

**«Winter Ready:
Ukraine Business Resilience
Index 2026»
Survey results**

September 2026



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Research methodology



Goal

Assess the resilience of Ukrainian businesses and their readiness for potential challenges in the context of the ongoing war. Identify the key factors affecting business continuity and the priority areas for action.



Objectives

- Assess the level of companies' readiness to operate under potential challenges during the winter period
- Analyze the key factors affecting business continuity and the preparedness measures being implemented by companies
- Determine the Ukrainian business resilience index based on the assessment of financial and operational capabilities, human capital management, cyber resilience, and supply chain resilience
- Explore companies' engagement with local communities in the context of resilience planning



Methodology

Data collection approach: Online survey

Target audience: Top management of companies across various sectors operating in Ukraine (ACC members)

Survey period: September 7-21, 2026

Number of respondents: 95

Key findings on readiness for the winter period

-  **Businesses demonstrate moderate confidence in their readiness for winter.** The main risks to business continuity remain electricity supply (62%), physical asset security (45%), and logistics and transportation (42%), factors over which companies have limited control.
-  **Winter preparedness efforts are still underway: 60% of planned measures have yet to be implemented.** Priority areas include strengthening backup energy supply (74%) and preparing employee support plans (47%). The completion rates for these measures currently stand at 49% and 27%, respectively.
-  **Most companies have sufficient liquidity reserves and resources to cover payroll for at least six months** (62% and 53%, respectively). However, approximately one-third have not established reserves for unforeseen expenses. Among those that have, the most common reserve level is 3-5% of total expenditures.
-  **Most companies plan to introduce additional employee support measures,** primarily focused on safety and flexible working arrangements (both cited by 67% of companies). Only 9% of companies consider their current level of employee support to be sufficient.
-  **Supply chain risks are driving companies to develop alternative logistics routes.** Among companies for which supply chains are critical to operations, 60% have already implemented or plan to implement such measures within the next three months.
-  **Business engagement with communities remains limited.** Most companies (70%) are not familiar with local resilience plans, while only 10% of respondents have participated in their development or implementation.

Key findings on the business resilience index

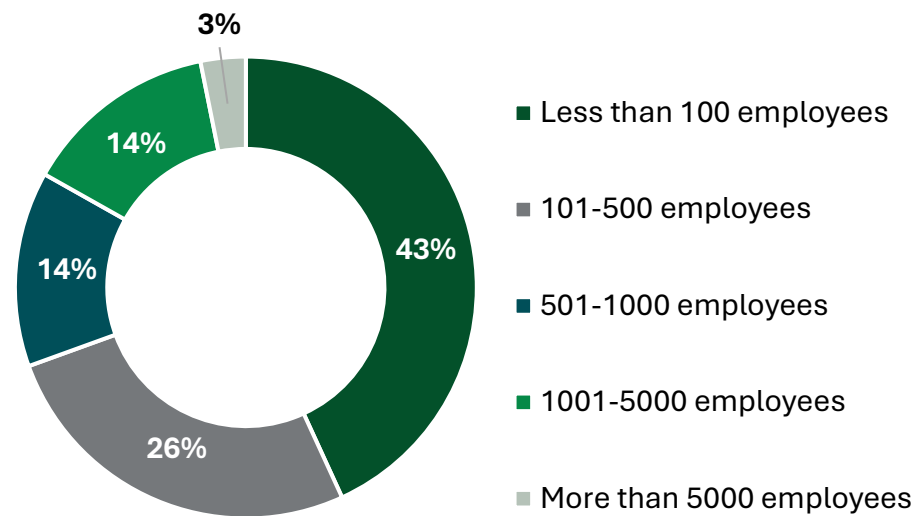
-  **The overall level of business resilience is moderate (58%).** Operational resilience and cyber resilience are relatively stronger areas, while financial resilience remains the most vulnerable dimension.
-  **Financial resilience is the primary area of vulnerability (43%).** Moderate funding diversification and limited opportunities for cost reduction (62% of companies report that their ability to rapidly reduce costs is limited or that most costs are fixed) reduce companies' ability to respond quickly to financial risks.
-  **Operational resilience (66%) is built on accumulated experience** but requires greater formalization. Only 48% of companies have formalized business continuity plans.
-  **Maintaining employee productivity and psychological wellbeing** is a key aspect of human capital management resilience (55%), although most companies still rely on largely fragmented practices. Additional areas for improvement include formalizing crisis communication processes and establishing workforce backup planning practices for critical functions.
-  **Cyber resilience is the most developed area (70%).** For 40% of companies, cyber resilience is integrated into the enterprise risk management system, and 31% have formalized cyber risk management processes. Compliance with cybersecurity standards is systematically monitored in most companies, although only about one-quarter undergo regular independent audits.
-  **The supply chain resilience index stands at 48%** (not included in the overall index and calculated only for companies for which physical supplies are critical to operations). Companies are diversifying suppliers and developing alternative logistics routes, but nearly one-third continue to operate on an ad hoc basis. Supply chains remain vulnerable due to dependence on warehousing facilities.



Respondent profile

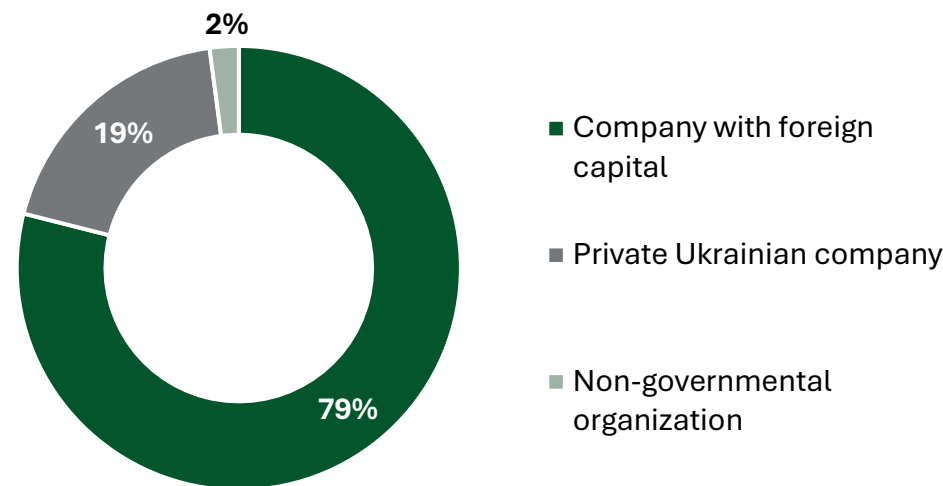
Respondent profile (1/2)

Company size
(by number of employees)

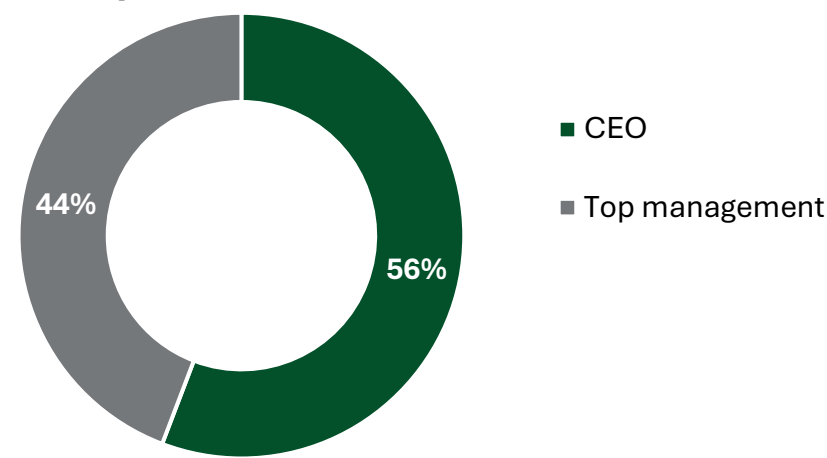


Respondents (n = 95)

Company category

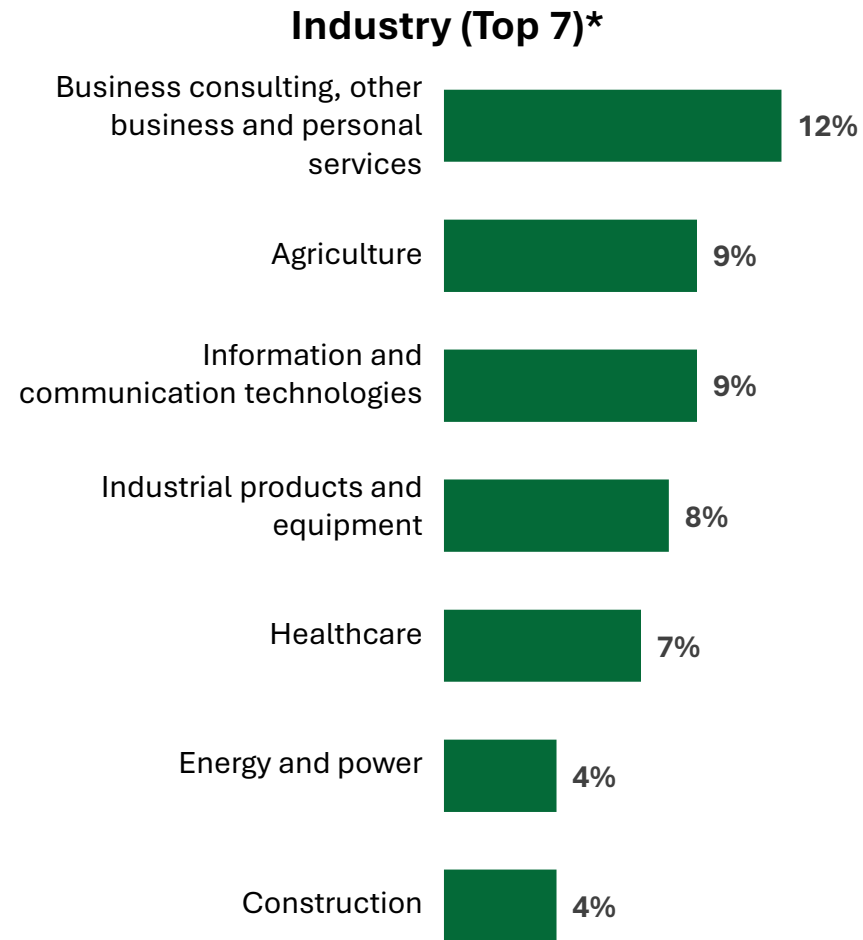


Respondent role



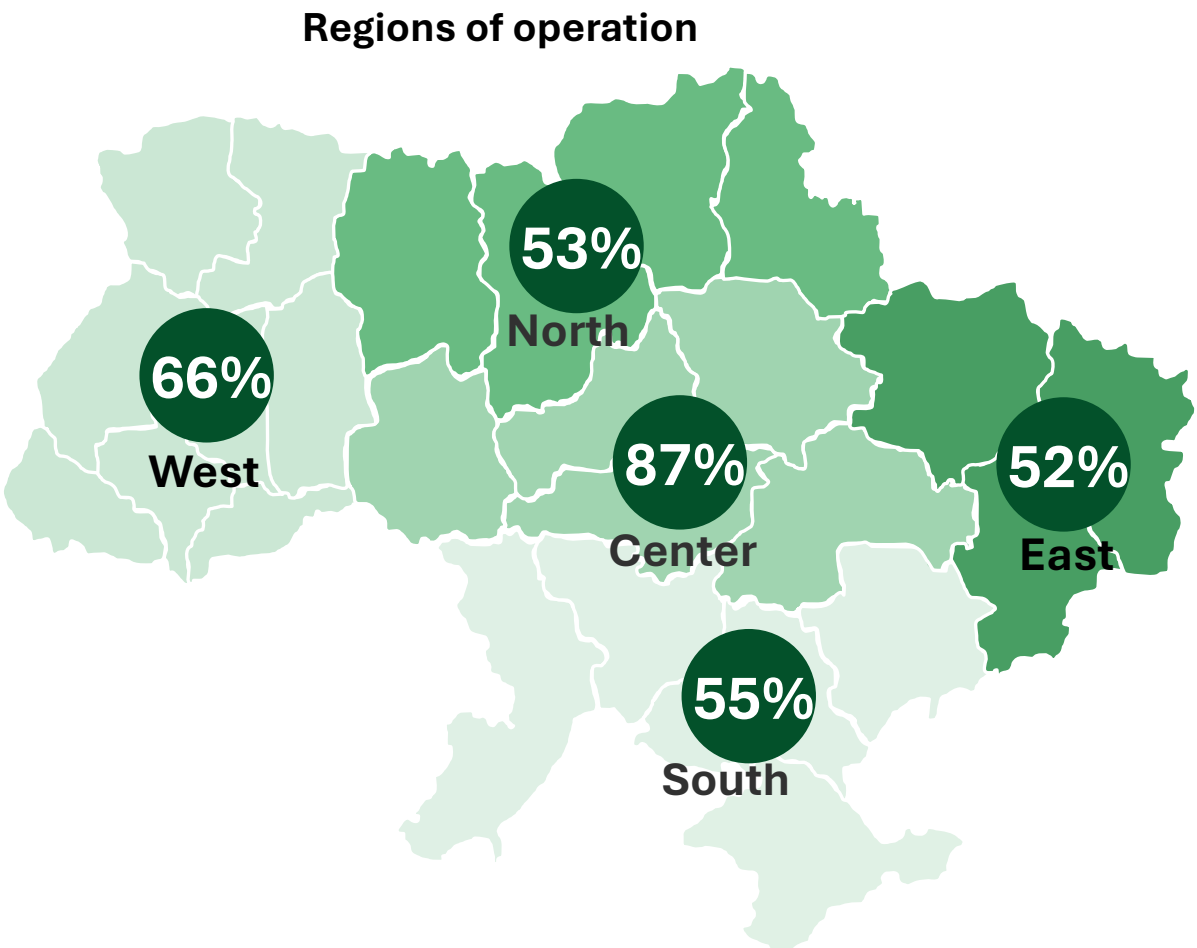
Respondents (n = 95)

Respondent profile (2/2)



Respondents (n = 95)

**The survey also included respondents representing the financial services, manufacturing, retail, HoReCa, logistics, media, services and other sectors*
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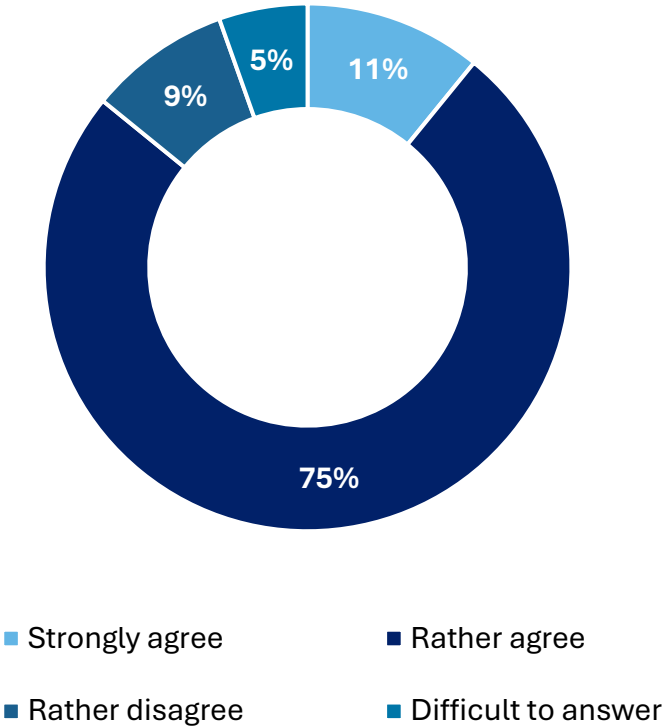


Readiness for the winter period

Most companies are moderately confident in their readiness for the winter period.
The reliability of electricity supply remains the primary constraint on business continuity

Our company is ready for the potential challenges of the autumn-winter period 2026/27– level of agreement:*

(Single-choice question)



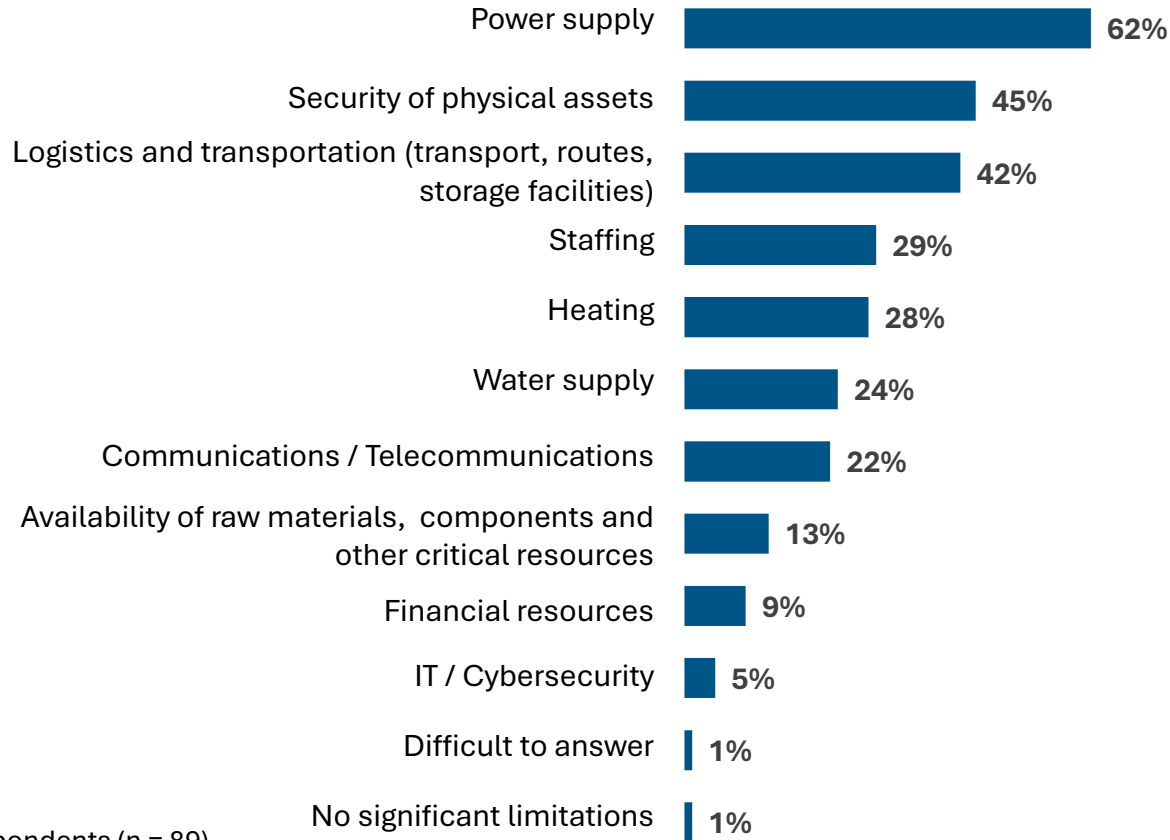
Respondents (n = 92)

*The “Strongly disagree” option was not selected by any respondent.

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In your opinion, what are the **biggest limitations** to ensure the operational resilience of your company in winter?

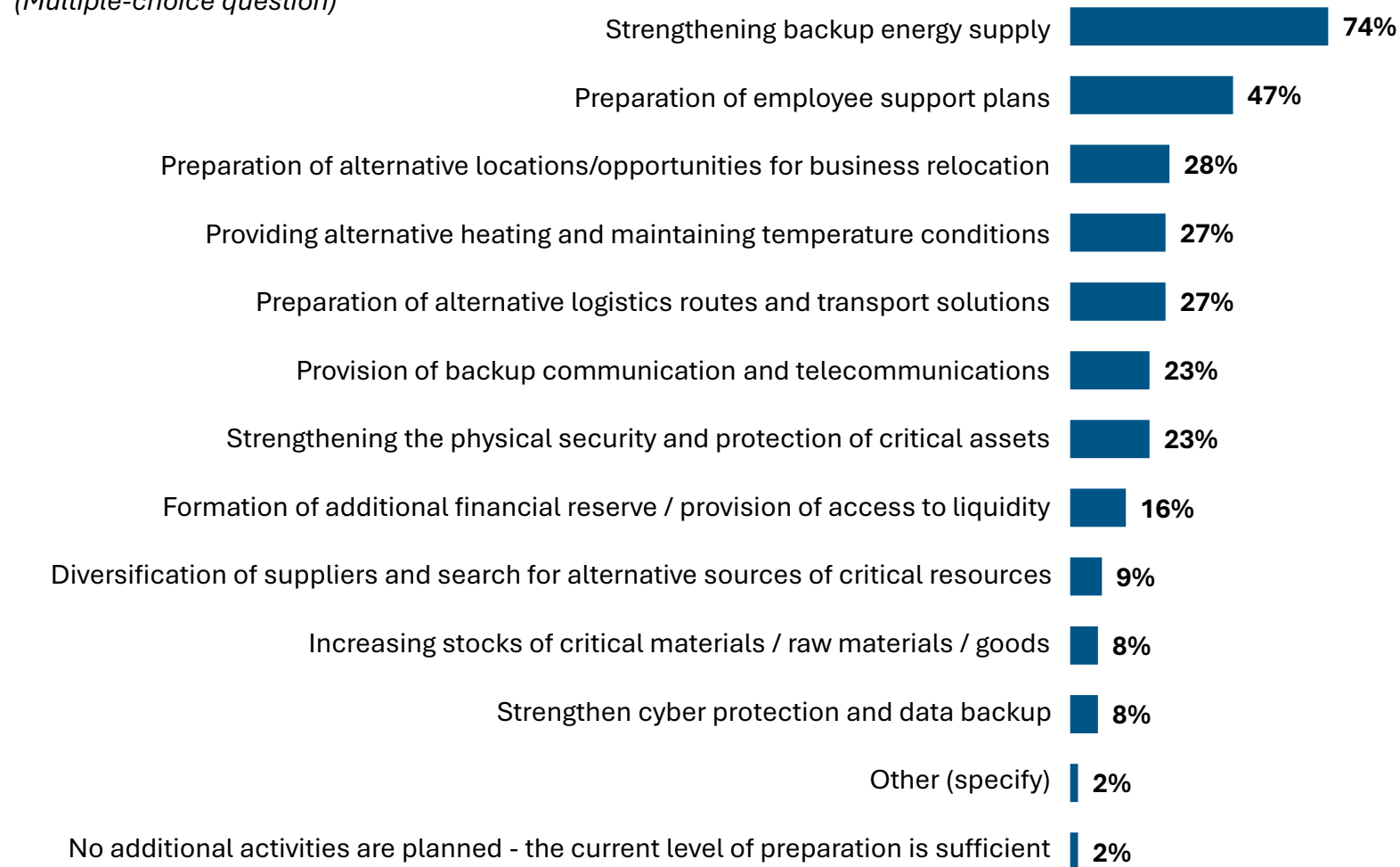
(Multiple-choice question)



Respondents (n = 89)

Business readiness efforts are ongoing: 60% of initiatives are still underway, with backup solutions and employee support being the key focus areas

What are the **3 measures** that are a priority to **ensure the sustainable operation** of your company before the start of the winter period 2026/27?
(Multiple-choice question)



Current implementation status for priority measures:

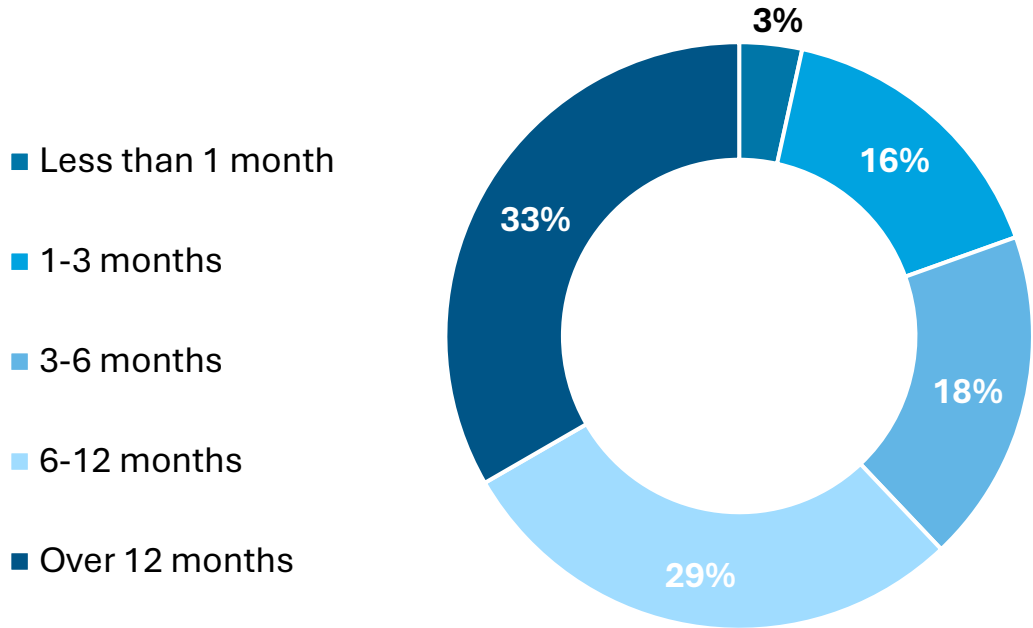
 **21%** **Already implemented**

 **60%** **Implementation is ongoing**

 **19%** **Planned for implementation**

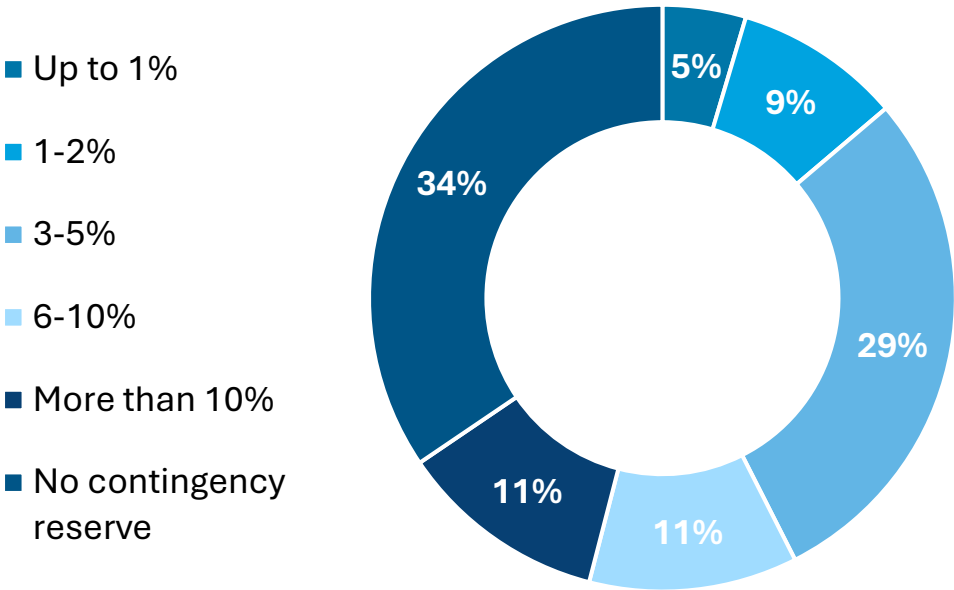
Most companies have sufficient liquidity buffers to sustain critical operations for at least six months. At the same time, one-third of businesses have not established reserves for unexpected expenses

For what period does the company **have a liquidity reserve to support critical operations** in the event of a significant external shock (without attracting external financing)?
(Single-choice question)



Respondents (n = 87)

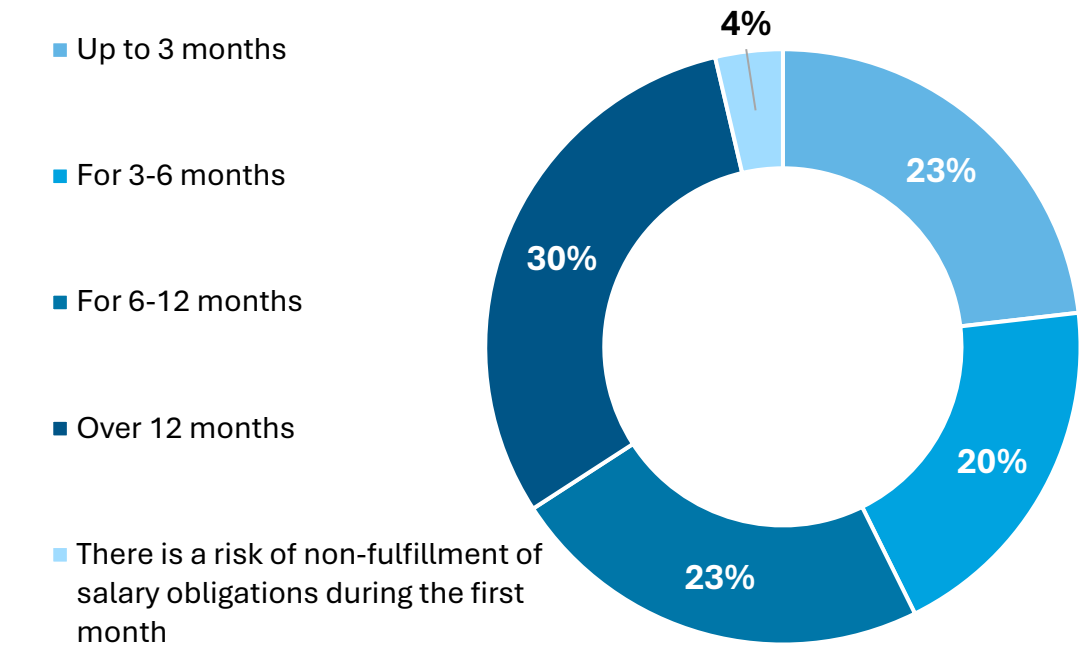
What proportion of the company's **total expenses** is allocated to a **contingency reserve** for potential winter-related disruptions?
(Single-choice question)



Respondents (n = 87)

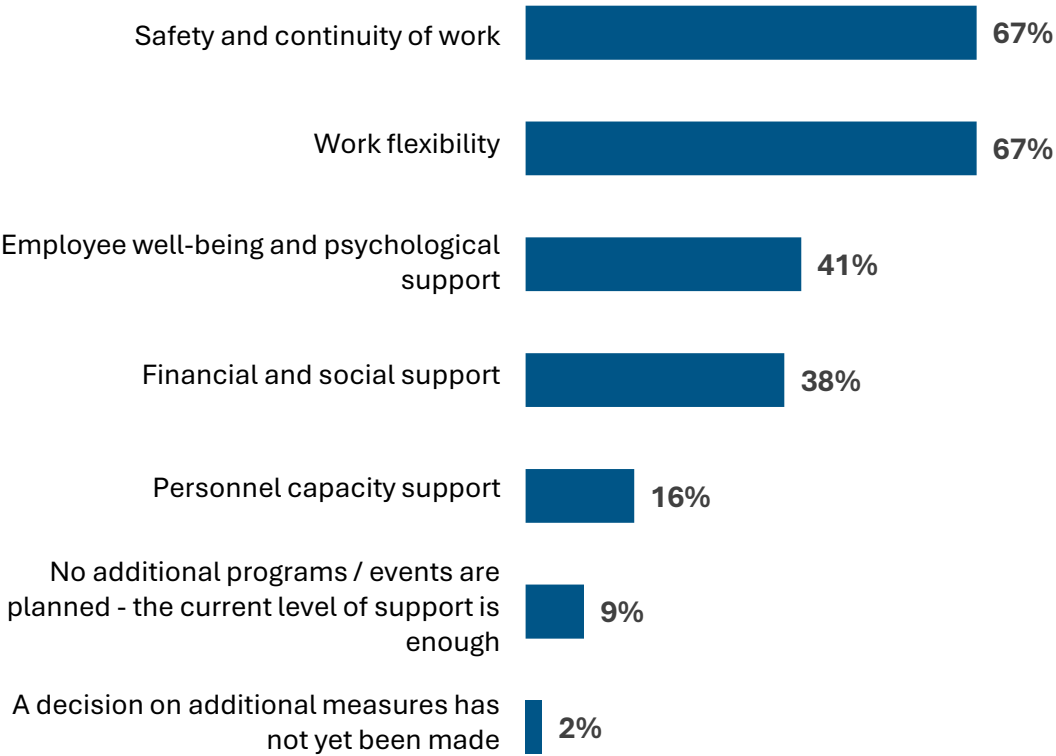
Similarly, most companies have sufficient reserves to cover payroll expenses for at least six months. Employee support initiatives are primarily focused on safety-related measures and increased workplace flexibility to help ensure business continuity

For how long does the company have **sufficient financial resources to meet its payroll obligations** in full in the event of a significant decline in revenue?
(Single-choice question)



Respondents (n = 82)

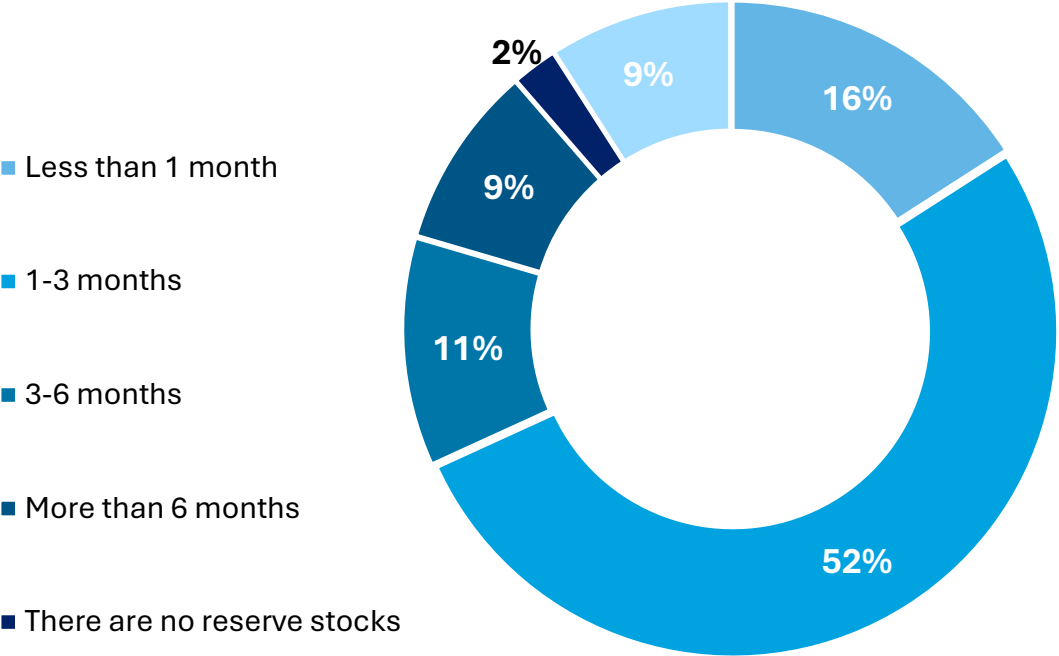
What **areas of employee support** does the company plan to strengthen in the next 3 months?
(Multiple-choice question)



Respondents (n = 81)

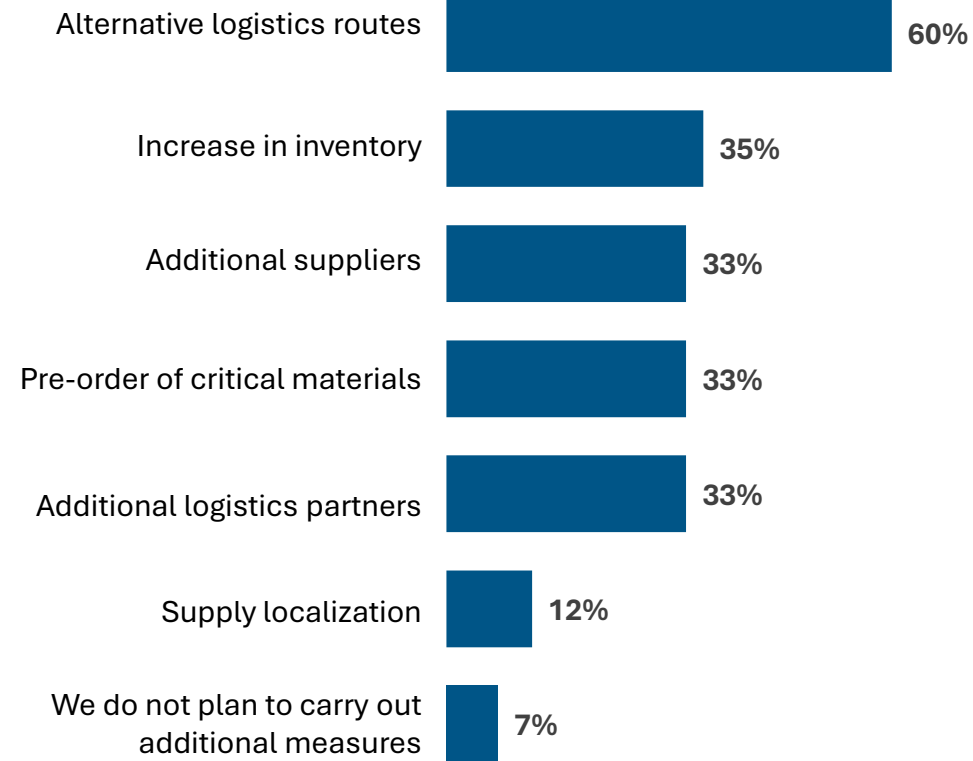
Most companies have sufficient stocks of materials and products to cover up to three months of operations, while reducing supply chain risks through alternative logistics solutions

For how long can a company **maintain critical operations** at the expense of existing stocks without taking into account new supplies?*
(Single-choice question)



Respondents (n = 44)

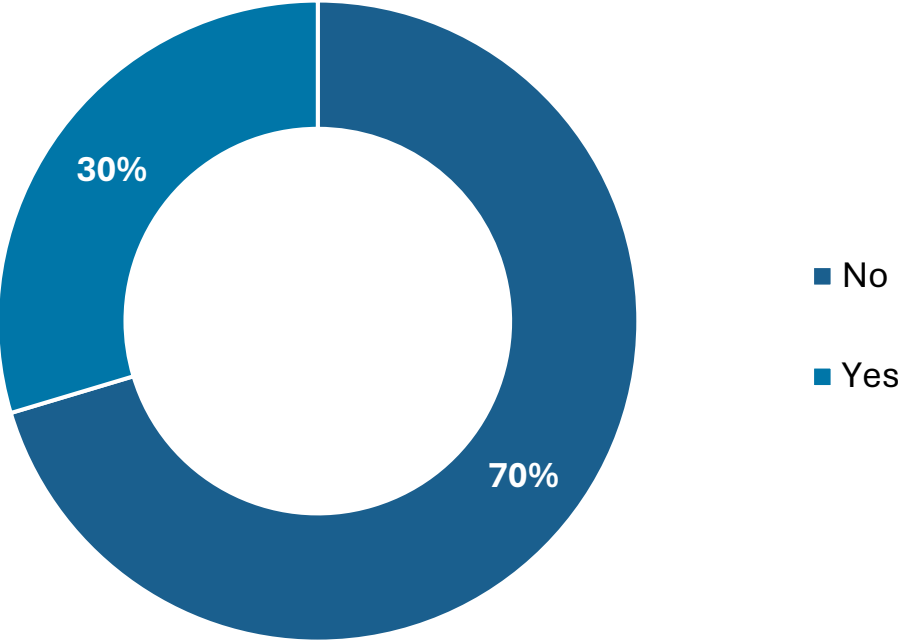
What measures has the company already taken/plans to take in the next 3 months to **reduce the risks of supply disruptions** during the winter period?*
(Multiple-choice question)



Respondents (n = 43)

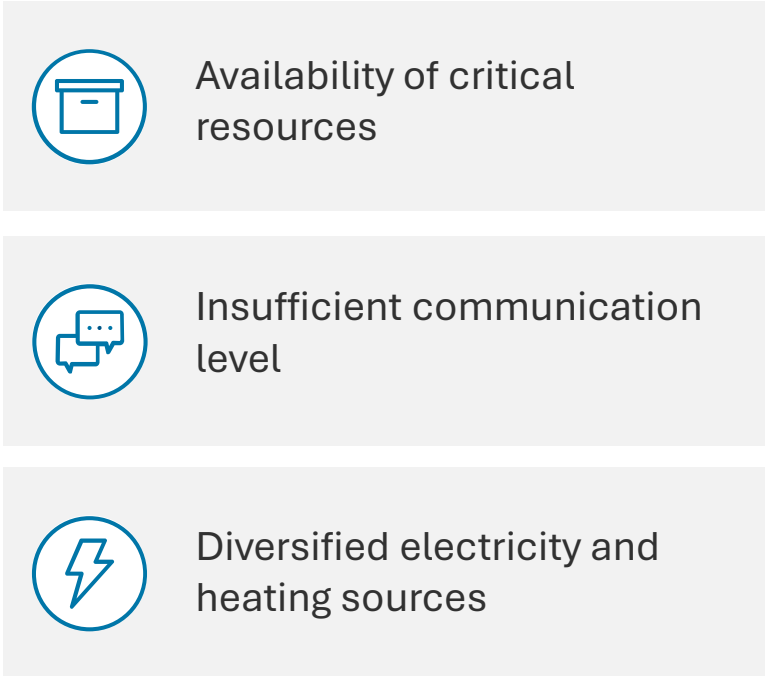
Business engagement with communities remains limited: most companies are not familiar with the provisions of resilience plans

Does your company have a clear understanding of the **key provisions of the resilience plans of the communities** in which it operates?
(Single-choice question)



Respondents (n = 81)

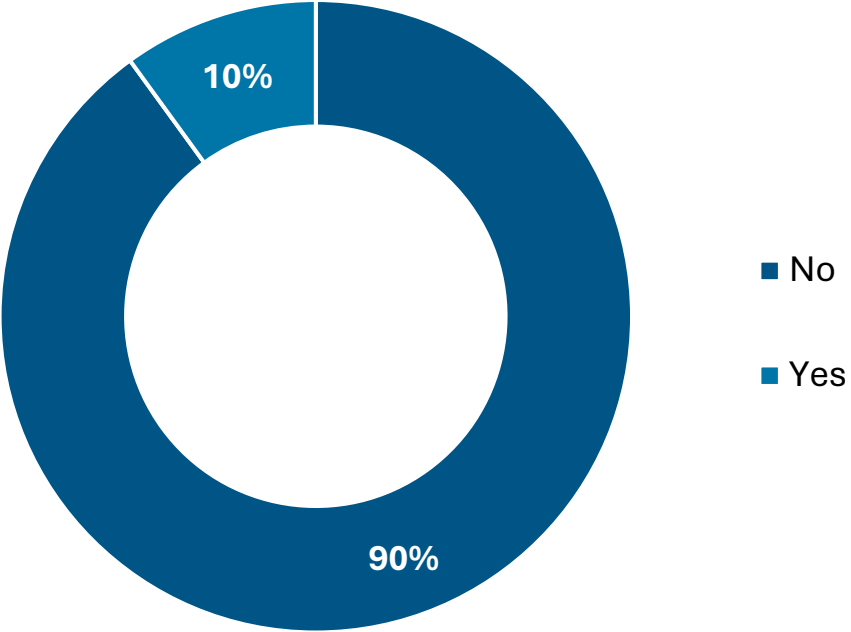
In your opinion, what **aspects or measures** are **currently missing** from the community resilience plan(s)?
(Open question)



Respondents (n = 4)

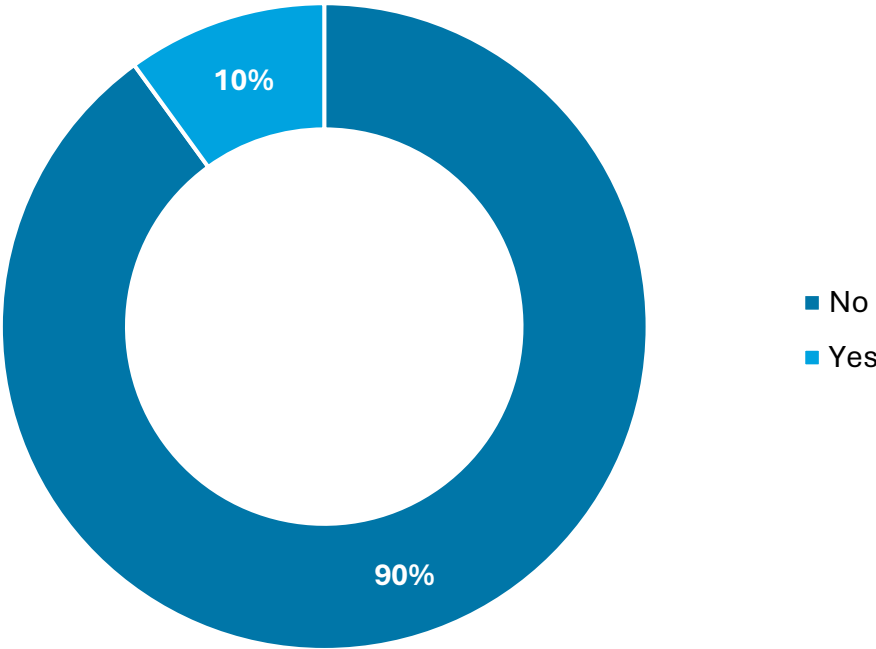
Only 10% of respondents have participated in the development or implementation of resilience plans

Has your company been involved in the **development of the resilience plan(s) of the communities** in which it operates?
(Single-choice question)



Respondents (n = 81)

Is **your company involved in the implementation of the resilience plan(s) of the communities** in which it operates?
(Single-choice question)

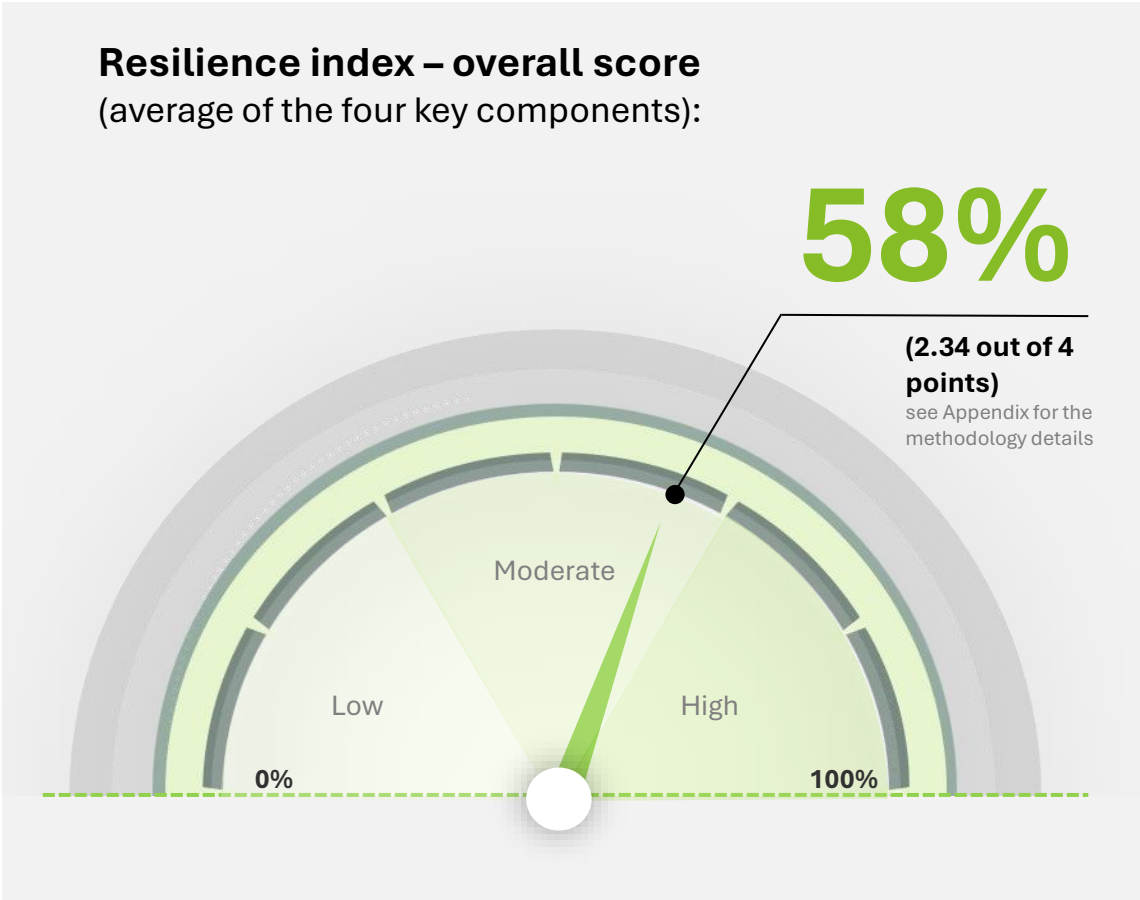


Respondents (n = 81)



Business resilience index

The overall level of business resilience is moderate. Companies demonstrate relatively higher preparedness in terms of operational resilience and cyber resilience, while financial resilience remains the most vulnerable area



Resilience index by key component:

	Financial resilience	43%
	Operational resilience	66%
	Human capital management resilience	55%
	Cyber resilience	70%
	Supply chain resilience*	48%

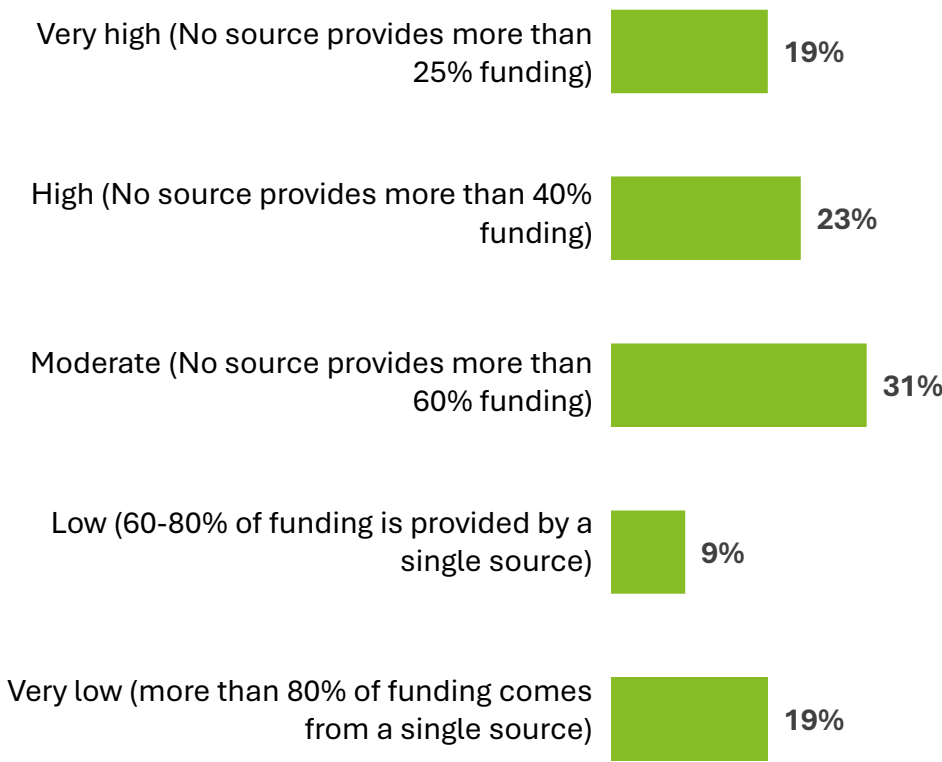
 - not included in the calculation of the overall index.

**This index applies only to companies for which the uninterrupted supply of physical goods, materials, or other resources is critical to their operations.*

Financial resilience

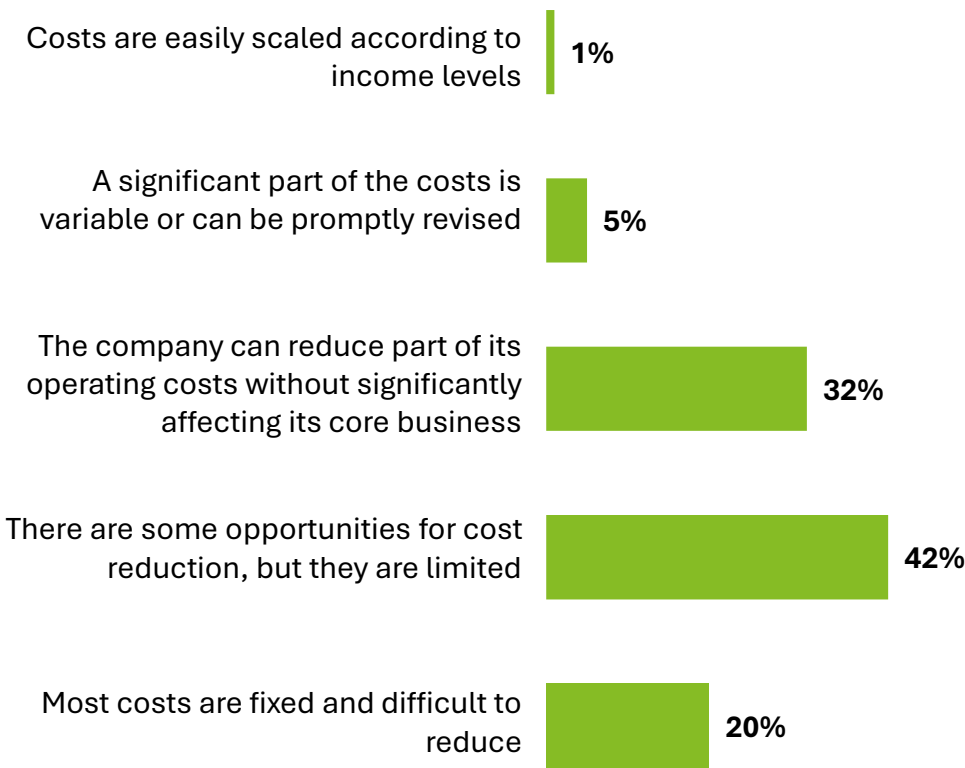
Limited funding diversification and constrained cost-cutting flexibility reduce companies’ ability to respond rapidly to significant financial challenges

How diversified are the **company's funding sources**?
(Single-choice question)



Respondents (n = 81)
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How effectively can a company **adapt its cost structure** in response to a significant drop in revenue?
(Single-choice question)

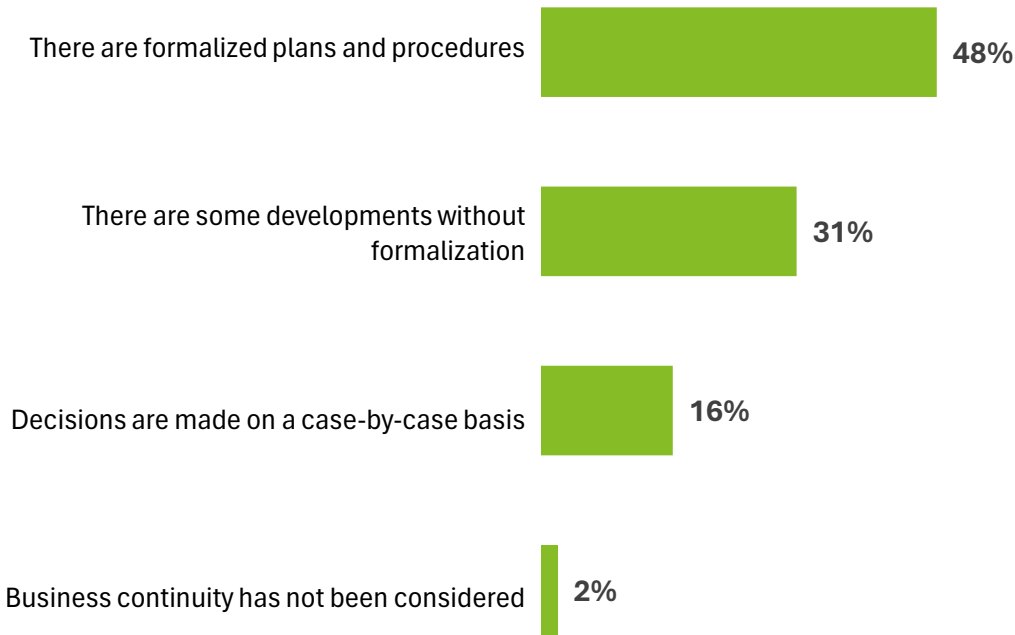


Respondents (n = 81)

Operational resilience (1/4)

Nearly one in two companies has a formalized business continuity plan, and most of these companies have tested it within the past year

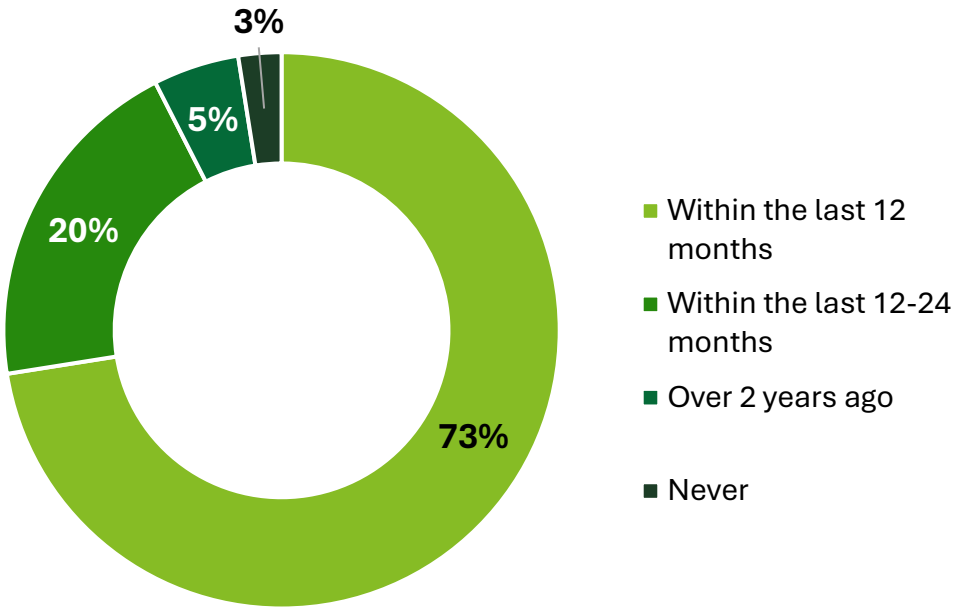
How is **business continuity management** organized within your company?
(Single-choice question)



Respondents (n = 81)

**Question not included in the calculation of the Business resilience index.*
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When was the last time the company **tested a business continuity plan (BCP)?***
(Single-choice question)



Respondents who chose “There are formalized plans and procedures”

Respondents (n = 40)

Operational resilience (2/4)

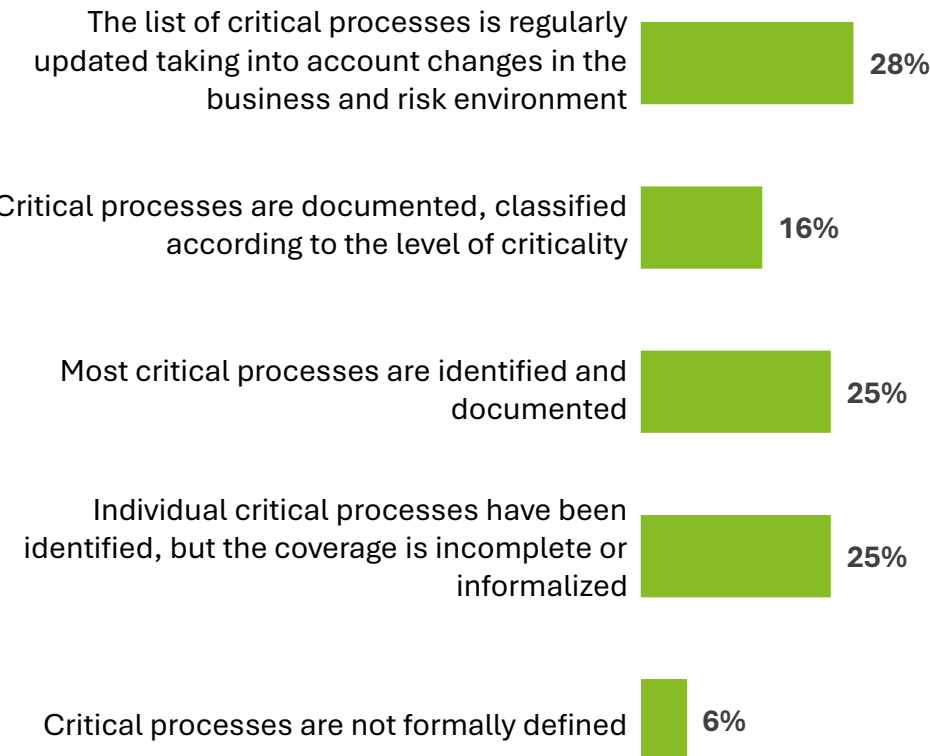
Most companies have established formal roles and decision-making mechanisms for crisis situations. However, nearly one-third still lack formalized processes and clearly defined accountability

Have specific **responsible individuals and decision-making mechanisms** been identified in the event of a major operational disruption?
(Single-choice question)

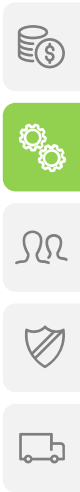


Respondents (n = 81)

How clearly are **critical business processes defined** in the company?
(Single-choice question)



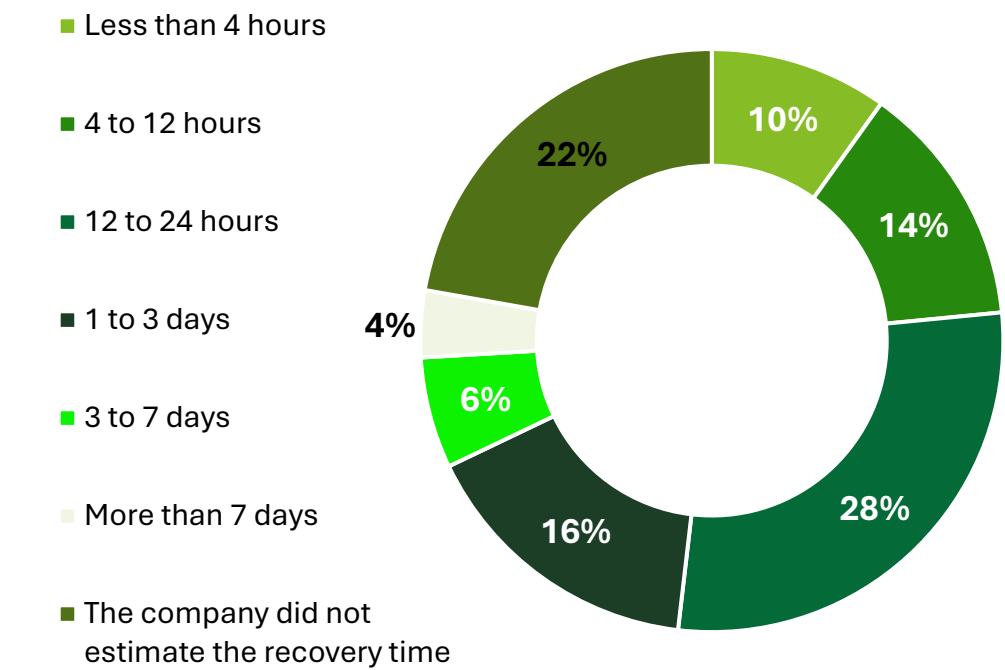
Respondents (n = 81)



Operational resilience (3/4)

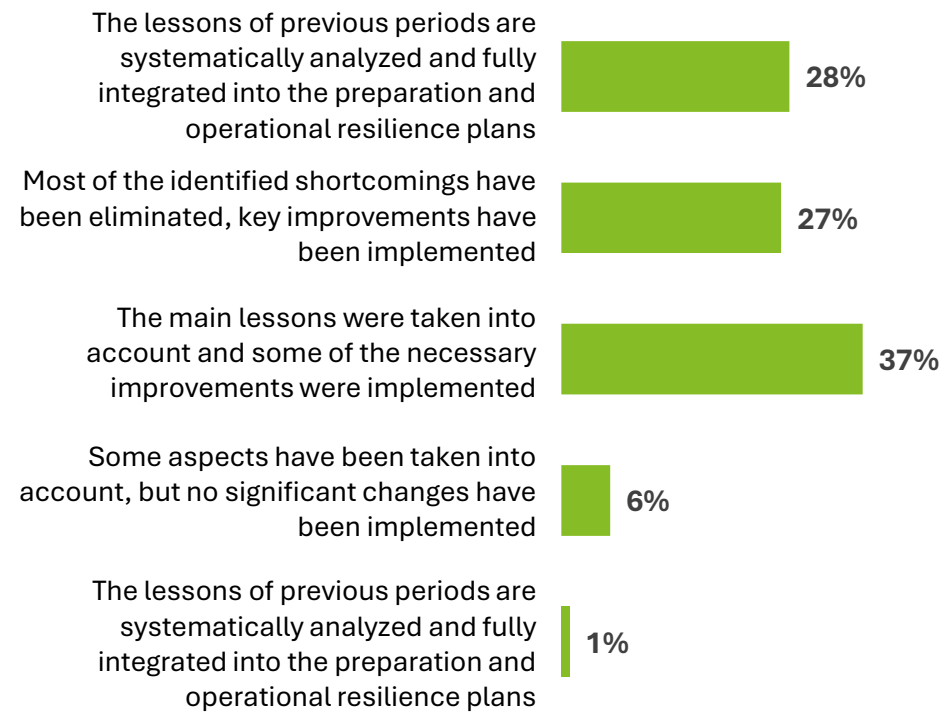
Nearly half of companies can restore critical operations within 24 hours, while 22% have not assessed this capability. Most businesses incorporate lessons learned from past disruptions into their business continuity planning

How quickly is the company able to **restore critical operations** after a significant disruption?
(Single-choice question)



Respondents (n = 81)

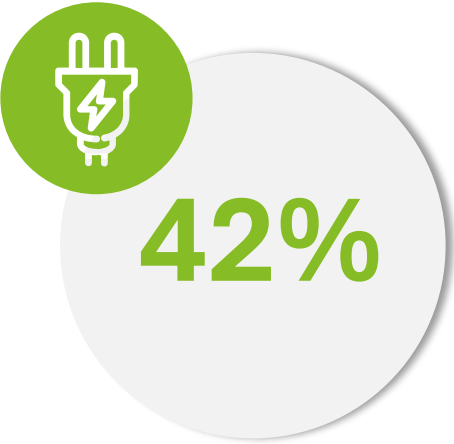
To what extent have lessons learned from previous power outages, communication disruptions, and other infrastructure constraints been **incorporated into business continuity plans** for the upcoming winter?
(Single-choice question)



Operational resilience (4/4)

Lessons learned from previous disruptions have driven companies to prioritize energy resilience by investing in backup power generation, energy storage capacity, and fuel reserves

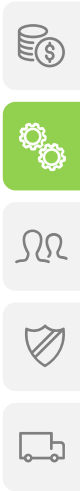
What **specific changes in business continuity plans or activities** have been made based on the analysis of previous experiences?
(Open question)



Strengthening energy resilience

- **Backup locations and relocation of critical resources**
- **Measures to support employees and enhance employee safety**
- **Improved readiness for rapid adaptation under different scenarios**
- **Backup communication channels and critical data storage**
- **Expanded remote working capabilities**
- **Logistics diversification and inventory stockpiling**

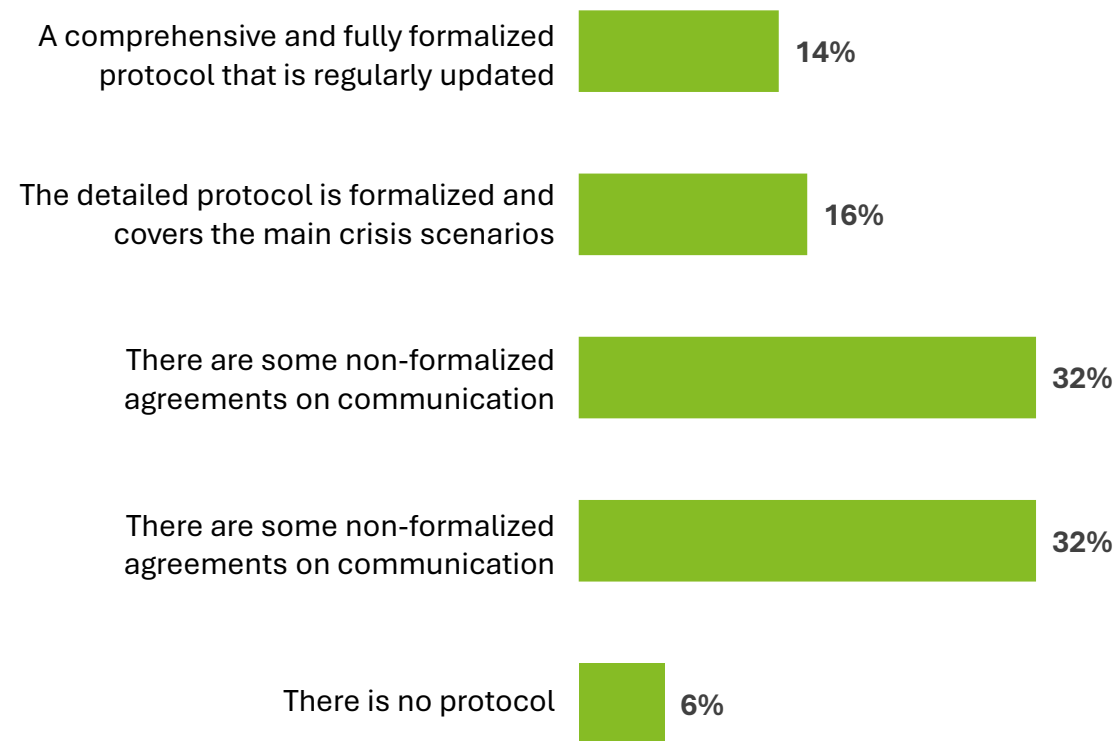
Respondents (n = 65)



Human capital management resilience (1/3)

Most companies have established crisis communication mechanisms and actively build employee awareness regarding actions to be taken in the event of emergency situations

Does the company have a **clear protocol for communicating with employees** in the event of a large-scale business disruption?
(Single-choice question)



Respondents (n = 81)

How aware are employees **of their actions in the event of an emergency**?
(Single-choice question)



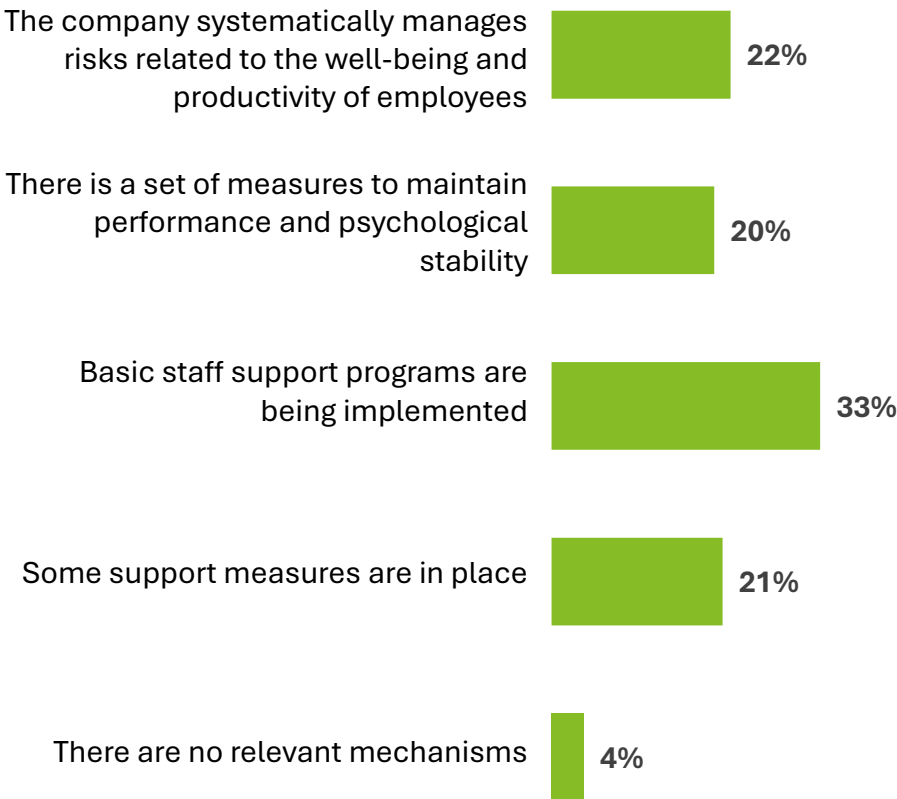
Respondents (n = 81)



Human capital management resilience (2/3)

Supporting employee productivity and psychological wellbeing is a key focus area for companies, although related initiatives are often implemented fragmented. At the same time, relocation planning remains relatively uncommon

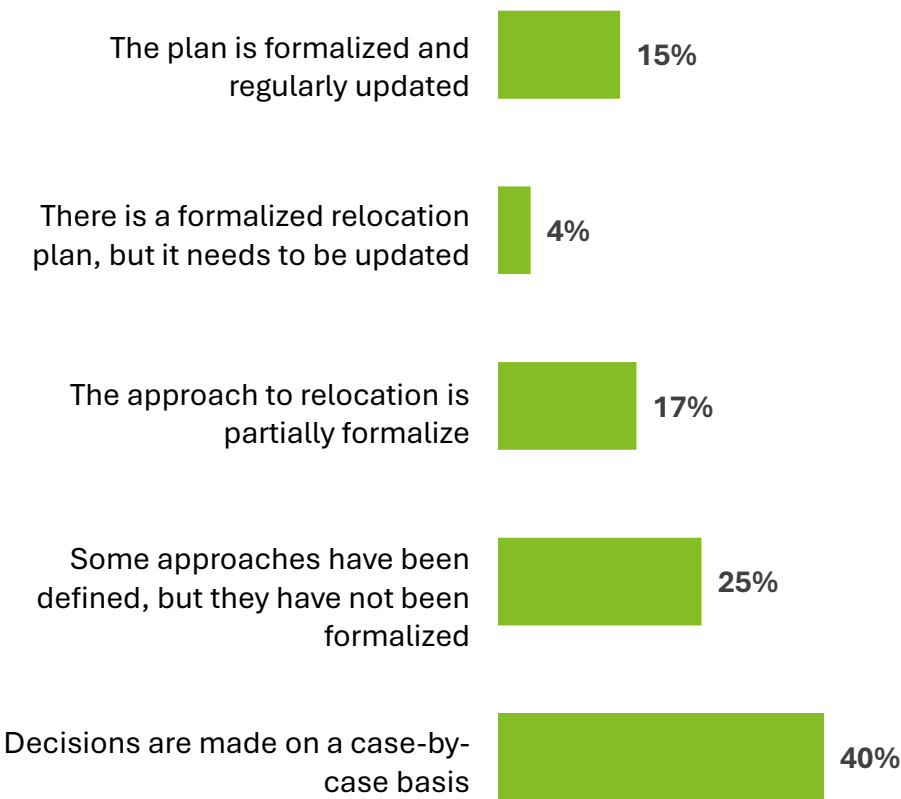
To what extent does the company provide conditions for **maintaining the working capacity of employees** under conditions of increased stress?
(Single-choice question)



Respondents (n = 81)

** An item not included in the calculation of the Business Resilience Index*
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Does the company have **a plan to support the relocation of employees** within Ukraine?*
(Single-choice question)



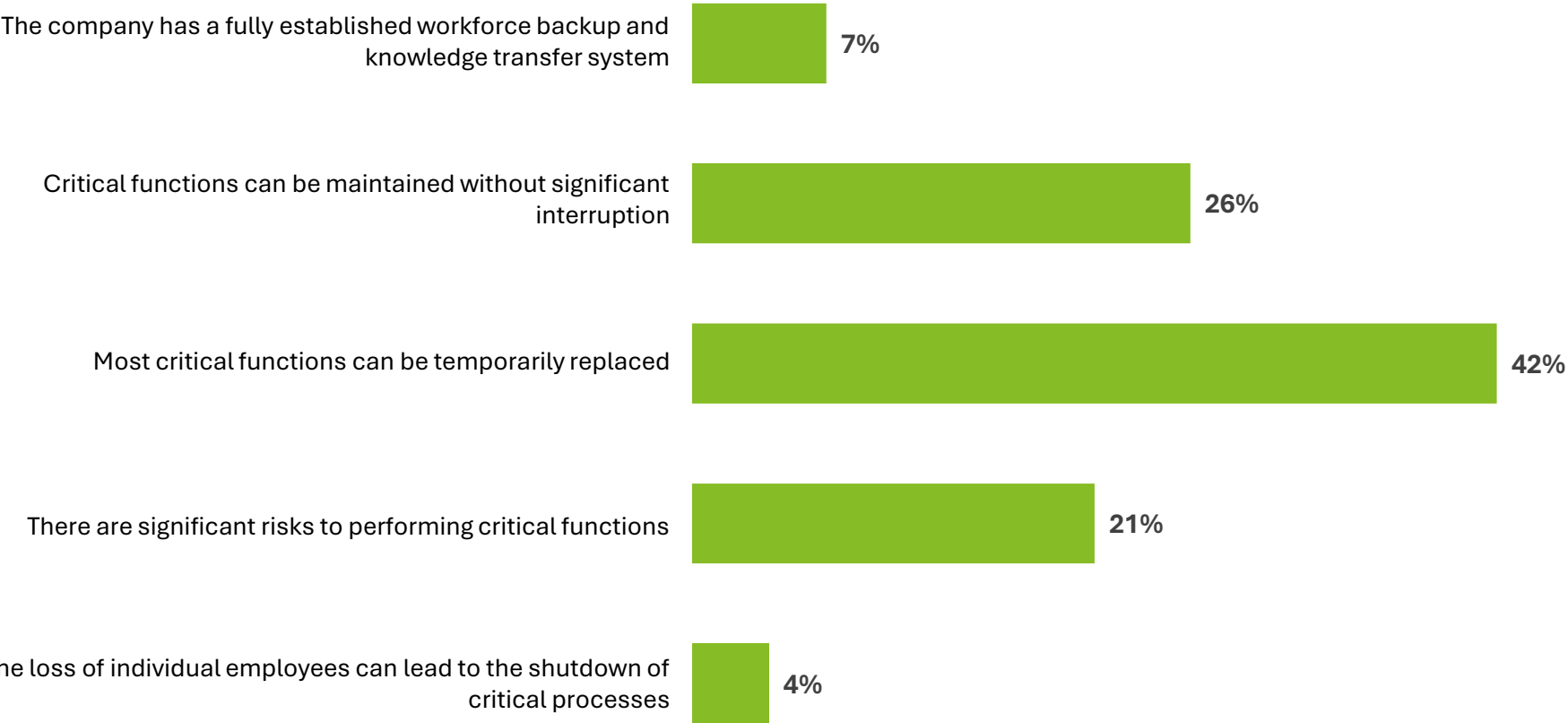
Respondents (n = 81)



Human capital management resilience (3/3)

Most companies are able to temporarily substitute unavailable employees to maintain critical operations. However, one-quarter of respondents continue to face significant challenges in this area

To what extent is the company able to **maintain critical processes** in the event of the sudden unavailability of key personnel?
(Single-choice question)



Respondents (n = 81)



Cyber resilience (1/2)

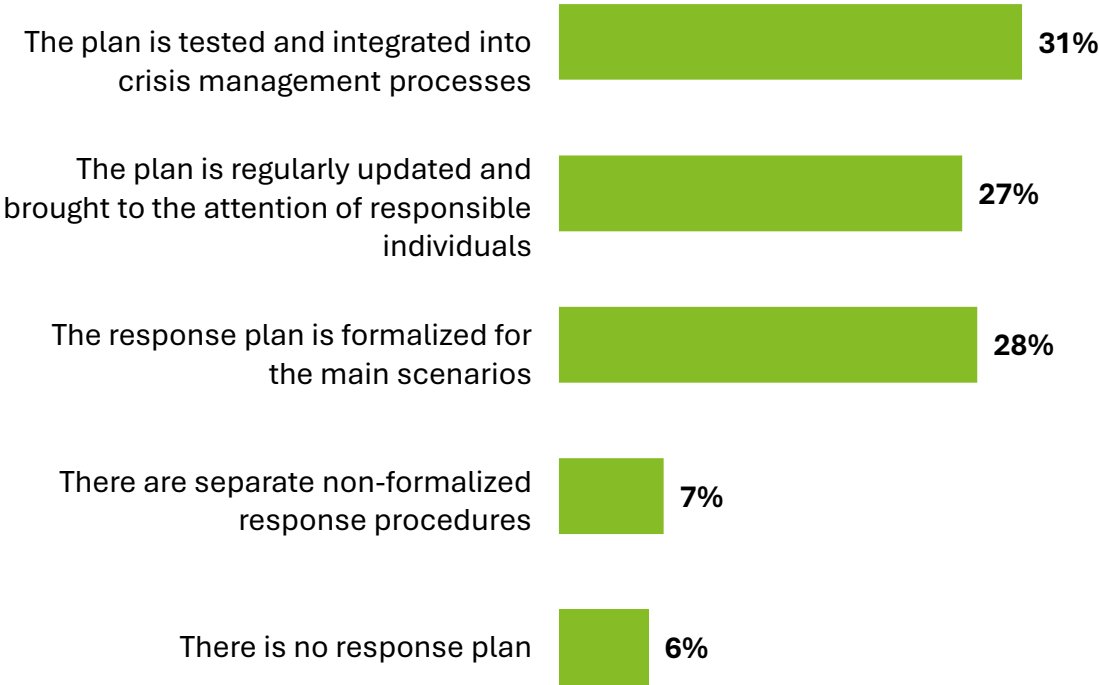
Cyber resilience is an integral component of the corporate risk management framework for 40% of companies.
Most companies have formalized cyber incident response plans in place

How the company **manages cyber risks**?
(Single-choice question)

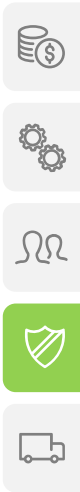


Respondents (n = 81)

How prepared is the company to **respond to significant cyber incidents**?
(Single-choice question)



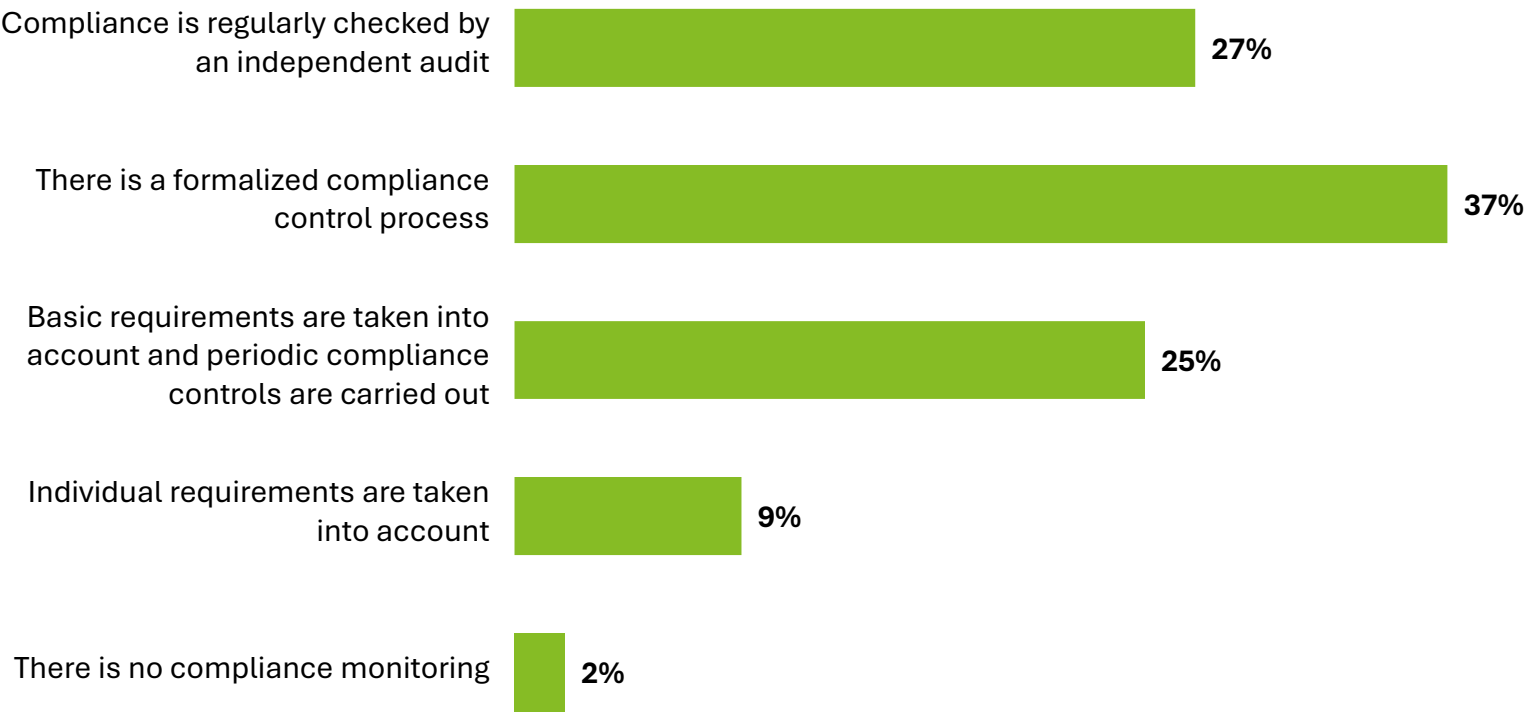
Respondents (n = 81)



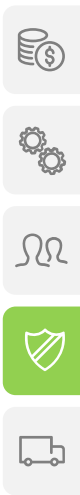
Cyber resilience (2/2)

Most companies take a structured approach to monitoring compliance with cybersecurity requirements and standards. However, only about one-quarter regularly undergo independent cybersecurity audits

To what extent the company complies with the **requirements of legislation and standards** on cybersecurity?
(Single-choice question)



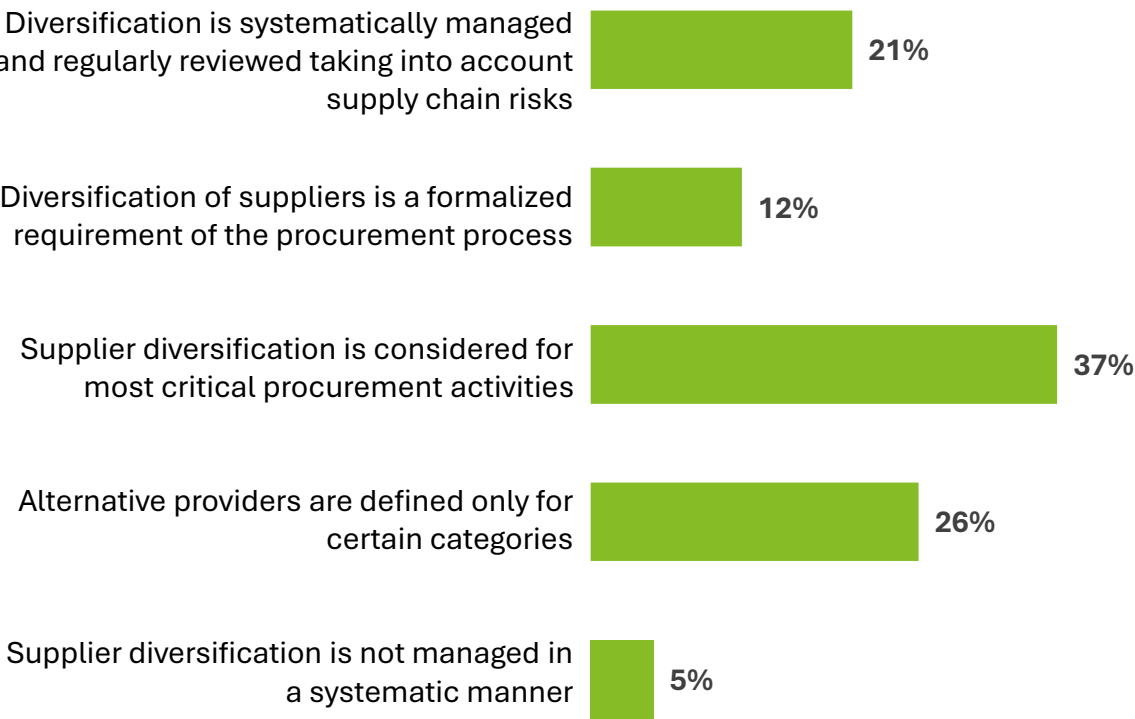
Respondents (n = 81)



Supply chain resilience (1/2)

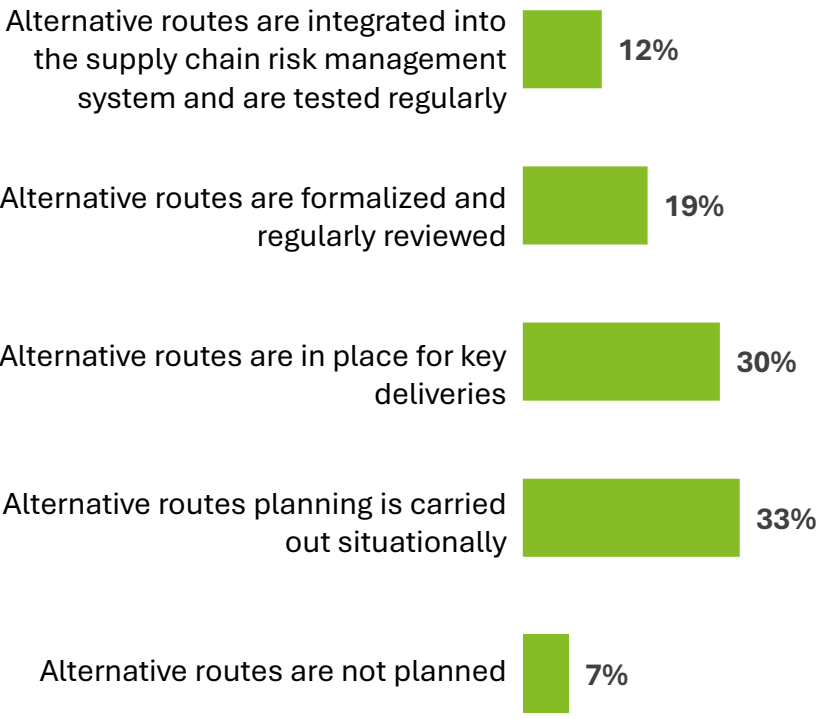
Most companies are pursuing supplier diversification and developing alternative logistics routes to strengthen supply chain resilience. However, around one-third continue to manage supply chain risks on an ad hoc basis

What is the company's approach to **diversifying suppliers** of critical materials, goods/services?
(Single-choice question)

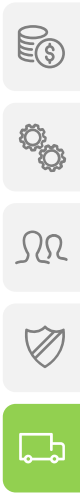


Respondents (n = 43)

What is the company's approach to planning and maintaining **alternative logistics routes**?
(Single-choice question)



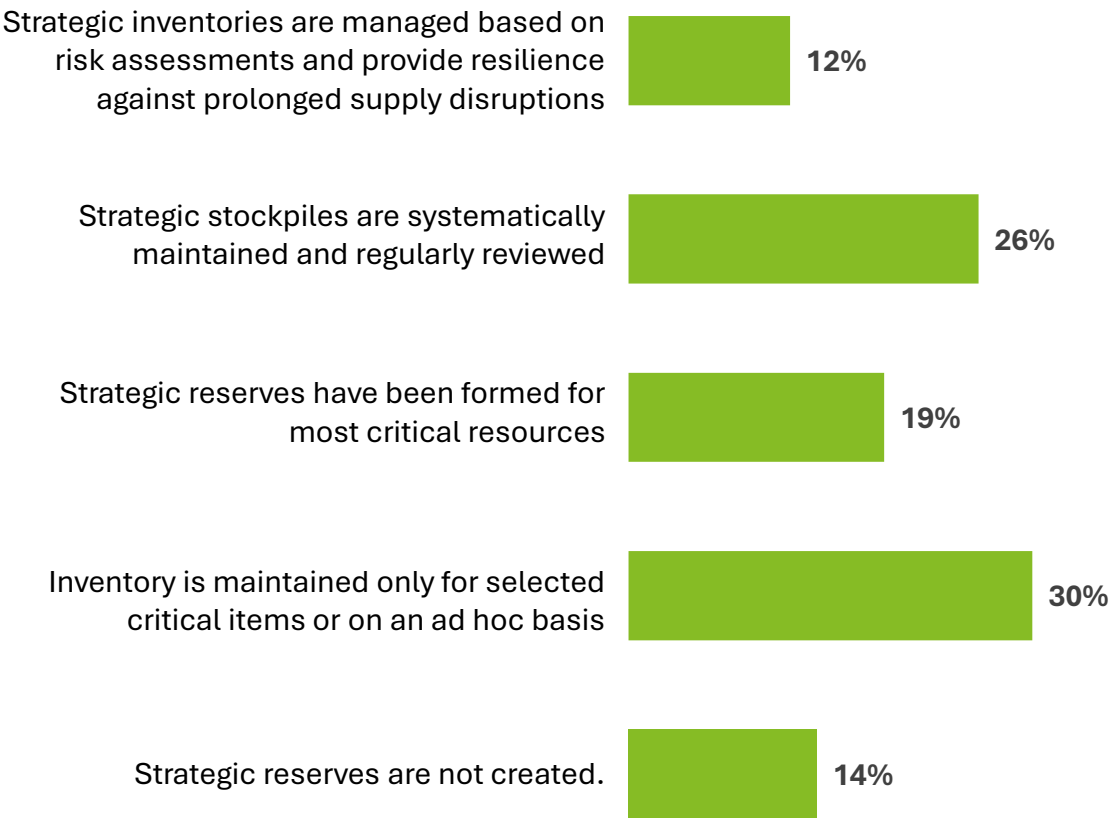
Respondents (n = 43)



Supply chain resilience (2/2)

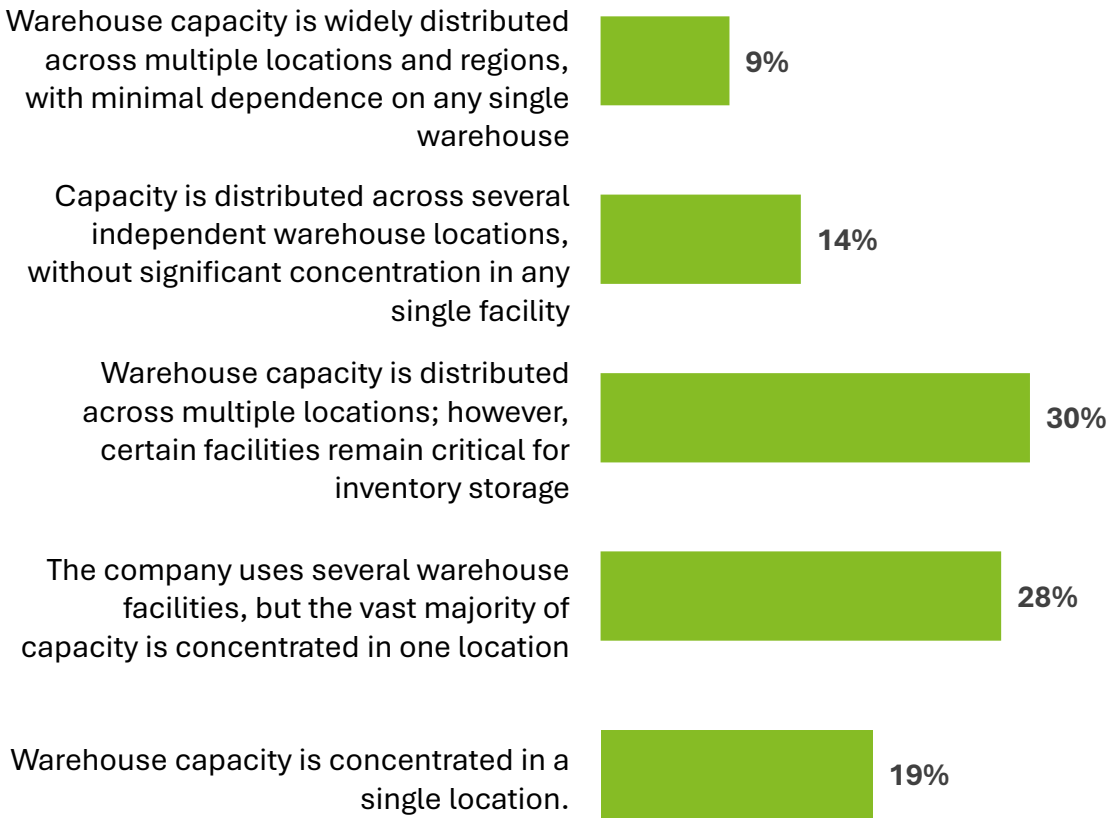
Strategic stockpiles are typically maintained only for selected resources or established on an ad hoc basis. A significant share of companies remains heavily dependent on individual warehousing facilities

What is the company's approach to securing **strategic stocks of critical materials, equipment and finished products** to maintain business continuity?
(Single-choice question)



Respondents (n = 43)
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How diversified is the **company's warehouse capacity** for storing materials and products?
(Single-choice question)



Respondents (n = 43)

Appendix: Overall index calculation methodology

The overall index measures the level of companies’ readiness to operate under potential disruptions. First, four thematic indices are calculated for each respondent: financial resilience, operational resilience, human capital resilience, and cyber resilience. These are then used to determine the company’s overall index.

Calculation steps	
1 Response scoring	A score from 0 to 4 is assigned to each response option, where 0 represents the lowest level of readiness and 4 the highest. Within the operational resilience section, the question on business continuity management is assigned a weighting factor of 1.33, responses categorized as “Other (please specify)” are excluded from the calculation. The response “The company has not assessed recovery time” is also excluded, while “More than 7 days” is assigned a score of 0.
2 Thematic indices	For each respondent, the average score is calculated across the questions within each corresponding section. This results in four thematic indices.
3 Overall index	The overall index for each company is calculated as the simple average of the four thematic indices.
4 Survey result	The overall survey score represents the average value of the individual indices across all respondents.

Overall index (score) =
(Financial resilience index + Operational resilience index + Human capital resilience index + Cyber resilience index) / 4

Overall index (%)
= Overall index (score) / 4 × 100%

The **supply chain resilience index** is not included in the overall index calculation, as this component was relevant only to a subset of respondents (53% of total sample). It is therefore analyzed separately as a thematic indicator for companies for which the uninterrupted supply of physical goods, materials, or other resources is critical to their operations.



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