



ISLINGTON



April 28, 2014

Dear National Express Group Shareholder:

Please vote FOR Resolution 22 and support the creation of long-term value.

As fellow shareholders of National Express Group PLC (“the Company” and “National Express”), we the undersigned investors are calling for a **vote FOR Resolution 22 at the Annual General Meeting to be held on 14 May 2014** to request improved oversight and reporting of human capital policies and practices.

As investors in National Express representing approximately 3 percent of the issued share capital, we believe that effective management of human capital is critical to the Company’s long-term success. Transparency and good reporting of human capital practices can reveal both near and long-term financial, reputational, political and other potential risks to a company’s long-term success. Continued complaints from employees, now dating back over a number of years, demonstrate that the Company does not currently have the right approach to these matters. Therefore, we wish to see the Company implement modest reforms that we believe are in the Company’s and shareholders’ best interests.

We believe that National Express should strengthen its global oversight and reporting of employment issues, in particular, within the North American school bus subsidiaries (Durham School Services, Petermann, Stock Transportation) which are the Company’s fastest growing and highest revenue generating business segments. For a number of years now, employees of these subsidiaries have raised concerns about employment relations within the business which to date have not been addressed. Therefore, we are calling on National Express to expand the remit of its existing Safety and Environment Committee to include responsibility for the strategy and independent oversight of management of staff globally, and to enhance disclosure to shareholders of its human capital policies and practices in line with international standards.

Resolution 22 does not seek to increase employee headcount but to make better use of the resources National Express already possesses. The Safety and Environment Committee with eight members is the largest Board committee and should be able to accommodate the additional responsibilities of the human capital strategy. The Committee includes both the Chairman and Vice-Chairman of the Company.

We strongly believe that by implementing a mechanism to ensure appropriate Board oversight and developing and implementing a comprehensive policy on human capital based on recognised international standards, National Express would bolster its brand name integrity, reduce its workers’ rights risk exposure and, in turn, increase long-term shareholder value for all.

As committed, long-term shareholders, we believe it is vital that the Company improves its management of human capital. We urge fellow National Express Group shareholders to vote for **Resolution 22** to mandate the need for improved global oversight and disclosure of the Company’s most crucial asset - its people.

Sincerely,

Greater Manchester Pension Fund

Islington Council Pension Fund

Nottinghamshire County Council Pension Fund

International Brotherhood of Teamsters General Fund