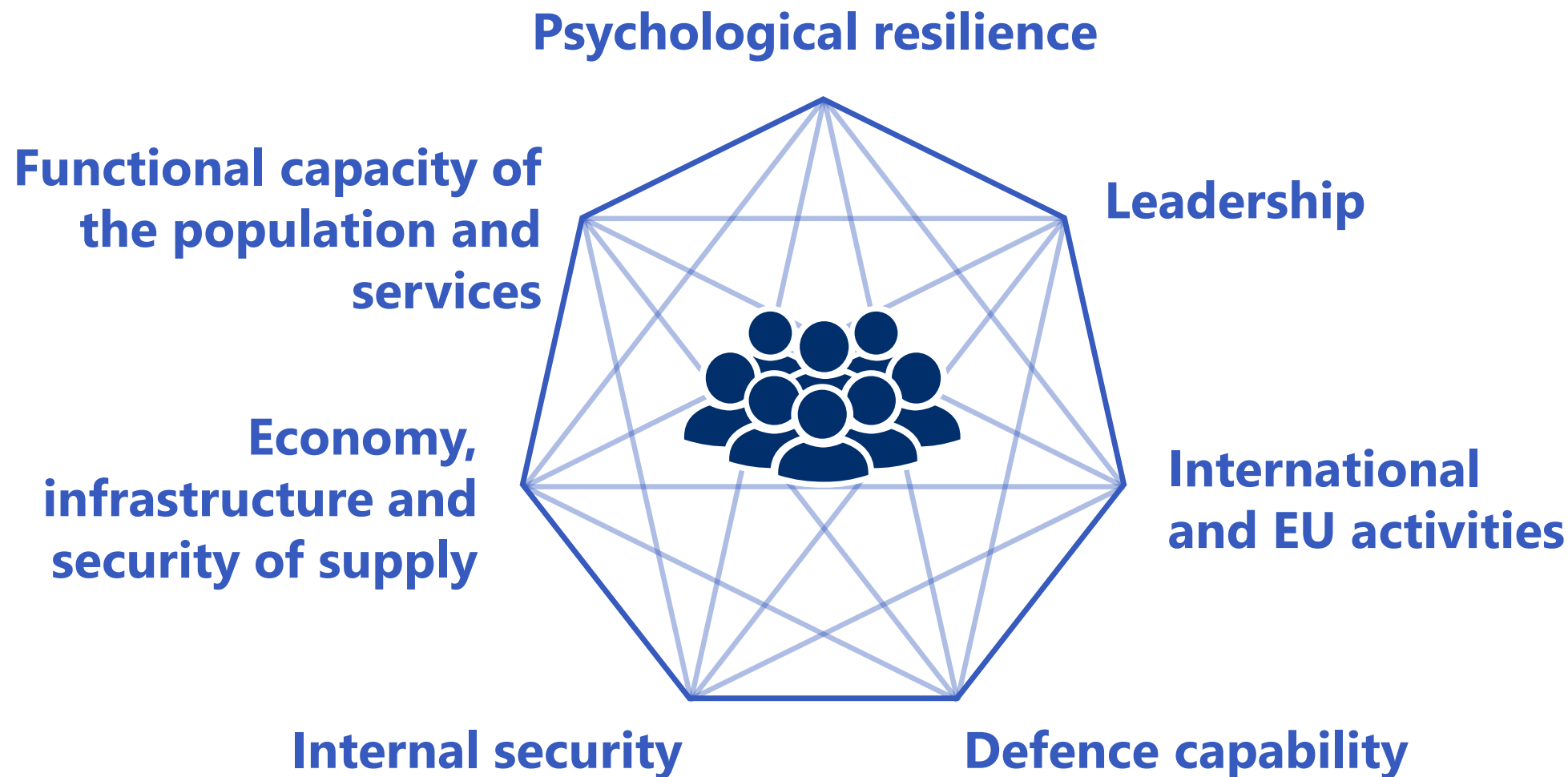
Fifth update of the concept
– first publication in 2003

7.9.2026

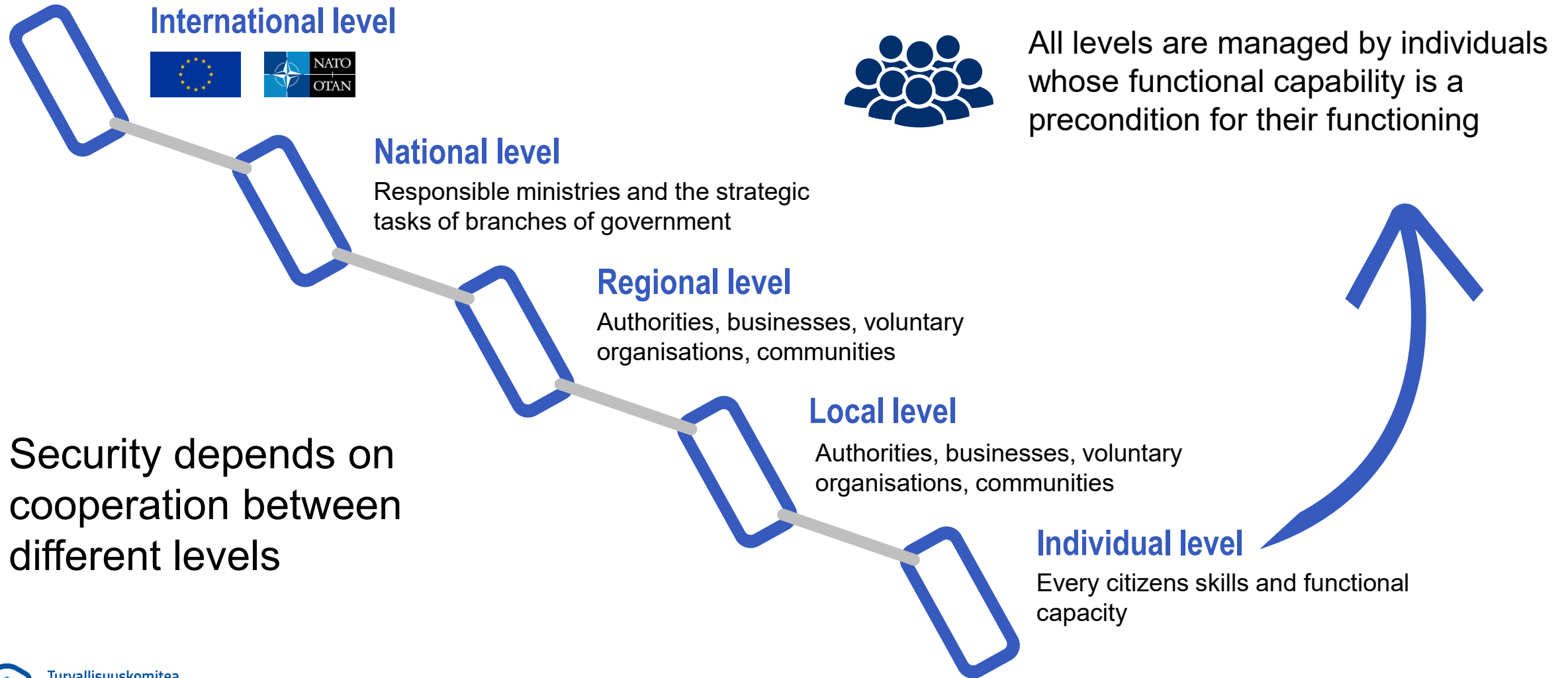


Turvallisuuskomitea
Säkerhetskommittén
The Security Committee

What are we safeguarding: Vital functions of society

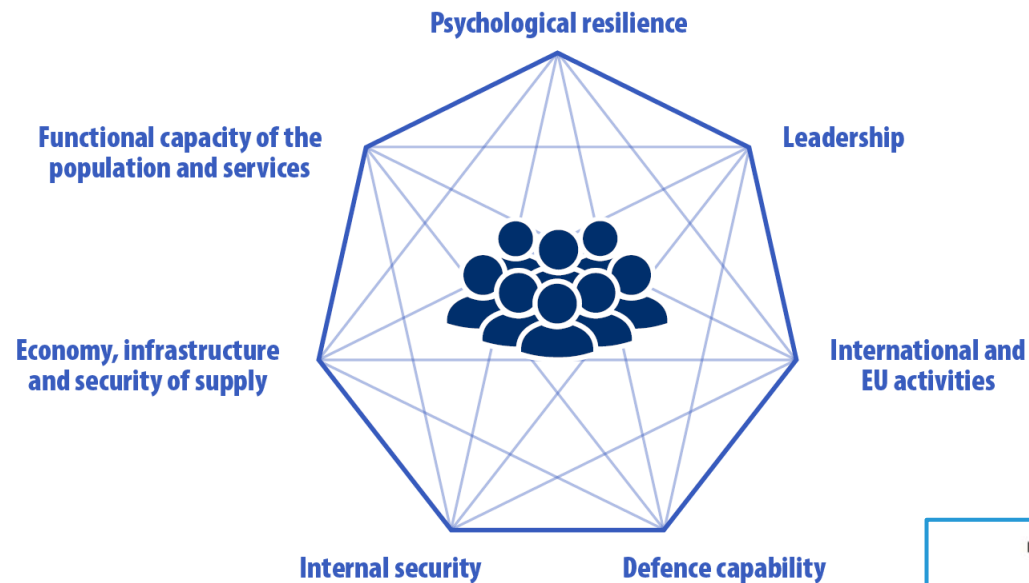


The chain of comprehensive security



Total Defence is an integral part of the Comprehensive Security

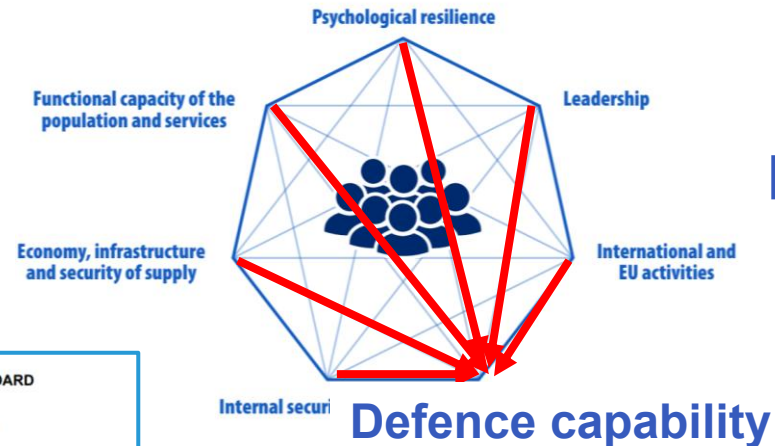
Comprehensive Security



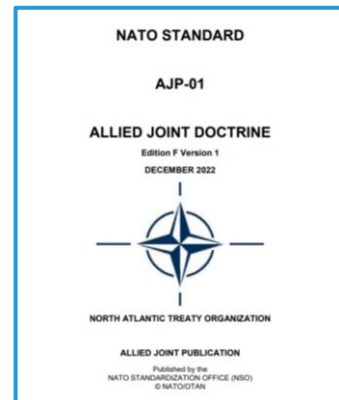
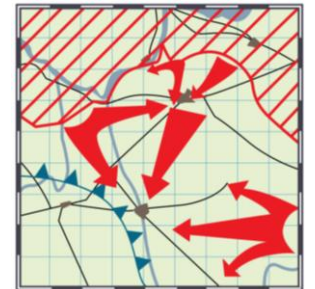
NATO Art 3



Total Defence



Military Operations





Security of supply in Finland

*Security of supply means the ability to secure the goods, materials, services and critical infrastructure **necessary for the functioning of society** in the event of serious disruptions and emergencies and prepare for such disruptions and emergencies in advance.*

Source: [NESA](#)

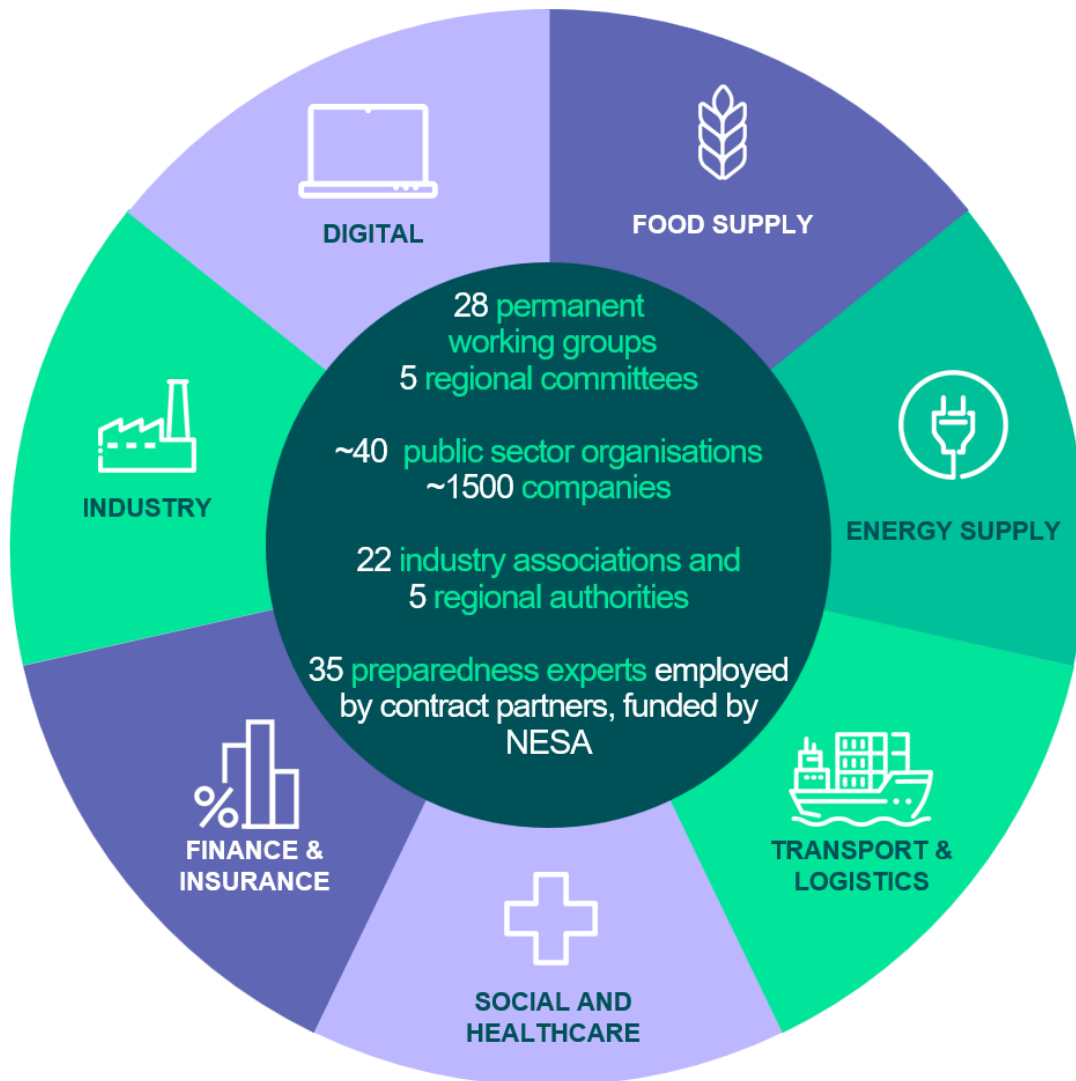
By definition it covers:

1. Stockpiling
2. Protection of critical infrastructure
3. Development of business continuity

National Emergency Supply Agency NESA

- Government agency as of 1.4.2026.
- Operating **under the Ministry of Economic Affairs and Employment.**
- **Gross-governmental steering group.**
- Operating costs financed from the national budget.
- **National Emergency Supply Council** maintains and develops contacts with key cooperation partners, monitors the state and development of security of supply, and proposes measures.
- **Employs 100+** employees.
- **National Emergency Supply Fund's balance sheet 2+ bn€ (off-budget) to finance operational security of supply measures.**
- **NESA are to:**
 - support other public authorities, the private sector and non-governmental organizations in maintaining and developing security of supply and to plan and implement preparedness measures to safeguard security of supply in the event of and during severe disruptions and emergencies.

NESA-network



Source: NESA

- Seven sectors divided into 28 pools and committees.
 - Roughly 1500 organizations voluntarily involved in network.
 - Newest pools, e.g. Private Security Industry Pool and Financial Administration Sector Pool.
- Pool agreements signed between sector associations, e.g. The Finnish Association of Private Care Providers or Finnish Commerce Federation, and NESA.
- Work driven by businesses, NESA-resource (Preparedness manager / pool secretary) to support.
- Preparedness managers / pool secretaries physically located in sector associations, close to sector companies. Salaries funded by NESA.
- The industry-specific pools:
 - formed around the focus areas of security of supply
 - representatives of different authorities, organizations and the most notable companies in their industries.
 - general objective to define the objectives and to steer, coordinate and monitor preparedness in their respective fields.

Why does the model work?

- Voluntary participation works when people gain value—not only contribute—and have meaningful involvement and autonomy.
- Shared situational picture is the foundation; analyzed information drives preparedness – information is the most important ‘raw material’ of preparedness.
- Cooperation enables sharing common operating models and best practices.
- Finland benefits from relatively low boundaries between authorities and private actors.
- Trust is essential: it enables sensitive information and practice-sharing and creates a shared sense of purpose – this is something that can not be achieved by e.g. regulation only.
- Without trust, any voluntary model loses its foundation.



Your access point to Finland's industry leaders

- The website **www.resiliencecenter.fi** presents Finland's unique offerings in resilience, crisis preparedness and comprehensive security.
- Visit Finland and see for yourself! We are pleased to support foreign delegations planning a visit – tailored programmes and help with practical arrangements.
- Service provided by Finnish Industries EK in collaboration with the state administration and other key stakeholders.



 **Resilience
Center** Finland



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