

Chief Executive's Report



Phil White
Chief Executive

As a major worldwide provider of public transport services, National Express is uniquely placed to encourage the use of public transport as the preferred method of transport making a contribution to reducing emissions. To make public transport attractive we have a responsibility to improve transport integration and to satisfy the travelling public's demands relating to quality, reliability, cost and frequency of transport services. There is a growing awareness that we should all contribute to playing a part in improving the quality of the environment in which we live. We want National Express to play its part and our environmental programme outlined within this document will assist us in achieving this goal.

In order to demonstrate corporate commitment to environmental and wider sustainability issues we have initially focused on the development of a coherent Group environmental strategy. The strategy consists of a number of phases including the roll-out over the next few years of the UK framework across our worldwide operations.

Our aim is to:

- Provide a corporate framework for managing environmental risk;
- Raise levels of awareness internally and;
- Ensure the organisation is equipped to meet the challenges and expectations of its business partners, customers, Government, stakeholders and employees.

In the first phase of our strategy we have set up the organisational arrangements, defined our policy and individual responsibilities, identified Key Environmental Performance Indicators (KEPIs) and assessed the environmental impacts resulting from our UK operations. This phase has been completed during the last financial year.

In the second phase, which will run over the next two years, we will move to measure and report on the selected KEPIs and develop the reporting and monitoring systems to encompass the broader issues of Corporate Social Responsibility.

In the third phase we will expand the environmental strategy to all worldwide operations and introduce supplier involvement programmes to ensure suppliers and contractors provide environmentally aware products and services.

This is our first report in this project. We are committed to reporting annually, so you will be able to see the progress we are making.

A handwritten signature in blue ink that reads "Phil White". The signature is written in a cursive, flowing style.

Phil White
Chief Executive