

The Capita logo, featuring a stylized 'C' with a vertical bar to its left, followed by the word 'Capita' in a sans-serif font.

Capita

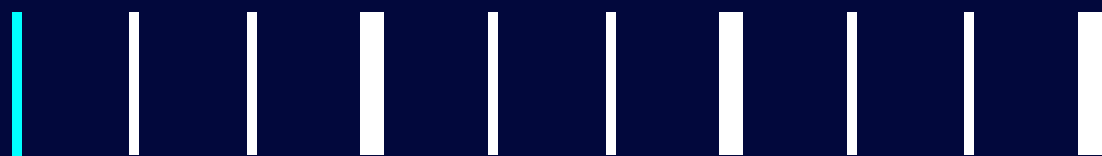
A series of ten vertical bars of varying heights, with the first bar on the left being the tallest and the others decreasing in height towards the right. The bars are white and set against a blue background.

A force multiplier

for better outcomes

Capita in Defence 2025





Contents

- 4 Executive summary
- 6 Our commitment to the current and former armed forces personnel
- 8 Our approach to transforming Defence training with digitisation
- 10 Capita and the Defence Infrastructure Organisation
- 12 HMS Sultan and Capita: A partnership powering the royal Navy's engineering future
- 14 Capita Army Collective Training Service bid
- 16 The Future of Fire Training: Capita Fire and Rescue
- 18 Overcoming challenges and maximising opportunities in Army recruitment





Executive summary

In a year defined by strategic recalibration and technological acceleration, Capita's role in defence has never been more vital. From reshaping Royal Navy training through Project Selborne to pioneering AI-driven recruitment solutions for the British Army, our work continues to deliver operational advantage at pace and scale.

Capita's expanded footprint across defence, from HMS Sultan to the Fire Service College, demonstrates our commitment to modernising training, infrastructure, and national preparedness. We have introduced immersive simulation environments, digitised medical assessments, and deployed AI-powered tools to streamline recruitment and enhance decision-making. These innovations are not only improving outcomes but also building trust in data-led transformation.

We have reaffirmed our commitment to the Armed Forces Covenant and remain focused on supporting veterans, reservists, and serving personnel through inclusive career pathways

and targeted upskilling. Our work with the Defence Infrastructure Organisation and Fire and Rescue Services exemplifies how we combine operational delivery with sustainability and safety.

In response to the Strategic Defence Review's call for deeper industry collaboration, Capita has taken decisive action across its business to explore how strategic co-creation, data, and AI can support military talent and shape the future of agile acquisition and workforce resilience. These efforts reinforce Capita's position as a trusted partner in defence innovation.

Looking ahead, Capita remains committed to harnessing AI, data, and digital platforms to meet Defence's evolving needs, whether through predictive analytics, synthetic training environments, or scalable recruitment systems, delivering capability at the speed of relevance to ensure the UK Armed Forces stay mission-ready in an increasingly complex world.



Richard Holroyd, Chief Executive Officer, Capita Public Service

Our commitment

to the current and former armed forces personnel

At Capita, we are committed to supporting military personnel, both serving and veteran. That is why we formally reaffirmed our commitment to the Armed Forces Covenant in a ceremony held at the iconic Tower of London. This underscored Capita's dedication to ensuring that those who serve or have served in the Armed Forces are recognised and treated fairly, both within the workplace and in society at large.

The Armed Forces Covenant is a vital pledge between the nation, the Government, and the Armed Forces community. Its core principle is straightforward and powerful, that members of the Armed Forces community should face no disadvantage in accessing public or commercial services due to their service. For some, it also means receiving special consideration, particularly those who have been injured or bereaved as a result of service.

As an organisation Capita hires many veterans across its business with the CEO of our public services division, Capita's managing director of critical services, managing director of Project Selborne, and CEO, Army Recruiting Group, Capita RPP all formerly members of the armed forces. First signing the Covenant in 2016, Capita has continually demonstrated its commitment through active engagement in projects and initiatives that benefit Armed Forces personnel. The recent re-signing of the Covenant reflects Capita's desire to not only maintain this commitment but also to deepen and expand it in line with the evolving needs of the Armed Forces community.



Capita demonstrates a strong internal commitment to veterans and reservists within its own workforce. We actively encourage applications from former service personnel, recognising the valuable skills and perspectives they bring. Many roles within Capita are well-suited to veterans, offering opportunities for meaningful second careers in areas ranging from engineering and project management to IT and logistics.

Capita takes action as an organisation in this area. In a time when national defence and community resilience are more important than ever, Capita's ongoing partnership with the Armed Forces serves as a strong example of how businesses can support service personnel during and beyond their time in uniform.

Our approach

to transforming Defence training with digitisation



Digitisation continues to have a profound impact on defence, not only in its role in transforming the modern battlefield, but also in streamlining defence training, which is the central ambition of Project Selborne.

A key part of this delivery, is the implementation of virtual training environments to allow greater opportunities for Whole Force navigation and seamanship training. Since 2023, Capita, alongside its partners in Team Fisher, have implemented bridge trainers in several key Royal Navy bases across the UK. These have vastly improved the Royal Navy's ability to train personnel at pace and at greater scale. Royal Navy and Royal Fleet Auxiliary personnel –, have greatly benefitted from access to enhanced simulations, allowing for training of complex ship handling serials and bridge emergencies, ensuring that the entire Naval Service can continue to prepare its people for the present and future challenges of the maritime environment.

Capita has played a considerable role in delivering 5 bridge trainers at HMS Collingwood in Fareham, the home of warfare training, with a further 4 divided between Britannia Royal Naval College in Dartmouth, the spiritual home of Royal Navy officers, as well as in the home of the Submarine Service in Faslane, Scotland. This has meant that virtual training environments are available for sailors to utilise across the key naval defence training establishments in the UK, crucially allowing the flexibility for sailors that need additional hours of learning to enter the simulator, don headsets, and immerse themselves in a naval 'metaverse' to learn key – and sometimes dangerous – manoeuvres, all from the safety of a naval base.

With the release of the much-anticipated Government's Strategic Defence Review (SDR), there was a greater emphasis placed on the importance of supplementing live training with virtual training environments where required.

The SDR acknowledged the vast benefits of these training environments, emphasising the ability to test concepts, undertake mission rehearsal as well as giving Reservists additional opportunities to learn and immerse themselves in the environment. Alongside this, there were wider recommendations to reform training and education which included developing a single virtual environment to make training more adaptive to operational lessons, ensuring managed risks can be taken in military training, while creating greater flexibility and capacity. This move towards greater emphasis on simulation training is welcomed, particularly as the implementation of the new bridge trainers has seen a significant uplift in technology, allowing a greater number of prospective and current sailors to practice navigating key waters and harbours to prepare them for the challenges to come.

As Project Selborne enters its 5th year, it continues to go from strength to strength, with each year building on the realism the bridge trainers provide for those conducting a wide range of training pipelines. At the heart of the project is the upskilling of the bridge trainers to maintain a pipeline of first-class Navy personnel. This has been achieved through a £27 million investment from Team Fisher as well as through sharing Capita's expertise to create an inspirational, modern and relevant training service.

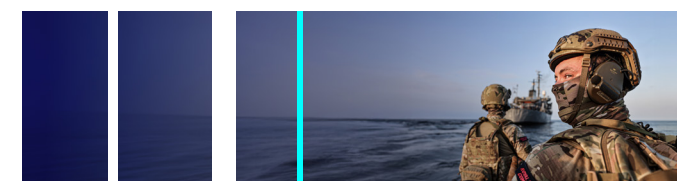
The Royal Navy has been using digital simulation as a form of training for 30 years. Yet the updated versions have had a considerable impact and have meant that the Royal Navy is able to expedite and significantly

improve the training offered. The fact that the delivery of maritime teaching and education hadn't evolved for many years meant that this modernisation was essential, and a radical new approach that maximises the vast opportunities of digitisation was required.

£27

million

Invested in bridge trainer technology to modernise Royal Navy Training



Capita and the

Defence Infrastructure Organisation

Capita has played a key role in transforming the way the Ministry of Defence (MOD) manages its vast and complex estate through its strategic partnership with the Defence Infrastructure Organisation (DIO). With an estate comprising over 230,000 hectares, including barracks, training grounds, and airfields, the MOD needed a partner with proven capabilities in transformation, infrastructure management, and operational delivery. Capita, alongside its partners, was selected as the Strategic Business Partner (SBP) in 2014 to help modernise the DIO and support the delivery of a more effective, efficient and sustainable estate.

From the outset, Capita's involvement has been about driving improvement and delivering tangible outcomes. One of the standout contributions has been its leadership in reshaping the Defence Fire and Rescue Service (DFRS). Capita successfully managed the delivery of 138 new fire and rescue vehicles for the DFRS, introducing a greener and safer fleet that supports critical MOD operations both in the UK and abroad.

This project reflects Capita's commitment to delivering value, sustainability and enhanced safety for military personnel. These new vehicles are not only more environmentally friendly but are also built to a higher safety standard, offering increased capability and resilience in emergency situations.

Capita has also delivered significant progress in supporting the MOD's people, particularly through learning and development. Through Capita's Learning business, the company provides bespoke training and skills development for defence personnel, ensuring that individuals are equipped to meet the evolving needs of modern defence. By integrating digital learning platforms and content, Capita has helped streamline the MOD's approach to learning and talent development, saving time and money while also enhancing effectiveness.

The partnership is also an example of how Capita contributes to the government's broader goals of sustainability and modernisation. Capita's involvement has promoted the development of a more

sustainable defence estate, not only through vehicle fleet modernisation but also by supporting estate rationalisation and smarter facilities management. By enabling the MOD to identify underutilised assets and improve infrastructure planning, Capita has helped the defence estate become more future-fit and efficient.

Moreover, Capita's role in delivering digital transformation across government departments has been extended to its work with defence. With a strong emphasis on service design and user experience, Capita ensures that the needs of armed forces personnel are placed at the centre of estate and infrastructure decision-making. Through better data collection and use of analytics, Capita helps DIO understand what assets are needed, how they are used, and how best to maintain or upgrade them for long-term value.

Capita's own commitment to continuous improvement underpins its work with all government partners. In defence, this has meant staying aligned with MOD priorities, including force readiness, personnel wellbeing,

and financial efficiency. Whether through learning solutions, infrastructure delivery, or transformational leadership, Capita brings proven methodologies, strong governance frameworks, and a results-focused culture to its public sector partnerships.

138

new fire and rescue vehicles delivered for the MOD.

Cutting CO2 emissions by 72% and smoke emissions by 93%.



HMS Sultan and Capita:

A partnership powering the Royal Navy's engineering future

HMS Sultan, located in Gosport, Hampshire, is a vital pillar of the Royal Navy's training infrastructure. As home to the Marine Engineering Training Group and the Royal Naval Air Engineering and Survival School, it plays a central role in developing the highly skilled engineers who keep the Navy's ships and aircraft operational.

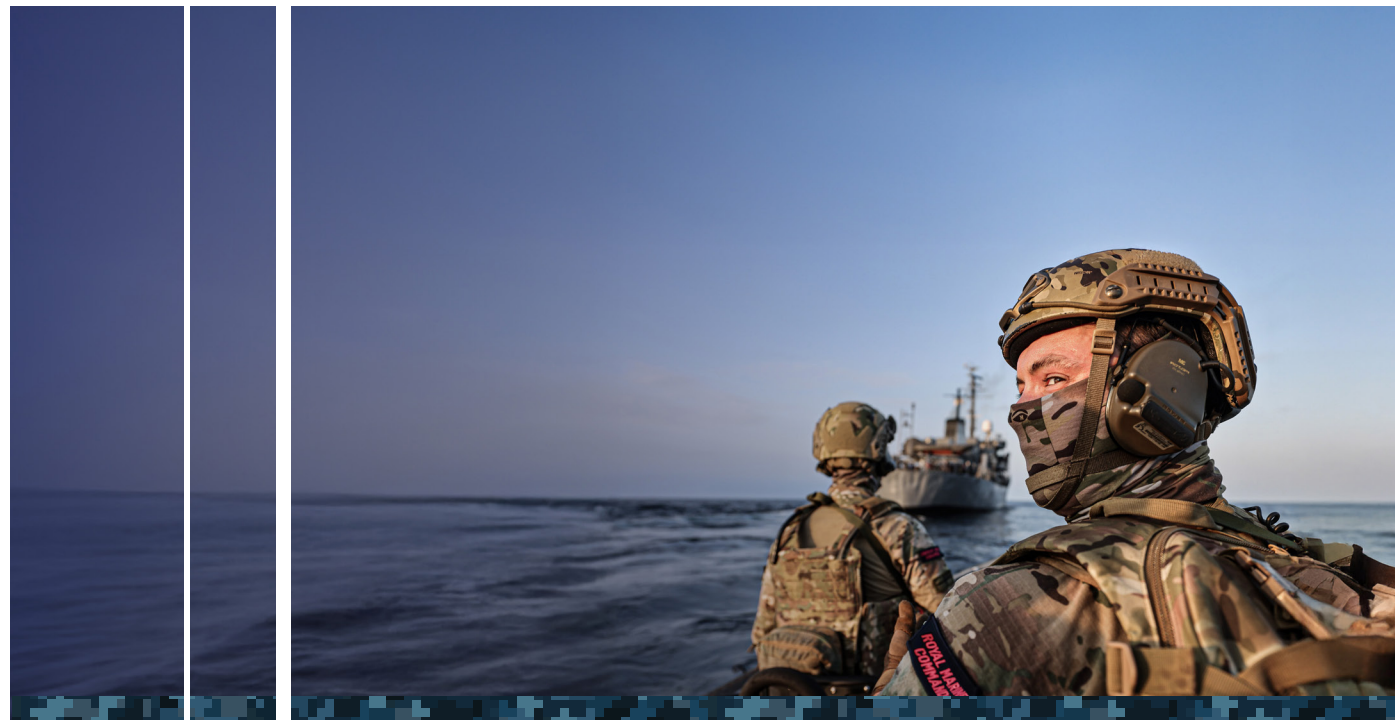
It is pleasing to see the progress being made with Capita and its consortium partners, bringing HMS Sultan into a new phase of training excellence. In May this year more than 170 new colleagues joined the programme as part of a significant extension to Capita's role in delivering marine engineering training for the Royal Navy. This move strengthened Capita's commitment to enhancing shore based military training bringing its expertise to its professional and effective partnership with the Royal Navy.

HMS Sultan is where the next generation of naval engineers are taught how to maintain propulsion systems, manage electrical and mechanical components, and troubleshoot complex technologies aboard warships and aircraft. The work done at Sultan is part of Capita's mission to ensure the Royal Navy remains a world class service.

Given the high demands of modern defence operations, ensuring the quality and relevance of this training is essential. That is why the Ministry of Defence expanded its partnership with Capita to further support marine engineering education at HMS Sultan.

Capita's role in Defence transformation

Since 2021, Capita has been delivering Project Selborne, a major transformation in how training is delivered across the Royal Navy.



Leading a consortium of world class organisations including Raytheon UK, Elbit Systems UK, Fujitsu, the University of Lincoln, and several smaller British suppliers, Capita has worked to modernise training at 14 Royal Navy sites under a 12 year, £1.3 billion contract.

This expansion at HMS Sultan allows the consortium to apply its experience specifically to marine engineering. The goal is not only to meet existing training needs, but also to futureproof the skills and knowledge of Royal Navy engineers for decades to come.

More than 170 new colleagues

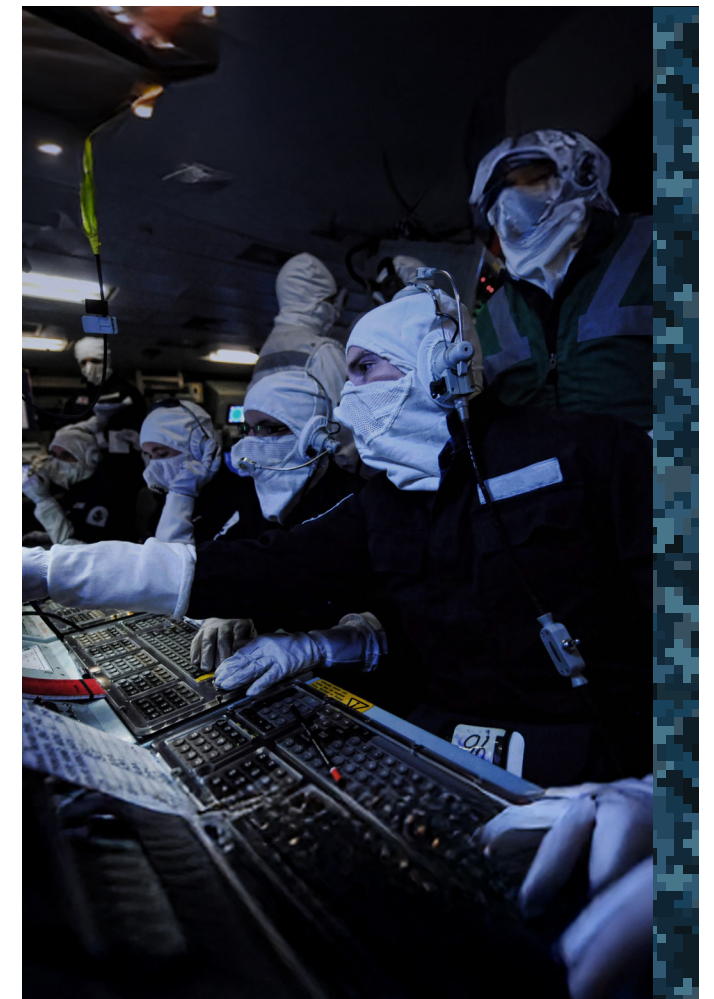
With the latest expansion, over 170 new personnel have joined the Capita and Raytheon UK teams. Their mission is to support a wide range of training services at HMS Sultan, including:

- Training design and media – developing high quality digital learning and immersive content.
- Quality Assurance – ensuring that all aspects of training meet the Navy's exacting standards.
- Equipment management – maintaining and modernising training aids and classroom tools.

These services are integrated into the wider Royal Navy training system, bringing consistency, efficiency, and innovation to the delivery of engineering education.

HMS Sultan represents the core of the Royal Navy's engineering strength, and with Capita's expanded role, that core is now stronger than ever. By combining modern training methods, expert personnel, and a strong collaborative ethos, Capita and its partners are helping to secure the future of the Royal Navy's engineering excellence.

As this next chapter unfolds, HMS Sultan will continue to lead the way in naval engineering and Capita will be right there, helping to power that progress.



Capita's Army Collective

Training Service bid

Capita's bid for the Army Collective Training Service (ACTS) builds upon its extensive history of delivering training and recruitment services to the UK's Armed Forces. Omnia Training is the consortium led by Raytheon UK to which Capita is a key part, formed to bid for ACTS, which aims to modernise and enhance the British Army's collective training capabilities. The consortium includes Capita, Cervus, Skyril and Rheinmetall, bringing together a diverse range of expertise in defence training and technology.

Capita's role within Omnia Training is pivotal, leveraging its extensive experience in delivering training and recruitment services to the UK's armed forces. Since 2012, Capita has managed the British Army's recruitment through the Recruiting Partnering Project (RPP), handling various aspects of the recruitment process across numerous Army Careers Centres and assessment facilities. In 2019, Capita secured a 12-year contract to operate the Defence Fire and Rescue Project (DFRP), providing firefighting services and training across various military sites. Additionally, Capita leads the Team Fisher consortium, which in 2020 was awarded a 12-year contract to deliver shore-based training for the Royal Navy and Royal Marines under Project Selborne.

In the context of Omnia Training, Capita contributes its expertise in complex programme management, enterprise transformation, and digital platforms. The consortium aims to deliver the Future Collective Training System (FCTS), a technology-enabled training system that will serve as a surrogate for warfare.

This system is designed to replicate the complexity of the modern battlefield in training, providing the British Army with the capability to train globally whenever and wherever needed.

Capita's involvement in Omnia Training underscores its commitment to transforming military training through innovation and collaboration. By integrating advanced technologies and fostering industry partnerships, Capita aims to deliver flexible, realistic, and effective training solutions that enhance operational readiness and effectiveness.

13 years

of delivering military training and recruitment services. Spanning the Army, Navy, and Fire & Rescue.



The Future of Fire Training:

Capita Fire and Rescue

Housed on an old RAF base in Moreton-in-Marsh, Capita's Fire Service College (FSC) has a rich 50-year legacy of delivering vital fire and rescue training to emergency services, private sector clients as well as international organisations. The FSC is widely acknowledged to be one of the leading institutions for fire prevention, protection and response, and Capita aims to continue to innovate to deliver high quality training at the state-of-the-art facility.

Originally purchased from the Department of Housing and Local Government in 2013, the UK Government initiated the early phases of campus development. Building on this foundation, Capita made significant investments into the FSC to shape into what it is today: one of the premier fire training centres in the UK.

As one of a small handful of sites across the UK that is able to offer a live fire training environment, the FSC plays a critical role in ensuring that core skills and competencies are being developed, tested and exercised on a consistent basis.

Defence Fire and Rescue Training

In 2020, the FSC became the home of Defence Fire and Rescue Training. Capita's partnership through the Defence Fire and Rescue Project (DFRP) contract continues to be a prime example of the ways in which Capita works with the UK Armed Forces to transform the way defence and civil protection services keep the UK and its citizens safe.

The project has seen a transformation in firefighter training, as well as the introduction of bespoke ICT systems, which has made it easier to record and monitor key data across fire stations. As part of the DFRP, Capita works closely with MoD to provide Defence with an efficient, agile, and responsive fire and rescue capability.

The £90 million transformation programme has seen a complete replacement of the Defence fire & rescue vehicle fleet, with the provision of 138 cleaner greener state-of-the-art firefighting appliances. Not only is the fleet kinder to the environment, but the vehicles make use of the latest firefighting technology improving the safety of our firefighters. Firefighter safety has also been at the heart of the provision of the latest PPE to every firefighter.

Delivering innovation in fire and rescue training

Capita's FSC places a strong emphasis on the development of immersive learning materials that seamlessly integrate virtual and augmented reality (VR/AR) technologies with hands-on, practical fire training. This in-house capability is already in operation, with the potential to create realistic, engaging scenarios that enhance learning, retention, and real-world preparedness. By implementing new wave technology into fire training, it means that individuals can be trained while limiting unnecessary exposure to harmful chemicals.

Since taking over the FSC, Capita has optimised training through the use of technology to deliver a more engaging and realistic training programme.



With a wealth of experience in approaching increasingly digitised, regulated, and technical training, Capita is a market leader in the future of fire training. With its military grade security, the FSC is able to be a safe space for complex training scenarios, that can blend both physical and simulated exercises together. Moving forward, Capita has further plans for investment in the FSC to continue the transforming the College to be a hub for critical infrastructure training.

Responding to the call for greater national preparedness

National preparedness and resilience training is central to the country's ability to swiftly mitigate, detect and react to critical incidents as they arise. In recent years, we've seen a rise in power failures, adverse weather, terrorist attacks or disruption to critical national infrastructure, necessitating a move to greater focus on training to ensure resilience against existing and emerging threats to the general public. As an organisation with a strong legacy in providing comprehensive resilience training at the Fire Service College, Capita is poised to respond to the requirement to expand national preparedness initiatives.

The Government's Strategic Defence Review (SDR) acknowledged that a more substantive body of work is necessary to ensure both the security and resilience of critical infrastructure.

Drawing from lessons learned from the Grenfell Tower Inquiry, it is clear that greater emphasis and investment must be placed on ensuring a base that is able to encompass all aspects of emergency training, from the planning and prevention stages through to training and exercising on a large-scale various scenarios, to train individuals for current and future challenges.

Looking ahead

Capita has been training firefighters and multi-agency emergency service crews at its Cotswolds-based FSC for well over decade. In 2024 the FSC delivered over 900 courses covering everything from urban rescue to hazmat and emergency management, reinforcing the range of areas it is able to cover. Leveraging its vast operational resilience expertise and skills base, Capita is uniquely positioned to provide the required service the UK needs, utilising its 365-acre venue that is able to replicate building fires, train derailments and even motorway pileups.

Given recent geopolitical developments, there is a greater requirement to scale national resilience training to combat increasingly complex incidents. From cyber-attacks on critical infrastructure, to severe flooding and wildfires, Capita's FSC represents a key opportunity for the UK to streamline emergency planning, education, training and large-scale exercising to prepare for current and future challenges.

Overcoming challenges

and maximising opportunities in Army recruitment

The recruitment of skilled young talent into the armed forces over the past decade has posed a significant challenge across Europe. In an era of increasing global unrest, factors such as a challenging labour market, societal changes, compounded by poor levels of military retention have all contributed to a decline in interest across all three services. Yet there are signs of improvement, with the recruitment landscape changing significantly over the past year, largely driven by changes in medical requirements to join.

Despite rising application numbers however, attracting and retaining candidates continues to pose a challenge, especially as external factors, such as increased media coverage of war, continue to negatively influence interest in military careers. To address this, Capita has improved the candidate experience, using multiple sources to pinpoint potential candidates and provide supportive communication to shorten their recruitment journey.

An additional challenge is bridging the gap between candidate availability and specific role requirements, particularly for Signals, Logistics and Gunners. It's essential that candidates are able to visualise and access the full range of opportunities available. To address this issue, Capita improved the Candidate Portal, helping guide applicants toward roles that align with their skills and aspirations, which as a result, has led to a 4-6% increase in candidate Registration to Application conversion.

Innovation represents a key opportunity to overcome barriers to armed forces recruitment, and since 2021, Capita has worked to digitise medical records, removing all paper flows. This transformation has streamlined medical assessments by aligning all UK-based candidate streams under the PHCR screening process. Additionally, Capita has implemented Artificial Intelligence with Natural Language Processing (NLP) techniques to significantly reduce scrutiny times. The AI functions as a decision support tool for clinical teams, enabling them to rapidly identify potential medical conditions within PHCRs at pace, resulting in an 30% improvement in scrutiny unit efficiency.

Moving forward, Capita continued to work closely with the Army to improve ways to conversion and help candidates after being unsuccessful on medical grounds. Now narrowly failed candidates are automatically referred to a Military Judgement Panel for review and are given the support required to ensure they continue their applications. In this way, Capita is working to ensure that all those who might be a good fit for the Army, as well as those who express an interest, are given the best possible opportunity to succeed.



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Richard Holroyd, Chief Executive Officer, Capita Public Service

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