

# 16 AIR ASSAULT BRIGADE



The Pegasus Ethos

# Introduction

The demands placed upon the Airborne soldiers of 16 Air Assault Brigade remain as significant as ever. Of course the world has been transformed since the first British Airborne Forces were raised in 1941, however the nature of conflict remains unchanged. Like those who went before us, we remain at the tip of the spear of the Army; ready to deploy around the world, by whatever means necessary, to serve the interests of our Nation.

The Army's Values and Standards and the Army Leadership Code are its bedrock. Airborne operations and high readiness demand an even higher standard to ensure that we will win in any field of battle or endeavour. The Pegasus Ethos defines the qualities that our role demands.

We wearers of the Pegasus flash and the maroon beret are the custodians of a history of which we are rightly proud. Our duty is to protect and build upon the legacy of our forebears, ensuring that we hand to the next generation an enhanced reputation and capability. We achieve this by living the Army Leadership Code and the Pegasus Ethos.

Every member of the Airborne Forces is responsible for reading and implementing this short booklet. Ad Unum Omnes - all to one end.

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**Ad Unum Omnes**  
All to one end

## The Pegasus Ethos

As British Airborne soldiers we place the mission, and our comrades, before ourselves. Our **bravery** is founded upon **determination**, **endurance**, and **selflessness**. We are supremely **disciplined** and that discipline is primarily self-imposed. We take pride in being part of an elite, and we understand our responsibility to strive for the highest standards of achievement, turnout and attitude. We wear Pegasus with **humility**, recognising our obligation never to demean or diminish the value of others. We are a **compassionate** friend, but a ferocious enemy. In battle, in barracks, and at home, we always do the right thing.

# Pegasus and Bellerophon

Bellerophon, mounted on the winged horse Pegasus, is the first Airborne Warrior recorded by history. His exploits are recounted in Greek mythology. Bellerophon is chiefly famous for succeeding in the apparently impossible task of slaying the firebreathing monster Chimera. Mounted on Pegasus, with spear in hand, Bellerophon rode into the air, swooped down on the monster and destroyed it.

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However, as Bellerophon's fame grew, so did his arrogance. The god Zeus punished him by throwing him to earth in a thorn bush. Bellerophon lived out his days as a blind hermit, while Pegasus became a packhorse for thunderbolts.

## The history of the Pegasus flash

When the British Army's Airborne Forces were established during the Second World War, Bellerophon astride Pegasus was the natural choice to be their emblem. 1<sup>st</sup> and 6<sup>th</sup> Airborne Divisions, and 44<sup>th</sup> Indian Airborne Division, all included both parachute and glider formations, and all wore the Pegasus flash. The design was deliberately simple, and selected so as not to distinguish between officer and soldier: all were members of Airborne Forces.

The Pegasus flash was continuously worn by British Airborne Forces until 1999, when the Striking Eagle emblem was adopted to mark the Attack Helicopter Force being part of 16 Air Assault Brigade. The Striking Eagle served the Brigade well, but was replaced in 2015 by the original Pegasus flash, as worn in 1940. Pegasus will once again fly in the van of battle, worn by every member of Airborne Forces.

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## The Pegasus Prayer

*O Lord, the everlasting God, Creator of the ends of the earth:  
You give the stallion his strength; his valour in war; he fears  
not the foe and leaps in the van of battle. Grant, also, that we  
may be courageous in conduct, chivalrous in conflict, just in  
all our words and deeds, humble, as we walk in your presence  
O God. For you promised of old that, as we trust in You, our  
strength will be renewed, we shall rise up on wings, we shall  
go forward and not grow weary, march and not be faint,  
through Jesus Christ our Lord, Amen.*

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# A brief operational history of British Airborne Forces

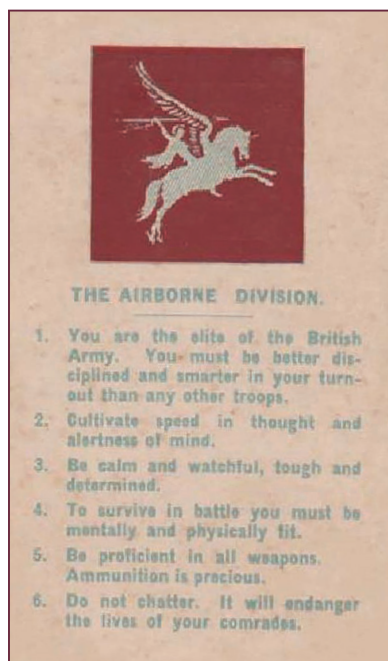
On 22nd June 1940, Churchill wrote to the War Office, ordering the establishment of 'a corps of at least 5,000 parachute troops.' Right from the start, volunteers came from across the Services. The history which follows focuses on the main unit in each action, often a Parachute Battalion. However, we should remember that a wide range of capbadges was essential for success in each mission. The 1st Parachute Brigade was raised in 1941.

## Second World War

Early British Airborne operations are typified by three **raids**. Op COLOSSUS, in Feb 41, damaged the Tragino aqueduct in Italy, disrupting the water supply to airfields. Op BITING, in Feb 42, successfully recovered German radar components from Bruneval in France, enabling the RAF to develop countermeasures. Finally, Op FRESHMAN, in Nov 42, saw the first use of gliderborne troops in an attempt to sabotage the Nazi atomic weapon programme.

When the Allies invaded **North Africa** in Nov 42 (Op TORCH), 1<sup>st</sup> Para Bde was tasked to seize and hold key locations in Tunisia until relieved by ground troops. 3<sup>rd</sup> Para Bn (Bone airfield) and 1<sup>st</sup> Para Bn (Beja) both succeeded. 2<sup>nd</sup> Para Bn (Oudna airfield) was left isolated when ground forces were delayed, and suffered heavy casualties while withdrawing. The Brigade remained in N. Africa until Apr 43.

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*A card given to all airborne soldiers during the formative years of the airborne forces*

The newly formed 1<sup>st</sup> Airborne Division was tasked to seize bridges vital for the allied invasion of **Sicily** in Jul 43 (Op HUSKY). Despite both paratroopers and gliders being dispersed on landing, the determination of those who landed within reach of their objectives allowed 1<sup>st</sup> Air Landing Bde at Ponte Grande and 1<sup>st</sup> Para Bde at Primosole bridge to achieve their missions.

In the **Burma** theatre, General Wingate's 'Special Force' conducted a number of long range penetration operations by airlanding. These operations aimed to break up Japanese advances, forcing them to fight on ground of the Allies' choosing.

Meanwhile, 50<sup>th</sup> Indian Para Bde played a crucial role in the defence of Burma. They delayed a much larger enemy force at Sangshak for six days, giving 5<sup>th</sup> Indian Division time to concentrate at Imphal. Later in the Burma campaign, in May 45, a composite Gurkha and Indian Para Bn jumped at the start of the assault on Rangoon. They secured the coastal defence battery at Elephant Point, enabling an amphibious assault on Rangoon to proceed.

6<sup>th</sup> Airborne Division's task for Op OVERLORD was to dominate the eastern flank of the British landings in **Normandy** on D Day (6 Jun 44), preventing enemy movement towards Caen:

- 2<sup>nd</sup> Oxfordshire and Bucks Light Infantry seized the bridges at Ranville and Benouville (later known as Pegasus Bridge) by a gliderborne *coup de main*.
- 9<sup>th</sup> Para Bn, despite dispersal on landing, secured Merville Battery to prevent its guns firing on the beach landings below.
- 1<sup>st</sup> Canadian Para Bn and 8<sup>th</sup> Para Bn demolished bridges over the River Dives to prevent German reinforcement.



*Pegasus Bridge on 9 Jun 44;  
Horsa gliders in background*

The Division continued fighting in Normandy until 27 Aug 44 while, in **southern France**, 2<sup>nd</sup> Indep Para Bde blocked counter-attacks on the Op DRAGOON landings' beaches.

The plan for Op MARKET in Sep 44 was for 101<sup>st</sup> and 82<sup>nd</sup> US and 1<sup>st</sup> British Airborne Divisions to seize bridges at Eindhoven, Nijmegen and **Arnhem**. This would form an 'airborne carpet' along which the tanks of 30 Corps could break into Germany. 2<sup>nd</sup> Para Bn reached the bridge and held it tenaciously for three days, but 30 Corps could not relieve them in time.

Meanwhile, Op MANNA saw 2<sup>nd</sup> Indep Para Bde jump into **Greece** just behind the retreating Germans in Oct 44. Their aim was to help the Greeks to reorganise and stabilise their country.

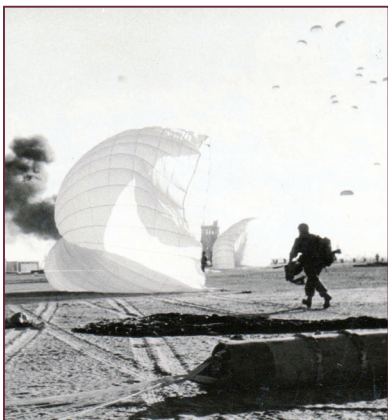
6<sup>th</sup> Airborne Division was rushed to the **Ardennes** in Dec 44 to help defeat the final German attack in the West: the Battle of the Bulge. In Mar 45, during Op VARSITY, the Division inserted by parachute and glider to secure high ground overlooking the **Rhine**. This allowed 21<sup>st</sup> Army Group to cross the final barrier into Germany. 6<sup>th</sup> Airborne Division continued to fight across Germany, linking up with the Russians on the Baltic coast. Following VE day, 1<sup>st</sup> Airborne Division flew to Norway to disarm German soldiers, while 5<sup>th</sup> Para Bde was sent to the Far East with a similar task.

## Post-War Operations

From 1945 to 48, 6<sup>th</sup> Airborne Division was based in **Palestine** as the Imperial Strategic Reserve. They also undertook counter-insurgency and peacekeeping operations between the warring Arab and Jewish populations.

16<sup>th</sup> Indep Para Bde, at this stage the only remaining Airborne formation, flew to **Egypt** in Oct 51 to reinforce troops securing the Suez Canal zone: first to deter the Egyptian army and then to defeat terrorists. From 1955 to 57 an Indep Para Sqn, formed from volunteers, assisted the SAS

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*3 PARA jumping to secure El Gamil airfield during Op MUSKETEER in Jul 56*



in **Malaya**. Four-man patrols penetrated deep into the jungle to find and destroy communist terrorists' harbour areas.

16<sup>th</sup> Indep Para Bde returned from Egypt in late 1954. By mid 1955, the Brigade was again engaged in counter-insurgency, this time in **Cyprus** against EOKA's campaign for union with Greece. In Jul 56, Egyptian President Nasser nationalised the **Suez** Canal. Op MUSKETEER saw 3 PARA jump onto El Gamil airfield, then clear coastal defences to link up with amphibious landings by French and other UK forces, including 2 PARA.

The ability of Airborne Forces to deter, as well as rapidly respond to, crises was reinforced by two later operations. In Jul 58, 16th Indep Para Bde deployed to **Jordan** to bolster the King's authority and prevent any overspill of violence from the military coup d'état in Iraq. In Jun 61, 2 PARA deployed on Op VANTAGE, joining an ad hoc force which deterred Iraq from invading **Kuwait**.

The 1960s saw a succession of operations involving Airborne Forces. 3 PARA fought a counter-insurgency in **Radfan** in 1964; while 2 PARA was rushed to **Borneo** in 1965 to defend the Malaysian Federation against Indonesian incursion. 3 PARA deployed to **British Guiana** later in 1965 to provide internal security and train the Guyanese Defence Force in preparation for independence. In 1967, 1 PARA was sent to **Aden** to cover the final withdrawal of British troops. Finally, in 1969, 2 PARA deployed to **Anguilla**, winning over the islanders with their friendly approach.

## Northern Ireland and the Falklands

From 1969 until 2004, Airborne Forces deployed to Northern Ireland under Op BANNER, working with the Royal Ulster Constabulary to counterterrorism. During this, the longest campaign in recent British Army history, the Para Bns between them spent 24 years deployed in the Province.



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*Sgt Michael Willetts GC was posthumously awarded the George Cross for courage and selfless commitment in helping civilians to safety and then putting his body between them and an IRA bomb in May 71*



*Falklands War: A paratrooper from 2 PARA tabbing towards Goose Green in May 82*

In Apr 82, in response to the Argentinean invasion of the **Falkland Islands**, a British Task Force was dispatched. This included Airborne units in both 3 Cdo and 5 Inf Bdes. The first major land battle of Op CORPORATE was fought by 2 PARA at Goose Green, securing the southern flank. British troops then tabbed across the island to the mountains surrounding the capital, Stanley: 3 PARA secured Mt Longdon; and 2 PARA, Wireless Ridge. After the conflict, 5 Inf Bde was roeled, becoming 5 Airborne Bde.

## 1990s: Europe and Africa

Airborne units deployed to Rwanda on Op GABRIEL in Jul 94 in the aftermath of the genocide. 23 Para Field Ambulance provided medical support, 9 Para Sqn RE rebuilt infrastructure, and 63 Airborne Close Support Sqn RLC distributed aid and helped to move refugees.

Elements of 24 Airmobile Bde deployed to **Bosnia** in 1995 on Op GRAPPLE. They served as a theatre reserve, ready to reinforce or evacuate UN troops under attack. 5 AB Bde's next operation was Op AGRICOLA in **Kosovo** in 1999. 1 PARA spearheaded the advance, securing the route in to Kosovo through the Kacanik defile by air assault; then switching to peacekeeping duties in Pristina.

16 Air Asslt Bde was created in Sep 99 by the merger of 5 Airborne and 24 Airmobile Bdes. Its name was chosen to recall 1<sup>st</sup> and 6<sup>th</sup> Airborne Divisions in WW2, and the postwar 16<sup>th</sup> Indep Para Bde.

The next Airborne operation was Op PALLISER in **Sierra Leone** in May 00. 1 PARA conducted a tactical airland operation to secure Lungi airport, enabling a noncombatant evacuation operation. In Sep 00, A Coy 1 PARA returned to Sierra Leone on Op BARRAS, a Special Forces mission to rescue British soldiers being held hostage.

In Aug 01, 16 Air Asslt Bde deployed to **Macedonia** on Op BESSEMER. Commanding a multinational force, the Brigade was tasked to implement the peace treaty by collecting rebel weapons.

## Post 9/11: Afghanistan and Iraq

Following the 11 Sep 01 attacks on the USA, 16 Air Asslt Bde deployed to **Afghanistan** on Op FINGAL. Part of a NATO force, 2 PARA was responsible for the security of south Kabul, and recruited and trained the first kandak of the Afghan National Guard.

Op TELIC, the invasion of **Iraq** in Feb 03, was the first time the whole of 16 Air Asslt Bde deployed together. The Brigade's first mission was to secure the Rumaylah oil fields. The focus then switched to finding and containing the Iraqi 6th Armd Div, which withdrew after persistent attrition. Meanwhile, 3 PARA was detached to assist in securing Basra. Finally, after the collapse of the Iraqi army, the Brigade was tasked to secure Maysan province. Elements of the Brigade returned to Iraq to conduct stabilisation on Op TELIC 3 in Nov 03, and Op TELIC 7 in Nov 05.

In 2006, as NATO increased its operations in southern **Afghanistan**, the British volunteered to lead in Helmand province, with 16 Air Asslt Bde the first to deploy. The intent was for troops to provide security for reconstruction efforts led by the Department for International Development. However, the Taliban initiated intense fighting, with thinly spread troops on the ground receiving vital support from Apache attack helicopters.

A bolstered 16 Air Asslt Bde returned to Afghanistan in Apr 08 on Op HERRICK 8. Fighting remained intense, but the greater density of forces on the ground enabled troops to start to establish an Afghan Government presence in highly contested areas.



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The Brigade returned to Afghanistan for a fourth time in Oct 10 on Op HERRICK 13. While this tour again saw heavy fighting, the focus was on building the Afghan Forces' capability, enabling them to take more responsibility for security.



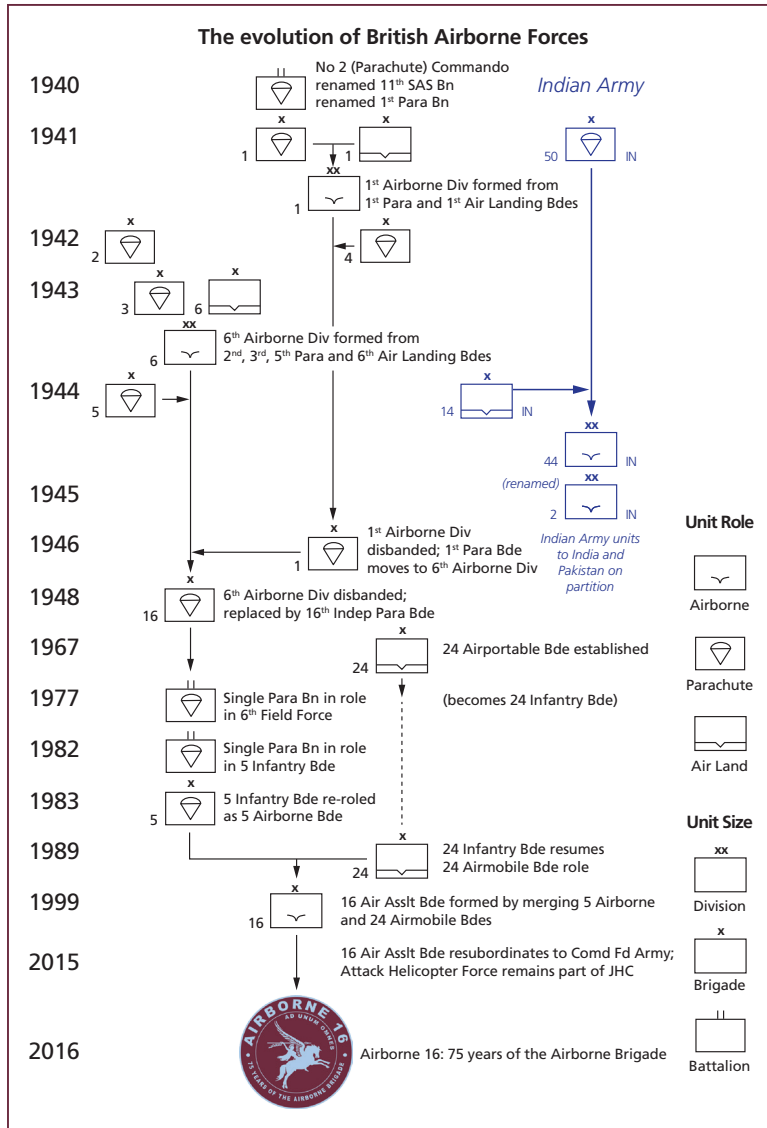
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Since the end of operations in Afghanistan, the Brigade has remained poised, and focused on reviving air manoeuvre skills, and reinforcing links with US and French airborne units.

*Indirect fire support from 7 Para RHA and 2 PARA mortars during Op HERRICK 8*

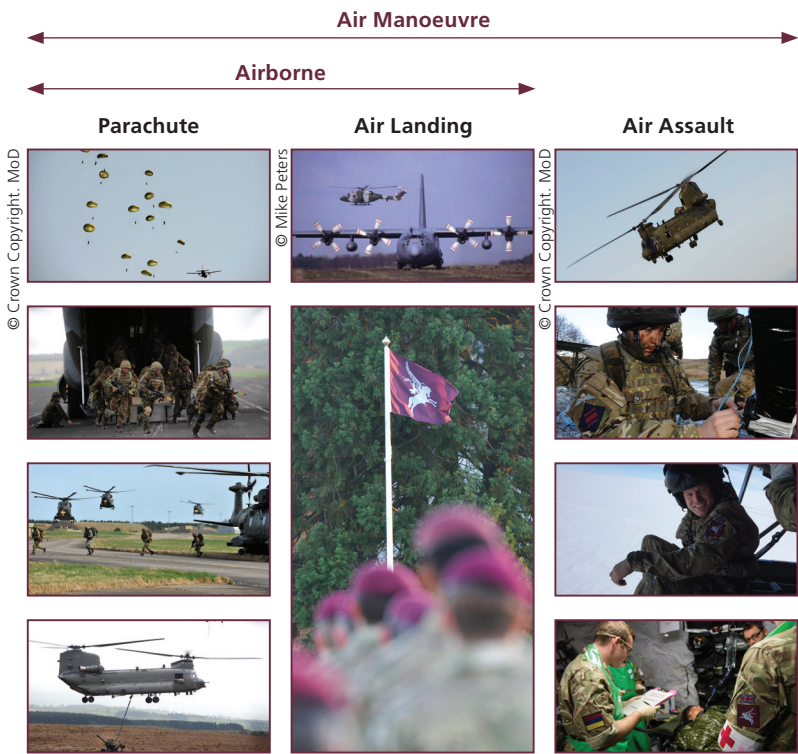
## The evolution of British Airborne Forces

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# The current role of 16 Air Assault Brigade

16 Air Assault Brigade is the Army’s strategic reserve. Permanently at high readiness, we are ready to deploy worldwide, whenever and wherever required. We specialise in air manoeuvre: coming from the air to the objective whether by parachute, air landing from fixed-wing aircraft, or air assault from helicopters. Our agility is used to best effect to seize fleeting opportunities. We can target minds, sowing uncertainty and creating deterrence; or things, seizing and holding or conducting raids. To give ourselves the best chance of success, we should understand, shape and deceive before we execute. We will remain balanced to exploit our success. Once the mission is complete we should quickly be reconstituted, ready for the next task.



## 16 Air Asslt Bde

Combat, combat support, combat service support: *Ad Unum Omnes*

# 16 Air Assault Brigade: ready to deploy

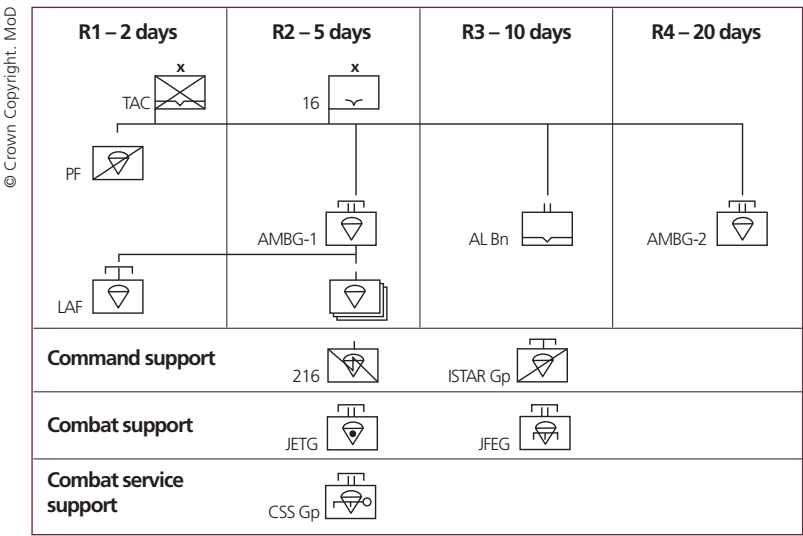
Lead elements of HQ 16 Air Asslt Bde will deploy at R1 to command the Lead Assault Force (LAF). The Pathfinder Platoon (PF) will also deploy at R1 to enhance situational understanding.

The LAF is based around a Company Group from the inrole Air Manoeuvre Battle Group (AMBG-1). 2 PARA and 3 PARA cycle between AMBG-1 (readiness year) and AMBG-2 (training year). The third battalion in the Brigade, 2 RGR, is the Air Landing Battalion.

The combat elements of the Brigade rely on support from enabling units. 216 (Para) Sig Sqn provides command support; while the ISTAR group brings together intelligence, surveillance, target acquisition and reconnaissance capabilities from across the Army.

7 Para RHA forms the core of the Joint Effects and Targeting Group (JETG), augmented by specialist capabilities including air defence and unmanned air vehicles. The Joint Force Engineer Group (JFEG) is formed around 23 Para Engr Regt, again augmented by specialists including explosive ordnance disposal and search, and technical engineering experts.

The CSS Group is formed from 13 Air Assault Support RLC, including logistic and equipment support elements, and 16 Medical Regiment.



## The Values of the British Army

**Courage.** Descending from the air into the chaos of battle requires physical courage of the highest order. But we also require moral courage: to continue doing the right thing, even when it is unpopular or when no one is watching.

**Discipline.** Field Marshal Montgomery said that Airborne soldiers 'have the highest standards in all things, whether it be skills in battle or smartness in the execution of all peacetime duties'. To live up to his words, strong self-discipline is essential.

**Respect for others.** The very nature of life as an Airborne soldier requires us to rely on others: the aircrew who get us to the objective; and the allies with whom we fight. But it is not just our friends whom we must respect: it is all of humanity.

**Integrity.** Integrity forms the basis of trust, and is essential for all soldiers. It is even more important for Airborne Forces: faced with dispersal on the ground, we may not know those with whom we will fight, but we must nevertheless place our absolute trust in them.

**Loyalty.** We are loyal to each other, and to our unit. But we have a wider loyalty than this: to the Pegasus Ethos and ultimately the Nation. Loyalty relies on judgement: we must not let loyalty prevent us from challenging that which we know to be wrong.

**Selfless commitment.** Airborne Forces may be employed on operations of national importance, carrying a high level of risk. It is therefore doubly important to place our mission before ourselves.

## The Standards of the British Army

**Lawful.** Adhering to the law when on duty protects our legitimacy; off duty it protects our reputation. Both are important if we are to be chosen for a mission, and then achieve it successfully.

**Appropriate behaviour.** We work together as a close-knit team. Inappropriate behaviour damages relationships and thus our operational effectiveness: it has no place in Airborne Forces. We must also choose the most appropriate course of action in each situation.

**Total professionalism.** In almost every case, Airborne Forces will lead the way. We must therefore be first class in every way: more efficient; more alert and resourceful; and above all more highly disciplined than any other troops in the world.



# The Hallmarks of an Airborne Soldier

## Bravery

Airborne soldiers have courage to face the unknown, and mental resilience to thrive in the chaos of battle. Tomorrow we may be called on to deploy to a theatre as yet unknown, for a mission which will test us physically and mentally. We will not have the luxury of time to adapt to these new conditions: as we descend from the air, it is our bravery that will steel our nerves for the challenges ahead.

Recent operations in Afghanistan have called for bravery of the highest order. This is exemplified by this excerpt from Cpl Bryan Budd's Victoria Cross citation: 'Cpl Budd continued to assault on his own... He was wounded but continued to move forward, attacking and killing the enemy as he rushed their position... Inspired by Cpl Budd's example, the rest of the platoon reorganised and pushed forward their attack.'

Just as important was the bravery shown by all those who were deployed forward: the ability to conquer fear and go out on patrol, whatever the threat. This is the spirit of Airborne soldiers.

© Stuart Brown 2009



### **Op HERRICK 4**

*Cpl Budd winning the VC*



## Determination

Airborne soldiers have drive, readiness and dedication. We are proud to wear the Pegasus: that and the example of our forebears drive us on. Our determination is founded on our will to win: to triumph whatever the odds; and to join with whichever friendly forces we find on the ground to achieve our mission.

In Burma in 1944, 50<sup>th</sup> Indian Para Bde was tasked to hold the town of Sangshak against a Japanese advance which threatened to break through the British line. C Coy of 152<sup>nd</sup> Para Bn covered the remainder of the Brigade while they prepared defensive positions: there were only 20 survivors from the Company, but 450 Japanese dead. Their action enabled the remainder of the Brigade to hold Sangshak for six days. Despite heavy casualties, limited supplies (including water), and difficult air support, they counter-attacked continuously. Only once 5<sup>th</sup> Indian Division had concentrated at Imphal did the Brigade withdraw: the exhausted men then marched 40 miles through the jungle in good order.

## Endurance

Airborne soldiers have stamina and resilience, both physical and mental. This enables us to live and fight from the light scales with which we insert, understanding that while every effort will be made to support us, this cannot be guaranteed. Our endurance is reinforced by being able to trust every Airborne soldier to live by the Pegasus Ethos: together, we can endure any challenge.

The Independent Parachute Squadron was formed by 80 men selected from a large number of volunteers. They fought in Malaya from 1955 to 57 alongside the SAS. Four-man patrols penetrated deep into the jungle, swamps and mountains on foot, carrying a range of weapons and two weeks' rations. Resupplied by air, each patrol required significant endurance: the jungle patrols were arduous, lonely, hazardous and often unrewarding, with an average of 500 hours' patrolling per contact with the enemy. Continuing these operations for three years required indefatigable endurance.

## Selflessness

Airborne soldiers realise that we can only succeed as a team. We therefore place the mission, and our comrades, before ourselves. We accept that the Military Covenant calls on us to make sacrifices, including the ultimate sacrifice, in the service of the Nation. We recognise and thrive on the unique element of risk inherent in Airborne operations.

The Royal Engineers and aircrew who volunteered to take part in Op FRESHMAN in 1942 could not have had a more important mission: to sabotage the German atomic weapon programme by destroying the heavy water plant in Vermork, Norway. They trained hard and were well prepared for the difficult mission, with two identical parties being dispatched in the expectation that only one would get through.

Sadly, both gliders and one of the tug aircraft crashed. Some men were killed on impact; the remainder were executed by the Germans. The following words are inscribed on their memorial stone in Oslo:

Og det er det stora  
Og det er det glupa  
Et Merket det stend

And this is so good  
And this is so wise  
That the standard will stand

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© Tony Dunlop



### Op FRESHMAN

*Vermork heavy water plant; cemetery in Stavanger; memorial stone*

## Discipline

Airborne soldiers are highly disciplined. The chaos of war, particularly in an airborne operation, may draw us away from our usual moral waypoints; and our usual leaders may not be there. We must therefore look within ourselves for the discipline that will keep us going, keep us doing the right thing, and keep our confidence high. This is why peacetime discipline is so important: who we are at home will be who we are under the pressure of war.

Elephant Point was the site of a coastal defence battery protecting Rangoon. In May 45, the battery had to be neutralised before an amphibious assault on Rangoon. A composite parachute battalion was formed from 2<sup>nd</sup> and 3<sup>rd</sup> Gurkha Para Bns and 152<sup>nd</sup> Indian Para Bn for the task.

Having stopped short of the battery to allow an air strike, C Coy was tragically engaged by US bombers. Showing considerable self-discipline despite their losses, the battalion continued on its mission and successfully secured Elephant Point. They immediately dug in to consolidate their defence, holding until relieved despite their trenches being flooded by high tides. Their discipline enabled them to continue with their mission in the most trying of circumstances.



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### **Burma: Elephant Point**

*Gurkha paratroopers waiting to emplane*

## Humility

Airborne soldiers have the humility which comes from understanding that, by our very nature, Airborne Forces rely on others for support. Remembering Bellerophon's fate, we avoid arrogance and elitism. We have the self-confidence to recognise our own individual areas of weakness, and work hard to develop ourselves and overcome them.

In 1969, Anguilla voted to secede from its federation with St Kitts and Nevis. Suspicions that Anguilla was controlled by a 'Mafiatype organisation' led to Op SHEEPSKIN, with 2 PARA and a team of Metropolitan policemen being landed from Royal Navy frigates.

There was in fact no evidence of this Mafia conspiracy: instead, the unrest on the island was fanned by poor handling of negotiations between St Kitts and Anguilla. Leaving the police to lead on re-establishing law and order, 2 PARA concentrated on winning over the islanders. Their humility in recognising there was no role for the military led to the restoration of good relations between the UK and Anguilla (which reverted to being, and remains, a UK overseas territory) and the award of the Wilkinson Sword of Peace to 2 PARA.

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### Op SHEEPSKIN

*2 PARA engaging with locals and Metropolitan Police in Anguilla*

## Compassion

Airborne soldiers understand that compassion is an expression of strength, not weakness. Our respect for others, self-evident for our friends and those who support us, extends to neutrals and foes alike. We are ferocious towards our enemies in battle, but ready to show compassion, to civilians and defeated opponents in particular.

In the immediate aftermath of Rwanda's 1994 genocide, 650 soldiers from 5 Airborne Bde joined the UN Assistance Mission to Rwanda (UNAMIR) as part of Op GABRIEL. While fighting had stopped, a series of humanitarian catastrophes had resulted from the breakdown in state authority and the vast numbers of refugees.

23 Para Field Ambulance provided medical support for refugees, reinforced Rwanda's three functioning hospitals, and provided environmental health advice. 9 Para Sqn RE improved aid routes, provided sanitation for refugee camps, and began rebuilding the country's infrastructure. 63 Airborne Close Support Sqn RLC distributed 1500 tonnes of aid and helped to move 20,000 refugees. 5 Airborne Bde was awarded the Wilkinson Sword of Peace

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### Op GABRIEL

*Working with the UN to save lives in Rwanda*



# The Army Leadership Code

**Lead by example.** Leaders must demonstrate that that they are capable of doing all that they ask of their soldiers. In particular, to share the danger and the hardships of Airlanding and Parachute operations. Airborne operations are a 'leveller'.

**Encourage thinking.** Forty-eight hours from when you read this, we could be warfighting together in some unexpected corner of the globe. We must have the mental agility to adjust quickly, and to generate understanding and answers to complex and dangerous problems. We must be prepared to be separated from our usual leaders on landing; thinking soldiers must be prepared to take command knowing what is expected of them.

**Apply reward and discipline.** For an Airborne soldier, achieving the mission is the highest reward and self-discipline the default setting. However, every man and woman should feel valued. No-one is exempt from the demand for the highest standards of discipline.

**Demand high performance.** The greatest strength of Airborne Forces is the quality of our soldiers. But we can all improve; do better, demand better.

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*Maj Gen Browning (Commander of the 1<sup>st</sup> Airborne Division) with Winston Churchill in 1942*

## **Encourage confidence in the team.**

This Airborne team is collectively capable of almost anything; balance that confidence with humility.

**Recognise individual strengths and weaknesses.** Soldiers should expect to be known by their leaders. Leaders must feel responsibility for their soldiers, they must know their strengths and weaknesses and take account of them. We must all have the humility to recognise and address our weaknesses.

**Strive for team goals.** British Airborne Forces' motto sums this up -

*Ad Unum Omnes: all to one end.*

“ *What manner of men are these who wear the maroon red beret?*

*They are firstly all volunteers, and are then toughened by hard physical training.*

*As a result they have that infectious optimism and that offensive eagerness which comes from physical wellbeing.*

*They have jumped from the air and by doing so have conquered fear.*

*Their duty lies in the van of the battle: they are proud of this honour and have never failed in any task.*

*They have the highest standards in all things, whether it be skill in battle or smartness in the execution of all peace time duties.*

*They have shown themselves to be as tenacious and determined in defence as they are courageous in attack.*

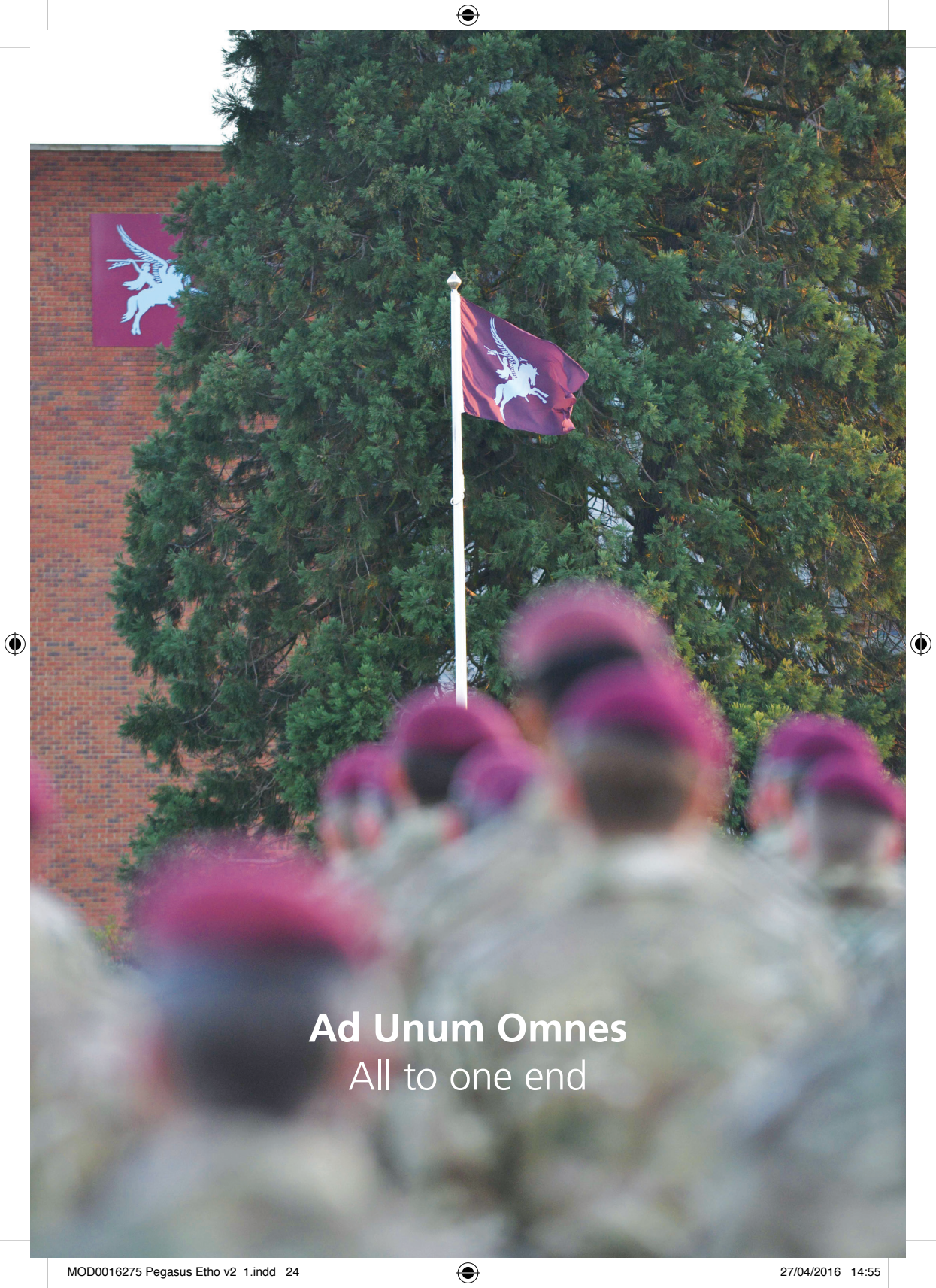
*They are, in fact, men apart - every man an Emperor.* ”

### **Field Marshal Montgomery**

*1st Viscount Montgomery of Alamein*  
KG, GCB, DSO, PC



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**Ad Unum Omnes**  
All to one end