



ACTIVATED

# FUTURE SOLDIER

TRANSFORMING  
THE BRITISH ARMY



**ARMY**

*“A modern expeditionary Army for a Global Britain”*



**The Integrated Review has set the British Army on a course for the most radical transformation in two decades. Under ‘Future Soldier’ we will become a modern Army that is more agile, more integrated and more expeditionary - ready for the next challenge, not the last.**

The future battlefield will be different. It will be harder to hide and weapons will destroy with greater accuracy, range and precision. People will retain their centrality in the battle of wills, while robots and UAVs will increasingly reduce the number of people engaged in the front line. Legacy capabilities are becoming obsolete ever more rapidly.

Always ready to fight, it will be designed to operate globally on a persistent basis, exploiting Defence’s network of Global Hubs with the capabilities and digital connectivity to compete more effectively against a hybrid range of contemporary threats.

A newly raised Ranger Regiment, as part of an Army Special Operations Brigade, will be the vanguard of the Army’s expeditionary posture as they train, advise and accompany partners in high threat environments. This will be supported by a Security Force Assistance Brigade to reinforce our capacity for overseas training tasks, capitalising on our network of permanent operating bases in Oman, Kenya, Brunei, Belize and Germany.

They will be complemented by a very high readiness Global Response Force, consisting of 16 Air Assault Brigade and the newly formed 1st Aviation Brigade, which will be ready to respond to emerging crises.

Warfighting capability remains the cornerstone of deterrence and the bedrock of a world-class British Army that will be more agile, integrated and lethal. It will be built around a modernised nucleus of Ajax, Boxer, Challenger 3, AH64E and long-range precision fires with associated surveillance assets. We will continue to lead the Allied Rapid Reaction Corps (ARRC) headquarters, and 3rd UK Division will be at the heart of our transformed warfighting capability.

The Army will be leaner, lighter, faster to respond, and more effectively matched to current and future threats. This will be delivered by more productive integration of the Reserves, increased lethality of weapon systems and survivability of platforms, and a more specialised workforce. Underpinned by a Land Industrial Strategy that invests in Britain’s industrial base, drives prosperity and keeps the Army at the leading edge of technology to ensure a modern expeditionary Army for a Global Britain. The right solution for the right time.

**General Sir Mark Carleton-Smith**  
**Chief of the General Staff**  
22 March 2021

*“Ready for the next challenge, not the last”*

## FUTURE SOLDIER

1

### STRATEGIC ENVIRONMENT

#### GREAT POWER COMPETITION

The threat of conventional and nuclear force is supplemented by non-violent methods as our competitors seek to gain advantage by side-stepping our traditional strengths to create ambiguous scenarios that are hard to counter. Increasingly armed non-state proxy organisations are used to do their bidding.

This calls for Modern Deterrence and collective Strategic Containment across the full spectrum of competition and conflict.

#### TRANSNATIONAL CHALLENGE

Violent extremism remains a threat, often used by state competitors. Other complex threats are carried across a wide range of non-military areas: commercial, societal, and environmental. It demands ever more integration, nationally and internationally.

#### RAPID TECHNOLOGICAL CHANGE

The explosion of revolutionary tech is threatening many of our traditional advantages. Competition over data will increase. Crewed equipment will give way to the remote and expendable. Industrial partnerships will be essential to stay ahead.

2

### CHARACTERISTICS OF FUTURE LAND WARFARE

- The Land domain will remain vital and so the role of the Army is key. It is only on land that ground can be held, populations sufficiently reassured and adversaries physically deterred from aggression. It is most likely to be in the Land domain that decisive military outcomes are achieved if deterrence fails.
- The battlespace will expand and become increasingly transparent.
- Weapons will have increasing range, precision and lethality.
- There will be a rise of autonomous systems including armed drones.
- Data and digital networks will be key.



## RECENT CONFLICTS HIGHLIGHT:

Rapid development of new tactics by adversaries.



The ability to link and layer sensors and shooters through a network is key.



The increasing use of drones to deliver ISTAR and lethal actions.



Electronic warfare and modern Air Defence is effective in countering drones.



Armoured warfare remains a devastating weapon when combined with an effective deep battle.



3

### KEY DEDUCTIONS

- Integration across Land, Sea, Air, Space and Cyber, and with Allies is vital.
- A global forward presence is needed to persistently engage, anticipate and adapt.
- A credible warfighting capability is the backstop of modern deterrence and enables us to compete.
- Dispersal, deception and stand-off are now essential.
- Tempo is critical to success.
- Digitalisation is the essential ingredient in achieving tempo, dispersal, integration and persistent global presence.
- Critical mass can no longer be measured in numbers but in capability.

4

### WHAT WE WILL BECOME

**MORE GLOBAL**



**MORE AGILE**



**MORE SCALABLE**



**MORE LETHAL**



**MORE INTEGRATED**



**MORE EXPERIMENTAL**



**MORE SUSTAINABLE**



*“The Army is embracing a transformative opportunity”*

## FUTURE SOLDIER

### *“An Army that is more specialist, scalable and networked”*

- The Army will adapt to confront the new threats we face while delivering our core purpose - to defend the Nation, protect our people, project influence and promote prosperity.
- The Future Land Combat System (FLCS) sets out how we will play our part in Defence's new Integrated Operating Concept (IOPC) through the modernisation and transformation of how the Army will operate and fight and where the Army will prioritise investment so that our capabilities are equal to the task.

#### HOW THE ARMY WILL OPERATE

More of the Army will be deployed across the globe more of the time, with the capabilities to operate and compete persistently with adversaries.

- This shift in emphasis to an increased persistent forward presence in the places which matter most to the UK will enhance our ability to anticipate events, provide reassurance to allies and to deter adversaries.
- In addition, the Army will be able to secure economic interests for the promotion of shared prosperity on behalf of the UK.

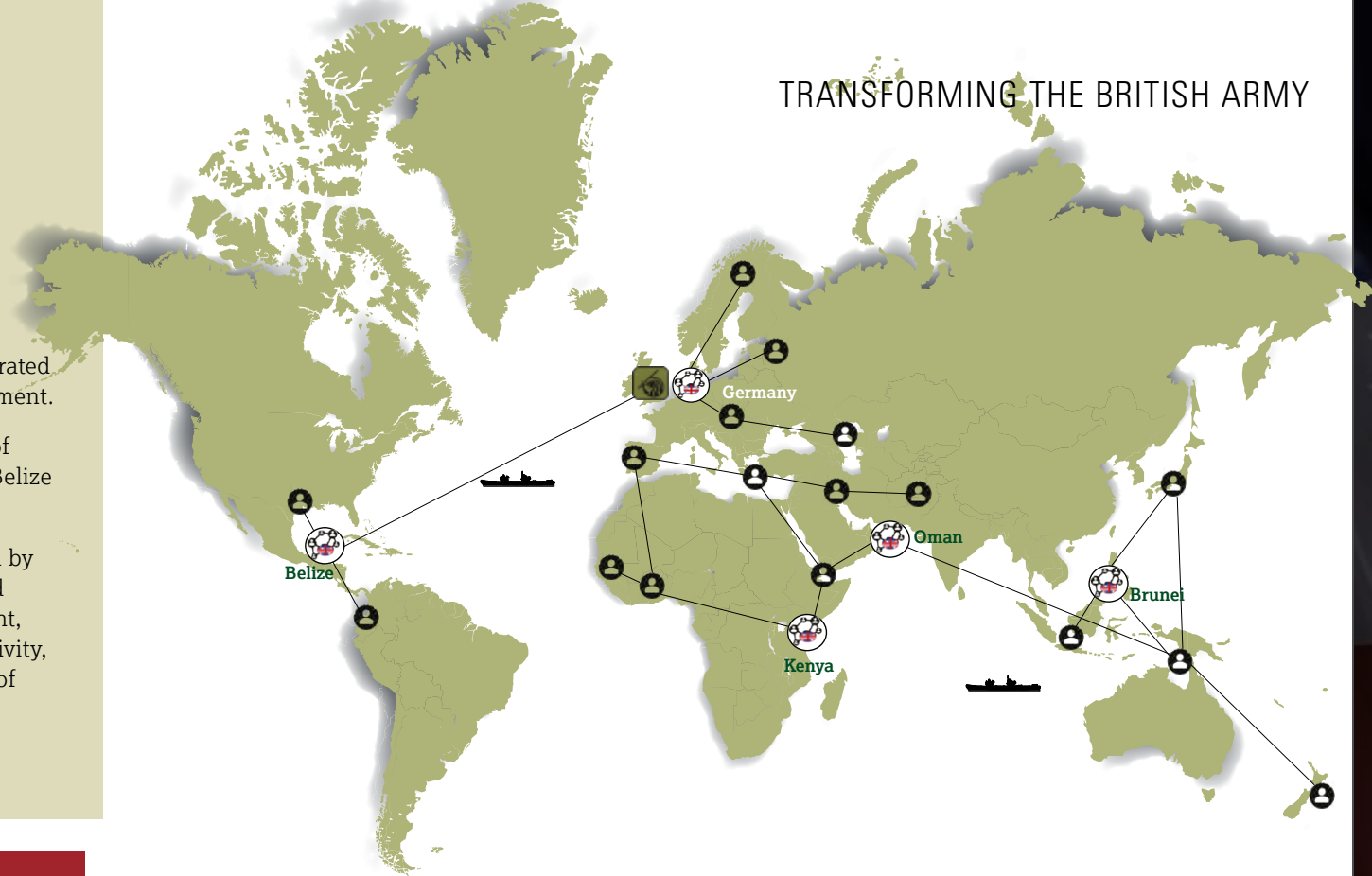


- **Armoured forces** will continue to deploy to Op CABRIT and European exercises, contributing to eFP and **modern deterrence while reassuring allies.**
- **Light and Mechanised forces** will deploy for several months and **exercise** before delivering capacity building as part of **constant competition** or supporting UK industry and the **prosperity agenda** through the demonstration of equipment.
- **Persistent forward presence,** both permanent and pulsed, will **deter** adversaries and provide the necessary **warning** to allow the Army to **re-calibrate, come together** and **transition** to a war footing when required.
- **Air Manoeuvre forces** will be used overtly and dramatically to demonstrate capability, readiness and force projection power.
- **Special Operations forces** will be in the vanguard of the Army's frontline expeditionary posture and special operations support. They will be capable of supporting and conducting special operations discreetly in high-risk environments.
- **Security Force Assistance battalions** will be deployed across the globe routinely to train, assist and partner conventional forces.
- **Deterrence and Awareness** Increased presence across the globe will be the platform for agile and unpredictable activity to deter adversaries. It will also provide the time and situational awareness for the Army to transition to a war footing when required.

# GLOBAL PERSISTENT PRESENCE



- The Army's contribution to Defence's network of Global Hubs will be fully integrated with other departments of the UK Government.
- The Army will capitalise on our network of overseas bases in Oman, Kenya, Brunei, Belize and Germany.
- They will provide the framework, catalysed by a digital network, for Army persistence and engagement, delivering the essential insight, access and enablement for wider Army activity, nurturing host nation trust in anticipation of a crisis, and identifying opportunities for policy makers.



**PROTECTING THE UK**

**PROJECTING INFLUENCE**

**PROMOTING PROSPERITY**

## OPERATE IS A WHOLE ARMY ACTIVITY

- Shift in emphasis to **OPERATE**; compete sub-threshold; deter acts of aggression.
- Integrated with other Government Departments, allies and industry as a lever of national power.



## FUTURE SOLDIER

*“More agile and lethal. More mobile and much better protected”*

- The design of the future Army structure will continue over the coming months under Project EMBANKMENT.
- The details will be announced later in 2021.
- The blueprint for the new force is based on a set of design principles.

## DESIGN PRINCIPLES

### 1. AN INCREASED EMPHASIS ON OPERATE BUT ALWAYS READY TO WARFIGHT

A Land force trained and equipped to operate globally below the threshold of conflict, with a credible warfighting capability that underwrites its ‘licence to operate’ and ensures adversaries are deterred from breaching the threshold into open conflict.

### 2. A FORCE WHICH GENERATES TEMPO AND ANTICIPATES CRISES

A Land force which generates tempo, anticipating a crisis as it develops to maximise speed of response, and dominate the decision-action cycle. This requires an active forward presence around the world, able to adapt quickly to crises as they emerge with a range of anticipatory forces, and a robust digital communications network.

### 3. A SHIFT IN EMPHASIS FROM ‘CLOSE’ TO ‘DEEP’

A Land force which addresses the risk associated with the physical concentration of forces, by reducing its likelihood through physical dispersal, electronic deception and the delivery of precision effects from stand-off, both physical and virtual.

### 4. RESILIENCE AND PROTECT DRAWN FROM THE RESERVE

A re-invigorated approach to homeland Protect (and Engage) tasks that draws on and enables the latent capacity and national footprint of the Army Reserve to take the lead in providing military assistance to the civilian authorities during crises.

### 5. WHOLE FORCE BY DESIGN

A Land force designed from first principles to incorporate Regulars, Reserves, Civil Servants and contractors to maximise efficiencies and coherence.

### 6. INTEGRATION ACROSS DOMAINS

A Land force increasingly adept at integrating across all domains, Cyber, Space and the electro-magnetic spectrum, as well as with our sister Services, allies and partners.

### 7. A BETTER BALANCED AND SUSTAINED ARMY, WITH CAPABILITIES INTEGRATED AT THE LOWEST APPROPRIATE LEVEL

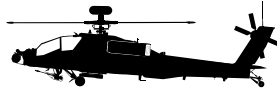
A Land force structured to integrate capabilities at the lowest appropriate level creating more self-sufficient points of presence. It will have the capacity to integrate with capabilities from UK StratCom, the Royal Navy, RAF, partners across government, allies and industry, and that can aggregate, adapting at pace, to achieve tasks across the spectrum of IOpC.

### 8. THE MAINTENANCE OF STRUCTURAL AGILITY AND ADAPTABILITY

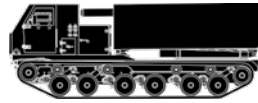
Over time the Army will change its size and shape, retaining the ability to expand as the strategic context evolves. Supporting this, a new Army experimentation battalion will lead in the trialling of new technology and its integration into the way we fight.







**LONG RANGE ISR AND ENHANCED DEEP EFFECTS** synchronise non-lethal (e.g. Cyber and Info Ops) and lethal effects (e.g. AH-64E and precision Fires), and a **Deep Recce Strike BCT**



A greater proportion of the force dedicated to the **DEEP VERSUS THE CLOSE**



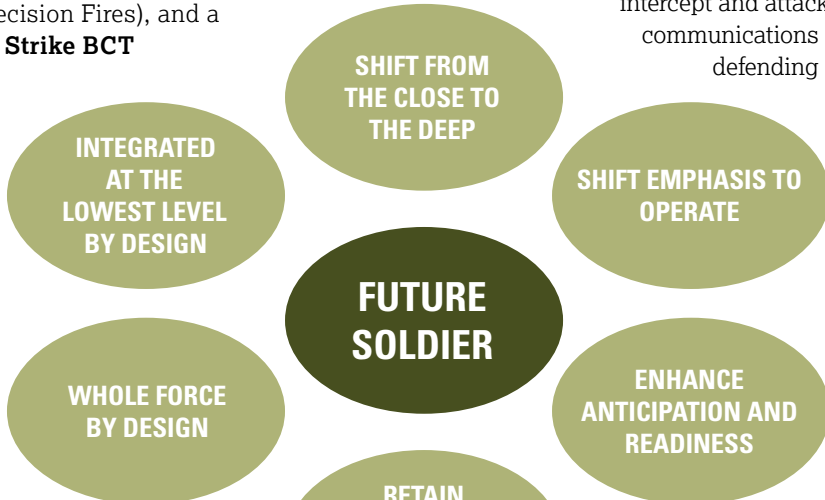
**C.100% INCREASE IN ELECTRONIC WARFARE** enhances the ability to find, intercept and attack our adversaries' communications systems whilst defending our own



Enhance our support to allies through the new **Army Special Operations Brigade** and **Security Force Assistance Brigade**  
**COMPETE AT THE THRESHOLD OF CONFLICT**



**Need for a more expeditionary Army;** Regulars focus on Operate with greater **RESERVE DELEGATION FOR HOMELAND PROTECT**



**GLOBAL HUBS DELIVER PERSISTENCE,** access and enhanced speed of response



**RESERVES CLOSELY INTEGRATED INTO REGULAR STRUCTURE** proportion of the Reserve in the Army increases as part of a deliberate Whole Force approach

**LAND INDUSTRIAL STRATEGY** will enable agile acquisition and incentivise spiral development



**FORWARD DEPLOYED** credible warfighting capabilities, including upgraded MBTs and Boxer, reinforces deterrence



## FUTURE SOLDIER



- **CREATING AN ARMY SPECIAL OPERATIONS BRIGADE**  
including a new **Ranger Regiment**, initially based on four Infantry Battalions but selecting personnel from across the Army. It will be designed to support and conduct special operations discreetly in high-risk environments.
- **CREATING A SECURITY FORCE ASSISTANCE BRIGADE**  
comprising four infantry battalions with the capabilities and skills to build the capacity of partner nations. When necessary they will operate alongside indigenous forces, supporting them and providing access to capabilities they may lack.
- **CREATING A NEW GLOBAL RESPONSE FORCE**  
centred around an Air Manoeuvre Brigade Combat Team (BCT) and a newly established Combat Aviation BCT. They will be equipped with upgraded Apache and Chinook helicopters and integrated with strategic air transport from the RAF. This force will measure its global response time in hours and days, with the versatility to deliver humanitarian to warfighting crisis response.

- **RE-ORGANISING INTO BRIGADE COMBAT TEAMS (BCTs)**  
which will be structured to integrate capabilities at the lowest appropriate level with supporting capabilities routinely assigned including artillery, Un-crewed Aerial Systems, cyber, air defence, engineers, signals and logistic support. This will create more self-sufficient tactical units with the capacity to work with partners across government, allies and industry.
- **A new Deep Recce Strike BCT**  
will give the Army a formidable find and strike capability, connecting longer range artillery, electronic attack and attack helicopters with the reconnaissance capabilities of Ajax and un-crewed aerial systems.
- **Two Heavy BCTs**  
formed from the modernisation of two Armoured Infantry Brigades. Over the next decade these will be equipped with Ajax armoured reconnaissance, Challenger 3 Main Battle Tanks and Boxer mechanised infantry vehicles.
- **One Light BCT**  
consisting of light cavalry in Jackal and light mechanised infantry in Foxhound.
- **One Light BCT**  
consisting of light cavalry and light infantry.
- **TRANSFORM THE RESERVE**  
with a modernised and fully integrated warfighting role and empowered to take a leading role in delivering the Army contribution to national resilience.



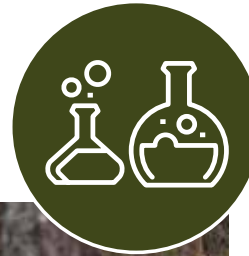


FUTURE SOLDIER



RADICAL EXPERIMENTATION

- The Army has already embarked on a bold transformation programme, with innovation the catalyst for maintaining our edge.
- We are placing integration and spiral development at the heart of all that we do.
- The Army will continue to invest in experimentation, defining our approach to force development, operations and deterrence, alongside industry innovators.
- The Army will be supercharged by an experimentation programme led by a dedicated unit to rigorously test the force.



TECHNOLOGY

- The Army will be an 'early adopter' of technology, harnessing its potential for competitive advantage.
- Central will be the game-changing benefits of digitalisation - incorporating artificial intelligence, automation and machine learning.
- The Army will introduce a range of new weapons and vehicles contributing to and harnessing the digitised network, to think and act faster than our adversaries.
- Information will be our advantage. The Army will modernise its enduring capabilities such as tanks and long-range artillery. We will exploit emerging technology, realising the benefits of digitisation to make these capabilities more lethal.
- Simultaneously, we will invest more in unconventional approaches, including un-crewed drones and the weapons of cyber warfare.
- Increasingly digitised, the Army will be equally adept in non-lethal methods, manoeuvring in the physical and virtual domains, and reaching into the enemies' depth whether above or below the threshold of lethal confrontation.



## ENABLED BY A LAND INDUSTRIAL STRATEGY FOR THE ARMY

- The Army's new industrial strategy will reset the relationship with industry, providing transparency and **confidence**, to enable investment.
- It will foster collaboration in cutting-edge technologies, targeting

**£2 BILLION**

investment in R&D where the UK's world-leading status has broadest commercial potential e.g. protective armour, sensors, hybrid electric drives, and mission systems.

- By enabling industry investment in military capability and diversifying it across national regions, the Land Industrial Strategy will directly support



**10,000**

jobs across the UK with a further 10,000 jobs indirectly supported.



- Investment will promote prosperity, targeting an additional **£6 BILLION** in export sales – effectively doubling the UK's share of the **£45 billion** addressable market.

- It will be a catalyst for a lower carbon footprint, pioneering the development of 'green' technologies, to significantly reduce carbon emissions from land capabilities and contribute to the Army achieving 'net carbon zero 50'.
- This approach will deliver the competitive advantage our front line forces need, by providing access to cutting edge capabilities on a more continuous and enduring basis.



**AGILE  
WARRIOR**



# People are not ‘in the Army’ - they are the Army.

- **THE ARMY IS ALWAYS ON THE MOVE.**

The Integrated Review has set the path for a bold, transformation programme which will create an Army that is more effectively matched to the threats, both now and in the future. An Army that is more agile, integrated, lethal and expeditionary.



- **THIS CONTINUOUSLY ADAPTING ARMY,**

at the heart of the nation’s defence, will rely on the diverse and dynamic talents of the whole team: Regular, Reserve and civilians alike.

- It is our people who will deliver our competitive advantage to win wars and keep the peace. Therefore, the Army will continuously improve the way that we manage, reward and recognise them; harnessing potential, investing in the skills needed for the future, maximising talent, rewarding service and creating a modern career that people want.
- These efforts include the Army’s civilian workforce who play such a critical role. To make best use of our people, the Army’s whole force workforce planning activities are being developed to make sure the Army has the skills and experience it needs in the right place and at the right time.

- **OUR PEOPLE MUST FEEL VALUED.**

An inclusive culture where all individuals are valued remains a fundamental and non-negotiable element of the Army offer.

- The Army of the future will go even further in ensuring that it provides opportunity for all, fosters a sense of belonging, develops teamwork, and truly represents the society it serves.
- This will be delivered through **TEAMWORK**, the Army’s Diversity and Inclusivity Strategy and will be supported by behaviours training and a programme of cultural change.

*“The fighting spirit of our people is the true litmus test of our readiness in a much more challenging and competitive world”*

# PROGRAMME CASTLE

- CASTLE is a radical and far-reaching overhaul of the way the Army manages its people and their careers to ensure that our workforce has the knowledge, skills and experience to meet future threats.
- This will enable the Army to get the right talent, in the right place, at the right time, while offering individuals greater opportunity and choice across the Whole Force. We will offer career choices and flexibility to our people that attract and retain them, while also supporting their families.
- The changes are driven by matching people's diverse and valuable talent to the Army's needs.
- By doing this, CASTLE will deliver attractive, competitive and sustainable career pathways and it will use technology to offer our people choices and the ability to manage their own careers, including:
  - Accelerated promotion for the best.
  - Allowing those with specialist skills to serve longer.
  - A simple, accessible and clear Army Career Policy for all.
  - A review of the Length of Service engagements to retain the best and offer greater flexibility.
  - Merging of Late Entry and Direct Entry officer Terms of Service and roles.
  - New professions, which will be exciting and meet the new threats we face.
  - The Army Talent Framework - easier movement between jobs and organisations, helping people better match their skills with jobs.

## PERSONAL AND PROFESSIONAL DEVELOPMENT.

- There will be a greater emphasis on Army education and professional upskilling - investing in our people to give the Army the 'intellectual edge' it needs.
- This will see a greater emphasis on professional training, while recognising the skills and education gained before joining the Army, as well as developing technical skills.
- The Army will also provide the opportunity for advanced cultural and language training and commit to our people's life-long learning, enabling them to gain accreditation for their hard-earned skills.
- Army Apprenticeship schemes (15,500 soldiers enrolled in over 50 programmes), external industry placements, the Army Higher Education Pathway and the Army Leadership and Development Programme.
- All of this underpins an Army workforce that is highly effective and focused on deployed operations in support of the UK's global influence. And, when our people finish their careers, they have the skills and character to be highly employable and are supported back into civilian life with a first-class transition scheme.

## SUPPORTED AND REWARDED.

- The Army will continue to invest in and support our people. Pay and allowances, such as for overseas service, will remain competitive during a time of economic uncertainty.
- We will transform our welfare support service and enhance our relationship with Armed Forces charities to maximise the benefit they offer our people.
- OPSMART (Optimising Performance Through Stress Management and Resilience Training) is a new through-life learning programme to enhance mental health awareness and resilience.'
- Improvements will also be seen in subsidised single and family accommodation, with higher standards, greater eligibility and wider choice.

### • AN ARMY THAT'S ALWAYS RECRUITING.

The Regular Army will continue to recruit in large numbers every year to provide the diverse and talented workforce that it needs now and in the future.

### • THE OFFER, THE FUTURE.

The 'offer' includes more opportunity, professional fulfilment and the excitement that comes with being part of a globally-deployed Army, ready to keep the peace or fight to win wherever and whenever our nation needs us, as well as contributing to the UK's prosperity at home and worldwide.

## FUTURE SOLDIER

The Army forms the nation's most versatile backstop for responding to crises at home.

Whether providing specialist assistance, or the discipline and resourcefulness that is at the heart of the Army's ethos, we will remain on hand 24/7.

The Army will continue to **'level-up' society**, both as an agent of **social mobility**, and by boosting the economy where we are based and where we invest.



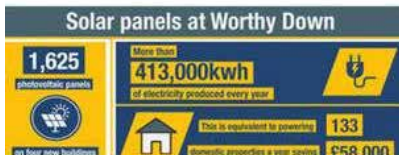
### PROSPERITY AND LAND INDUSTRIAL STRATEGY

Investment will promote prosperity, targeting an additional £6 billion in export sales.



### SOCIAL MOBILITY

A catalyst for social mobility and levelling up.



### ENVIRONMENTAL SUSTAINABILITY

Extensive UK estate to sequester up to 2 million tonnes of CO2e per year.



### STRENGTHENING THE UNITED KINGDOM

A physical embodiment of the Union.



### CRISIS RELIEF

Support through planning, managing and, preventing crisis - uniquely connecting the local to the national.



### HOMELAND DEFENCE

Ability to mobilise specialists and mass support at short notice.



## REFLECTING THE UNION

## CONTRIBUTING TO POSTERITY

- Maintaining resilience through a presence in all UK nations and regions.
- Drawing our people from all sections of society and providing world-beating technical training.
- Reflecting the society we protect, acting as an agent for social mobility and levelling up.
- Being the national backstop, providing resilience at home as well as globally.
- Working sustainably and promoting the resilience of the environment.
- Building soft power in hard places through on the ground persistence.
- Advancing global stability and building the capacity of partners to respond.
- Gaining advantage for the UK in a crisis.
- Ensuring UK advantage in cutting-edge technology, encouraging participation across industry.

