

ENSURING FUEL STATION NETWORK CONTINUITY DURING WARTIME: UKRAINE'S EXPERIENCE

How the network keeps operating despite attacks, blackouts and logistics risks



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Fuel stations are more than places to buy fuel



Mobility

Mobility for people, businesses, emergency and service teams



Services

Connectivity, essentials, coffee, warmth and phone charging



Energy

Fuel for generators and backup power



Community

In a crisis, a fuel station becomes a local support hub



The threat has changed: fuel stations are now direct targets



~20

fuel stations attacked per week
in early July 2026

>300

reported attacks on fuel stations
over last 6 months

SEPTEMBER 2026

The government convened fuel market operators after a sharp
increase in attacks on fuel stations



What can stop a fuel station from operating

01

Physical damage

building, canopy, fuel
pumps, tanks, staff

02

Power

pumps, tills, lighting,
refrigeration

03

Connectivity and IT

payments, tax reporting,
inventory, dispatch

04

Logistics

fuel deliveries, routes,
drivers, delivery windows

05

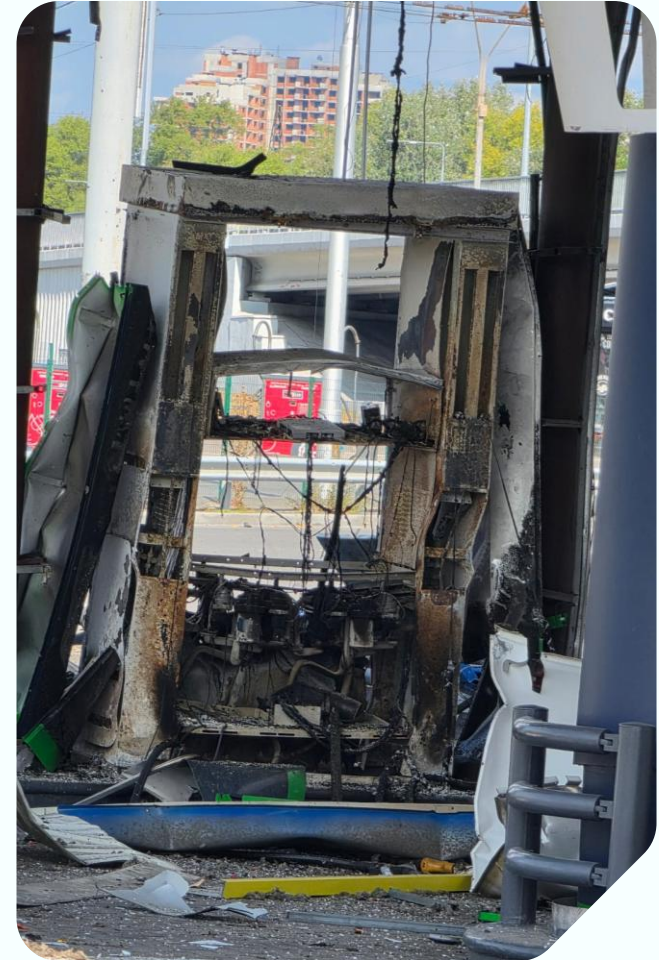
People

shift safety, air alerts,
evacuation, fatigue

06

Sharp changes in demand

local surges, queues, traffic
reallocation



Resilience means recovering quickly, not avoiding every disruption

Continuity of critical operations is at the core of the system



Damage: shattered windows and a damaged facade and canopy



Recovery: clearing debris, temporary facade protection and preparations to reopen



1. Energy resilience

PRIMARY POWER SUPPLY



Grid

The external power supply is the first point of failure

Backup power

- generator or another backup source
- fuel reserves for independent operation
- priority for critical loads
- startup and testing procedures
- spare consumables and rapid servicing

100% of fuel stations have a backup power supply



2. Connectivity and digital continuity



Channel 1

fixed-line or mobile internet



Channel 2

backup mobile operator



Channel 3

satellite communications, subject to current rules

Offline procedures

what to do when central systems are unavailable



3. Logistics: a resilient network matters more than a resilient station

SUPPLY CHAIN RESILIENCE MEASURES

-  Route diversification — multiple transport modes and loading points.
-  Higher demand for fuel trucks — larger volumes and more frequent deliveries.
-  Building reserves is difficult due to storage risks and unstable supply.
-  “Fuel on wheels” — rapid transfers and priority fuel distribution.

Key principle: logistics resilience takes priority over cost minimization.



4. People and protocols are the system's main reserve



Resilience comes from staff knowing a clear, practised procedure instead of improvising under stress.



5. Network effect: losing one site does not mean losing service



Reroute customers

to the nearest operating fuel stations



Reallocate resources

fuel reserves and staff across stations



Central operations centre

current status of every site



Reduced product range

temporarily, to keep critical operations running



Rapid recovery

of damaged network sites



Goal: keep the network accessible even when individual sites are temporarily unavailable



Conclusion: resilience is a system with five layers

Energy

Test generators under operating load.
Measure backup runtime and fuel reserves.

Comms

Verify switching to an independent backup channel.
Practice response when central systems are unavailable.

Logistics

Maintain alternative routes and loading points.
Reroute fuel trucks by station stock and demand.

People

Assign responsibility for shutdown, evacuation and restart.
Train response procedures and check shift readiness.

Network

Keep each station's operating status current and redirect customers.
Restore critical services after safety checks.

For Ukraine, this is part of the resilience of communities, businesses and the transport system, as well as operational efficiency.

