

# OPERATING ENVIRONMENT 2035

1<sup>st</sup> Revision



MINISTERIO DE DEFENSA

# ÍNDICE

Foreword .....	7
Executive overview .....	9
Introduction .....	11
<b>CHAPTER 1</b>	
<b>Drivers of the Operating Environment 2035 .....</b>	<b>17</b>
Definition of the Operating Environment .....	17
Characteristics of the Operating Environment 2035 .....	18
<i>VUCA environment</i> .....	18
<i>Geopolitical and social environment</i> .....	20
<i>Military and security environment</i> .....	28
Challenges of the Operating Environment 2035 .....	34
<i>Risks and Threats</i> .....	34
<b>CHAPTER 2</b>	
<b>Operational scenarios for Armed Forces action .....</b>	<b>53</b>
National Interests in the Security Environment .....	53
Operational Scenarios of Action .....	56
<i>OS1. Military Defence (Deterrence, Surveillance, Prevention and Response)</i> .....	57
<i>OS2. Projection of Stability Abroad</i> .....	64
<i>OS3. Public security and well-being</i> .....	69

## CHAPTER 3

<b>Armed Forces adaptation to the OE 2035</b> .....	79
Characteristics of the Armed Forces in 2035 .....	79
A necessary change .....	82
Challenges and opportunities .....	83
<i>Materiel</i> .....	85
<i>Facilities</i> .....	91
<i>Personnel resources</i> .....	92
<i>Training and Leadership</i> .....	95
<i>Doctrine</i> .....	97
<i>Organization</i> .....	98
<i>Interoperability</i> .....	99
Potential areas of change for the Armed Forces in adapting to the Operating Environment 2035 .....	100
<b>Glossary of terms</b> .....	113
<b>References</b> .....	115
<b>Bibliography</b> .....	117