



All In: Staying the Course on Our Commitment to Sustainability



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Our World in 2020

WHILE THIS REPORT reflects our work throughout 2019, the world has clearly undergone a massive shift in 2020 with the emergence of COVID-19. We are, first and foremost, focused on the safety of our employees and contractors around the world. It is important that we help our customers through this difficult time, and Amazonians are working around the clock to get necessary supplies delivered directly to the doorsteps of people and organizations who need them. Our Whole Foods Market stores have remained open, providing fresh food and other vital goods for customers.

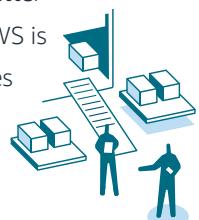


AMAZON EMPLOYEES RECEIVE comprehensive health benefits starting on day one of employment. We are working on building scalable testing for coronavirus. We've distributed face masks and implemented temperature checks at sites around the world to help protect employees and support staff, and offer free masks to our Whole Foods Market customers. We regularly sanitize door handles, stairway handrails, lockers, elevator buttons, and touch screens, and disinfectant wipes and hand sanitizer are standard across our network. We also introduced extensive social distancing measures to help protect our associates. In all, we have made over 150 significant process changes in our operations network and Whole Foods Market stores, which we audit frequently, to help teams stay healthy.

DURING THIS CRISIS, we've added 175,000 new jobs to help meet customer demand for essential products. Between March and end of May, we increased pay for hourly employees by \$2 per hour in the U.S., C\$2 per hour in Canada, and €2 per hour in many EU countries. We also doubled the regular hourly base pay for every overtime hour worked and are offering extra time off with full pay for those diagnosed with COVID-19. We are working with food banks in 25 U.S. cities to

**During this crisis, we've added
175,000 new jobs to help meet customer
demand for essential products.**

deliver 6 million meals to underserved and vulnerable populations. We are collaborating with the World Health Organization, supplying advanced cloud technologies and technical expertise to track the virus, understand the outbreak, and better contain its spread. We launched the \$20 million AWS Diagnostic Initiative to accelerate COVID-19 research, and AWS is supporting the White House's COVID-19 High Performance Computing Consortium, providing computing resources to advance research on diagnosis, treatment, and vaccine studies. You can read more about what Amazon is doing on COVID-19 through the daily updates to our blog. [► Amazon's COVID-19 blog](#)





UNUSUAL TIMES like these require investment. We expect to invest approximately \$4 billion in our second quarter alone on COVID-related initiatives getting products to customers and keeping employees safe. While this is a major commitment, it won't come at the expense of our commitment to sustainability and The Climate Pledge. To do anything different would be to ignore the fact that—as the pandemic has demonstrated—we are all interconnected and interdependent. We know there is a lot of uncertainty in the world, and we also know that during these critical times, it is more important than ever to double down on our commitments relating to the climate crisis. In 2019, we made a big bet on the capabilities of our company to innovate, use our scale for good, and go faster to address the urgency of the climate crisis. We also launched The Climate Pledge, inviting other companies to join with us on this path.

THIS MOMENT we are in now has already taught us immeasurable things about how the world can and might function going forward. The planetary pause that COVID-19 has brought about to most continents—if not all at this point—shows us what happens when some of these changes happen on our planet. Planetary stability is of course tied to economic stability and the health and well-being of all people. We have yet to see what a post-COVID recovery will entail, or what the impact will be on our ability to maintain clean air, access to health, and thriving communities. With the devastation that has occurred, there is also some optimism that we might be able learn from this moment to build back our communities with more resiliency and protections for people and our planet.

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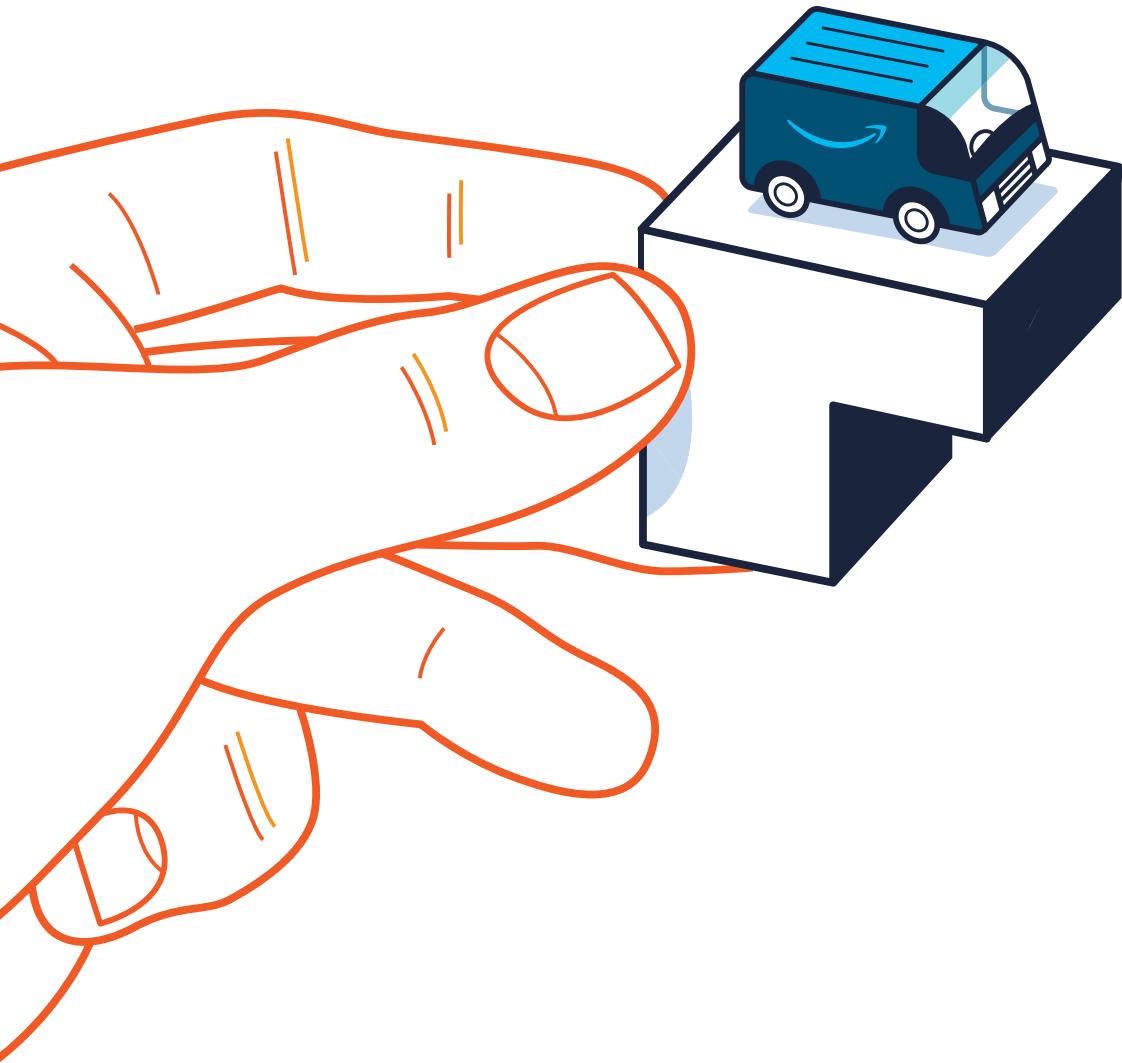
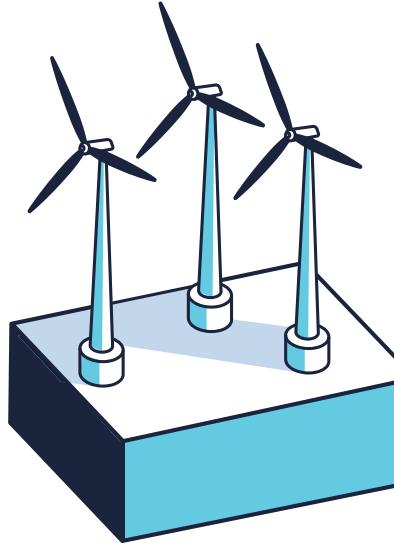
AT AMAZON, we first began discussing the possibility of company-wide net zero commitments during a senior planning summit in 2016. We knew that to continue to be a relentlessly resilient and innovative business, we would need to deeply understand what is happening on our planet. We also knew that we would need to build and dedicate financial resources, intellectual capital, and change management work to creating the tools, data, and understanding about how to achieve these types of commitments.

FOUR YEARS LATER, our bold commitment to integrating sustainability across the company has not changed, and it will not change another five or ten years from now. What has changed, however, is the way in which we are conducting our business, running our operations, funding and implementing new technologies and services that decarbonize and help preserve the natural world, along with the ambitious goals we have set, starting with The Climate Pledge—our commitment to reach net zero carbon by 2040, a decade ahead of the Paris Agreement. We're all in on our goals and our work to build a better planet, on urgent action to drive a lasting change: to see the world transition through this current pandemic into a world that embraces a sustainable path to recovery and wellness.



About

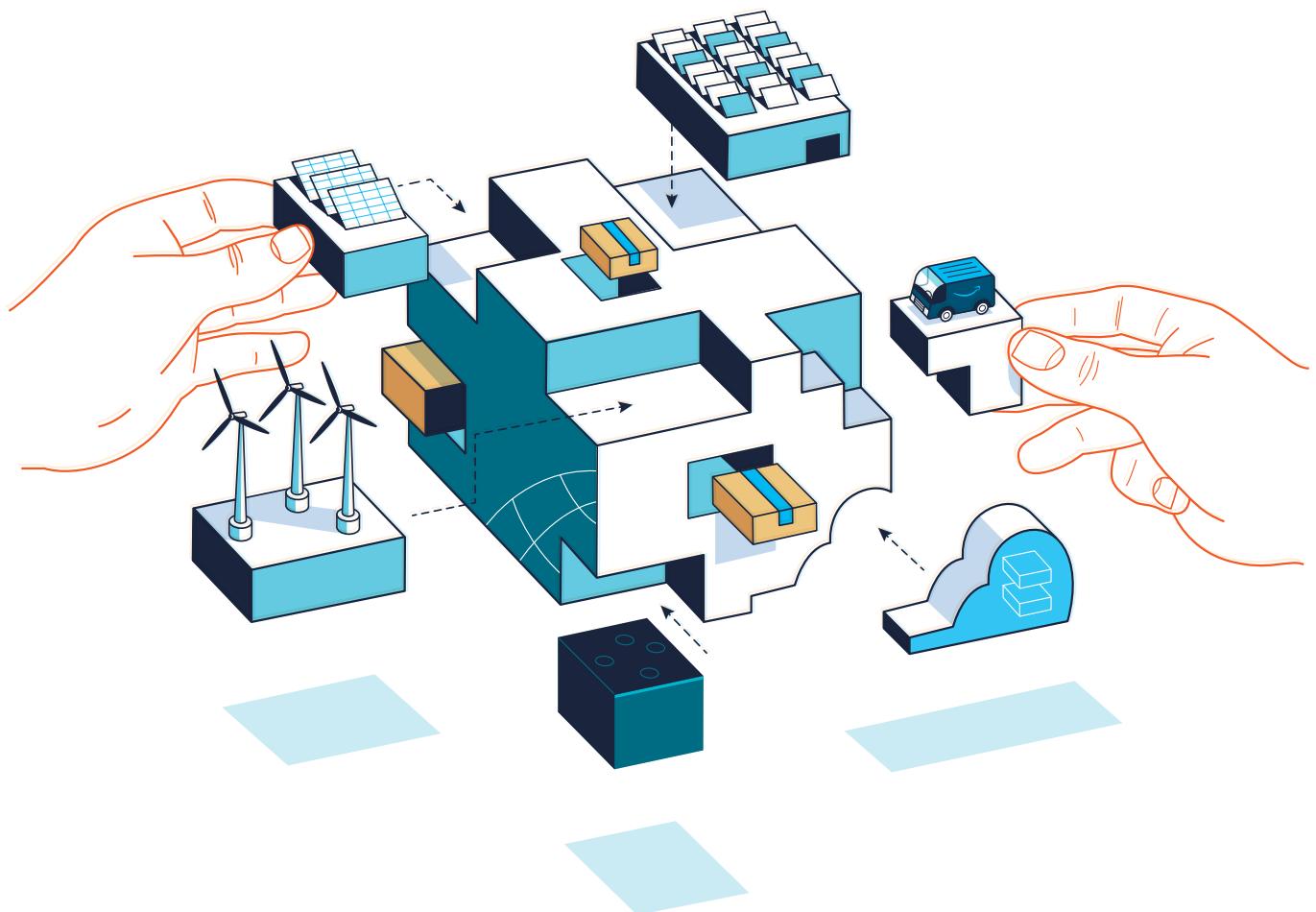
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Goals and Strategies

Amazon is committed to building a sustainable business for our customers and the planet.



Our Commitments

Amazon has been committed to sustainability for many years. In 2019, Amazon co-founded The Climate Pledge—a commitment to be net zero carbon across our business by 2040, 10 years ahead of the Paris Agreement. As part of this pledge, Amazon has made ambitious commitments toward reaching this goal:



100,000

Electric Delivery Vehicles

Purchasing 100,000 electric delivery vehicles,
the largest order ever of electric delivery vehicles.

\$100MM

Right Now Climate Fund

Investing \$100 million in reforestation projects
and climate mitigation solutions.

Climate Pledge Fund

Investing \$2 billion to support the development of technologies
and services that decarbonize and help preserve the natural world.

To meet these goals, teams across Amazon are taking a broad, science-based approach to measuring, reducing, and eliminating carbon emissions in our operations. As part of our commitment to The Climate Pledge, we are proud to join the Science Based Targets Initiative (SBTi), reaffirming our commitment to reduce carbon emissions in line with our ongoing science-based approach to tackle climate change. SBTi is a collaboration between CDP, World Resources Institute (WRI), the World Wildlife Fund (WWF), and the United Nations Global Compact (UNGC); it is one of the We Mean Business Coalition commitments.



Here is a closer look at the work we are doing:

Renewable Energy

Amazon is on a path to powering our operations with 100% renewable energy by 2025. In 2019, we reached 42% renewable energy across our business. As of December 2020, Amazon has 127 solar and wind projects across the globe that have the capacity to generate over 6,500 megawatts and deliver more than 18 million megawatt hours of energy annually—enough to power more than 1.7 million U.S. homes.

Shipment Zero

Shipment Zero is Amazon's vision to make all Amazon shipments net zero carbon, with a goal of delivering 50% of shipments with net zero carbon by 2030. Shipment Zero means that the fulfillment operations we undertake to deliver a customer's shipment are net zero carbon—from the fulfillment center where an item is picked off the shelf, to the materials used to package the item, and the mode of transportation that gets the package to the customer's door.

Electric Vehicles

In 2019, Amazon ordered 100,000 new electric delivery vehicles from Rivian, a U.S. electric vehicle manufacturer. This order, the largest order ever of electric delivery vehicles, sends a signal to the marketplace to start inventing and developing new technologies that large, global companies need to transition to a low-carbon economy. Amazon plans to have 10,000 of the new electric vehicles on the road as early as 2022 and all 100,000 vehicles on the road by 2030.



Sustainable Packaging

Amazon created our Frustration-Free Packaging program to encourage manufacturers to package their products in easy-to-open, 100% recyclable packaging that is ready to ship to customers without the need for an additional shipping box. Since 2015, we have reduced the weight of outbound packaging by 33% and eliminated more than 900,000 tons of packaging material, the equivalent of 1.6 billion shipping boxes.

Right Now Climate Fund

Amazon established the Right Now Climate Fund, a \$100 million fund to restore and conserve forests, wetlands, and grasslands around the world. Through the Right Now Climate Fund, Amazon is taking immediate action to remove or avoid carbon emissions by supporting nature-based climate solutions. Amazon is working with The Nature Conservancy to identify projects around the world that can create real and lasting carbon reductions, while also empowering communities, enhancing natural environments, and protecting wildlife.



Climate Pledge Fund

In June 2020, Amazon announced The Climate Pledge Fund to support the development of sustainable and decarbonizing technologies and services that will enable Amazon and other companies to meet the goals set by The Climate Pledge. This dedicated investment program—with an initial \$2 billion in funding—will invest in visionary companies whose products and solutions will facilitate the transition to a low carbon economy.

THE Paris... CLIMATE 10 years PLEDGE Early

The Climate Pledge was founded in 2019 by Amazon and Global Optimism. The Pledge calls on signatories to be net zero carbon across their businesses by 2040, a decade ahead of the Paris Agreement goal of 2050.



Companies that sign The Climate Pledge agree to:

Regular Reporting

Signatories agree to measure and report greenhouse gas emissions on a regular basis.

Carbon Elimination

Signatories will implement decarbonization strategies in line with the Paris Agreement through real business change and innovations, including efficiency improvements, renewable energy, materials reductions, and other carbon emission elimination strategies.

Credible Offsets

Signatories must take actions to neutralize any remaining emissions with additional, quantifiable, real, permanent, and socially-beneficial offsets to achieve net zero annual carbon emissions by 2040.



"Bold steps by big companies will make a huge difference in the development of new technologies and industries to support a low carbon economy."

– Christiana Figueres, Former Executive Secretary of the United Nations Framework Convention on Climate Change and Co-Founder of Global Optimism

Right Now Climate Fund

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Priorities of the Right Now Climate Fund

We support nature-based solutions, which refer to conservation, restoration, and improved land management actions that increase carbon storage or avoid greenhouse gas emissions in forests, wetlands, and grasslands across the globe.

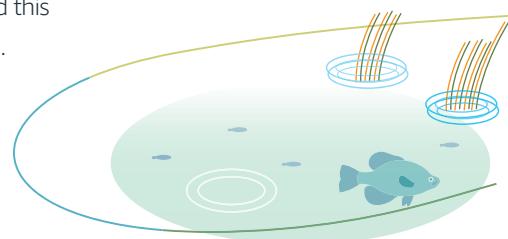
- **Support “And/Also” Solutions:** We use multiple solutions to reduce carbon emissions—driving reductions across our business operations and also supporting nature-based solutions.
- **Demonstrate Immediate Action:** We demonstrate immediate action toward reducing carbon in the atmosphere and mitigating the adverse effects of climate change.
- **Promote Global Scale:** We catalyze and promote nature-based solutions globally, and prioritize projects that can be scaled broadly.
- **Optimize for Carbon Mitigation:** We fund projects that optimize for carbon removed or avoided, while also being additional, quantifiable, real, permanent, and socially-beneficial.
- **Improve Market Mechanisms:** We improve market mechanisms in order to increase the worldwide quality, supply, and demand for carbon offsets.

Global Projects

Amazon is working with The Nature Conservancy to identify projects that can create real and lasting carbon reductions, while also empowering communities, enhancing natural environments, and protecting wildlife.

Family Forest Carbon Program and Forest Carbon Co-ops: In April 2020, Amazon announced the funding of \$10 million toward two projects that will help U.S. family forest owners sequester carbon and support expansion across Appalachia and other U.S. regions. Scientists at The Nature Conservancy have identified this network of climate-resilient forests as most able to thrive in the face of climate change. Amazon, The Nature Conservancy, the American Forest Foundation, and the Vermont Land Trust are partnering on two innovative projects—the Family Forest Carbon Program and Forest Carbon Co-ops.

The Family Forest Carbon Program will open up carbon credit markets to small family forest owners for the first time. Amazon's commitment will expand the program in the Appalachians and other U.S. regions and go towards designing new methods for measuring and verifying reforestation and forest management practices. The Forest Carbon Co-op will help owners of mid-sized forests use sustainable forest management and protection measures to earn income through the



carbon credit market. Amazon's grant will support efforts to expand the program in climate resilient forests across the Appalachians, develop a scientific approach to regional carbon impact measurement, and enhance the project verification methodology. Amazon is the largest funder of these programs and will help:

- Conserve and sustainably manage forest land and wildlife in the Appalachian region, with plans to expand the projects across 4 million acres of the 2,000-mile span of the Appalachians, and beyond.
- Generate economic opportunities by creating a new source of income for family forest owners and rural communities that taps into the carbon storage potential of forests. In the U.S., families and individuals own the largest portion of forests (38%)—more than the federal government or corporations.
- Achieve a net reduction of up to 18.5 million metric tons of CO₂ in the atmosphere by 2031—the equivalent of the emissions of nearly 4 million U.S. cars in a year.

Urban Greening in Germany: Amazon is supporting The Nature Conservancy in an effort to reduce climate change risks and increase species biodiversity in three German cities. The initial project is in Berlin's Charlottenburg-Wilmersdorf district. Learnings will be applied in two other German locations, and then shared across other European cities. With this, Amazon is recognizing the urgency of the climate crisis and its impacts on urban communities.

Amazon's commitment will fund The Nature Conservancy's Urban Greening program, which uses nature-based solutions to help cities become more climate-change resilient. The program will collaborate with city officials and local community organizations to create and implement plans for:

- Reducing flood risk by improving rainwater retention through tree planting, revitalizing urban wetlands, and adapting existing green spaces;
- Reducing extreme heat and pollution by leveraging unused public spaces to plant trees and improving urban water bodies;
- Increasing urban biodiversity by introducing pollinator-friendly species, climate resilient plants, and urban grasslands.

The program starts in the Charlottenburg-Wilmersdorf district of Berlin and uses a science-based, municipality-wide, and stakeholder-based approach to urban greening to ensure that projects are complementing existing local efforts. Two additional German cities will be chosen, in which the initial learnings from Charlottenburg-Wilmersdorf will be applied. The goal is to share a guide to urban greening with municipalities across Europe by the end of the five-year project.

The Climate Pledge Fund

In June 2020, Amazon announced The Climate Pledge Fund to support the development of sustainable and decarbonizing technologies and services that will enable Amazon and other companies to meet the goals set by The Climate Pledge. This dedicated investment program—with an initial \$2 billion in funding—will invest in visionary companies whose products and solutions will facilitate the transition to a low-carbon economy.

In order to meaningfully reduce the amount of net greenhouse gas emissions, low-carbon solutions need to be developed in all sectors of the global economy. The Climate Pledge Fund will invest in companies in multiple industries, with an initial focus on: transportation and logistics; energy generation, storage, and utilization; manufacturing and materials; circular economy; and food and agriculture. Companies of all sizes and stages will be considered, from pre-product startups to well-established enterprises looking to scale. The scope of The Climate Pledge Fund is global and will consider investments in companies developing products or services that reduce carbon emissions and help preserve the natural world.

Customers

Amazon is committed to making it easier for our customers to participate in making a positive impact on the planet and society.



Enabling Sustainability for our Customers

Amazon has set ambitious goals to make our business more sustainable on behalf of customers. Part of our commitment to both sustainability and customers includes making it easier for everyone to participate in making a positive impact on the planet and society. ➤ amzn.to/amsc

If you want to join us in supporting local communities and reducing your environmental footprint, here are a few easy ways to get started.

Reducing, Reusing, and Recycling

Find out how to recycle your Amazon packaging by checking out the Amazon Second Chance site.

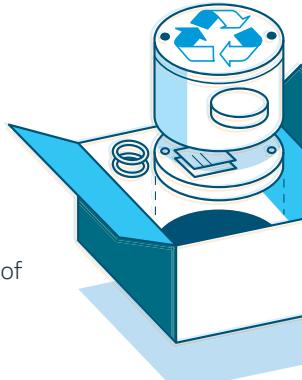
Find open-box, pre-owned, and refurbished products at a great price with Amazon Renewed, discounted deals on quality used products from Amazon Warehouse, and certified refurbished Amazon Devices.

In the U.S., visit Amazon Trade-In to learn how to receive an Amazon Gift Card in exchange for thousands of eligible items including Amazon Devices, books, video games, and more.

In North America, visit Amazon Device Recycling to find out how to cut back on clutter and recycle your electronic items, ensuring they are disposed of properly.

Across Europe, look for the WEEE symbol on devices, which denotes Electronic and Electrical Equipment eligible for takeback under the WEEE Directive. Amazon facilitates recycling of these items, ensuring that they are disposed of properly. You can check the Amazon Second Chance website to find a recycling center near you.

If you have an Echo device, Alexa Skills can help you find local recycling centers in the U.S. for specific items like lightbulbs and batteries. You can say "Alexa, open Recycling Center" to search for local options. Alexa is constantly adding new skills and improving on existing ones. The more people use them, the better they get over time.



Climate Pledge Friendly

Climate Pledge Friendly helps make it easier for customers to discover and shop for more sustainable products on Amazon. Customers will see the Climate Pledge Friendly label when shopping, which signifies that the products have one or more trusted sustainability certifications. ➤ amzn.to/climate-pledge-friendly

Saving Energy and Water

Install a smart thermostat through Amazon Home Services. Smart home thermostats can help reduce heating and cooling energy use by adjusting the temperature by a few degrees depending on the time of day and whether or not anyone is home.

Amazon Home Services professionals can help keep your home appliances in good working condition. They can take care of heating furnace and water heater maintenance or install a low-flow showerhead for you.

To reduce home electricity and water use at home, search for LED lights on Amazon, or in the U.S., ENERGY STAR, EPEAT, or WaterSense-certified products.

Reduce the carbon emissions of your travel. You can use your Echo device to find the closest bikeshare rental by saying "Alexa, open TransportMe". Another Alexa skill, Evie Assistant, will help you find the location of the nearest electric vehicle charging station (say "Alexa, open Evie Assistant"). And you can even get an electric vehicle charging station installed at your house using Amazon Home Services' network of installation professionals in the U.S.

Echo devices can also make it easier to save energy or water at home. You can use Alexa-enabled LEDs and smart plugs to turn off plugged appliances and devices when you aren't using them. Alexa skills can also make it fun and easy to save energy. For example, you can say "Alexa, open Shower Buddy" to time your showers and use less water, or say "Alexa, open Cool My House" to reduce energy consumption.

Supporting Charitable Organizations and Small Businesses

Shop with AmazonSmile and choose from over a million charities to support. As of February 2020, AmazonSmile has donated more than \$169 million USD to charities thanks to customers shopping at smile.amazon.com.

Purchase items for a charity by searching AmazonSmile Charity Lists for that charity's registry. Amazon customers have donated more than 600,000 disaster relief items through Charity Lists.

Get involved with COVID-19 relief efforts. Customers can say, "Alexa, make a donation to Feeding America COVID-19 Response" or use Amazon to donate to charities helping those affected by COVID-19, including Feeding America, American Red Cross, and Save the Children.

Donate directly to hundreds of charities through your Echo device using your Amazon Pay account by saying "Alexa, make a donation."

Support artisans and women entrepreneurs. In Europe and North America, Amazon Handmade offers handcrafted artisan goods from around the world. In India, Amazon Saheli offers a wide selection of unique regional products by women entrepreneurs across clothing, accessories, office, home, and kitchen.



Around the Globe

From building our largest wind farm in rural Texas to supporting women's empowerment programs for our suppliers in Cambodia, Amazon's sustainability efforts are happening all around the globe. › amzn.to/around-the-globe



UNITED KINGDOM

1808 charities received Amazon product donations in 2019 through our partnership with In Kind Direct.



GERMANY

100% of Amazon-shipped packaging is recyclable.



JAPAN

850 Sustainability Ambassadors are creating a culture of sustainability in Japan.



ITALY

4 operations facilities are powered by solar energy through on-site solar installations.



AUSTRALIA

Our first Australian renewable energy project will produce the annual electricity of ~23,000 average local households.



INDIA

India's packaging-free shipping program has expanded to 100+ cities across the country.

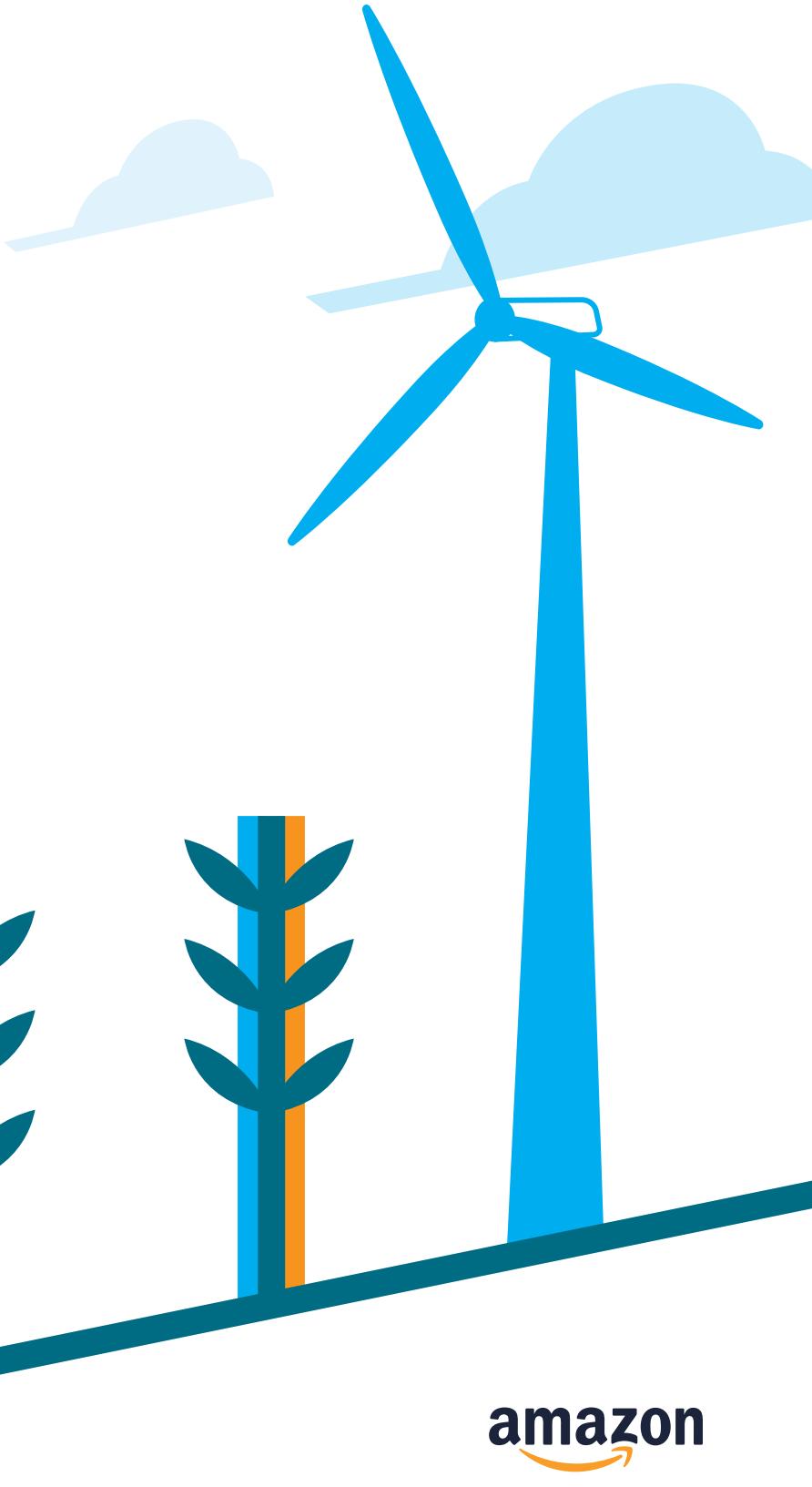
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Sustainable Operations

We are taking a broad, science-based approach to measuring and reducing carbon emissions in our operations.



Carbon Footprint

Amazon's corporate carbon footprint quantifies the total greenhouse gas emissions attributed to our direct and indirect operational activities. We measure our total impact on the climate, map the largest activities contributing to this impact, and use this information to develop meaningful carbon reduction goals, including our overall goal to reach net zero carbon across Amazon by 2040.

Our carbon footprint includes emissions from Amazon-operated and third-party freight, electricity use, Amazon branded products, capital goods, business travel, packaging, customer trips to Amazon's stores, and other purchased goods and services. The system boundary of our carbon footprint meets widely adopted international standards, including the Greenhouse Gas Protocol and ISO 14064. Our carbon footprint is externally assured by Apex.

Through our commitment to The Climate Pledge, Amazon is investing in a range of large-scale solutions to decarbonize our business, some with immediate carbon savings and others with longer-term payoffs. We have already seen an improvement in the carbon intensity of our business in 2019 as a result of operational efficiencies such as energy efficiency technologies in fulfillment centers and alternative vehicle pilots. Carbon intensity is the metric we use to benchmark our performance year over year, as it provides a relative comparison between annual performance metrics regardless of other changes to our business. While Amazon's net sales increased 22% in 2019 (excluding changes in foreign exchange rates), our total carbon footprint increased 15% during the same period. While still early days, our 2019 carbon intensity metric is 122.8 grams of CO₂e per GMS, down 5% year over year from 128.9 grams of CO₂e per dollar in 2018.

Like many companies in high growth mode, we look at the absolute tons of carbon in our footprint, but also at how we are improving our carbon intensity. Our first year-over-year comparison shows progress as we continue to make investments in innovation, technologies, and products that will decarbonize our operations over future years.

These investments include renewable energy projects like our new solar farm in Virginia, and our order of 100,000 electric delivery vehicles, which will be on the road delivering packages to customers starting in 2021. It will take several years for the carbon reduction benefits of these investments to be fully reflected in our carbon footprint. Over time, both our carbon intensity and our absolute carbon footprint will drop as we continue to make progress toward net zero carbon. With the launch of The Climate Pledge Fund, we look forward to making additional major investments in the coming years that will result in long-term payoffs.



Amazon's 2019 Carbon Footprint

Categories	MMT CO ₂ e
Emissions from Direct Operations (Scope 1)	5.76
Fossil Fuels	5.57
Refrigerants	0.19
Emissions from Purchased Electricity (Scope 2)	5.50
Emissions from Indirect Sources (Scope 3)	39.91
Corporate purchases and Amazon-branded product emissions (e.g., operating expenses, business travel, and Amazon-branded product manufacturing, use phase, and end of life)	15.41
Capital goods (e.g., building construction, servers and other hardware, equipment, vehicles)	8.01
Other indirect emissions (e.g., third-party transportation, packaging, grid line losses)	12.44
Lifecycle emissions from customer trips to Amazon's physical stores	4.05
Amazon's Total Footprint	51.17

Our carbon intensity metric, measured as grams of carbon dioxide equivalent (CO₂e) per dollar of Gross Merchandise Sales (GMS), is equal to 122.8 CO₂e per dollar (USD).

Carbon Methodology

Learn more about the science and technology behind our carbon footprint.

› amzn.to/measuring-carbon

Greenhouse Gas Emissions Verification Statement

Read the greenhouse gas emissions verification statement from Apex.

› amzn.to/carbon-assurance

Renewable Energy

Amazon is on a path to powering our operations with 100% renewable energy by 2025 as part of our goal to reach net zero carbon by 2040. In 2019, we reached 42% renewable energy across our business.

Amazon has 127 solar and wind projects across the globe that have the capacity to generate over 6,500 megawatts (MW) and deliver more than 18 million megawatt hours (MWh) of energy annually—enough to power more than 1.7 million U.S. homes. These projects supply renewable energy for Amazon's corporate offices, fulfillment centers, and Amazon Web Services (AWS) data centers that support millions of customers globally.

In March 2020, Amazon announced four new renewable energy projects—the first in Australia, second in Sweden, second in Spain, and eleventh in the Commonwealth of Virginia in the U.S. We announced five new renewable energy projects in China, Australia, and the U.S. in May 2020. In December 2020, Amazon announced plans to add 26 utility-scale wind and solar energy projects, bringing our total investment in renewable energy in 2020 to 35 projects and more than 4 gigawatts (GW) of capacity—the largest corporate investment in renewable energy in a single year. These new projects will make Amazon the largest-ever corporate purchaser of renewable energy.

One of our latest solar projects in the U.S. is a solar farm in Pittsylvania County, Virginia, which will power Amazon's new Virginia headquarters and other Amazon-owned operations across the Commonwealth, including Whole Foods Markets and fulfillment centers. The project is planned for completion by the first quarter of 2022. Amazon has contracted 82 MW of the new 120 MW solar farm, which is expected to generate 172,500 MWh of renewable energy annually.

Our largest wind project to date, Amazon Wind Farm Texas, is a 253 MW wind farm in Scurry County in the western part of the state. With more than 100 turbines, the project generates 1 million MWh of wind energy annually—enough to power almost 90,000 U.S. homes for a year.

Renewable Energy Methodology

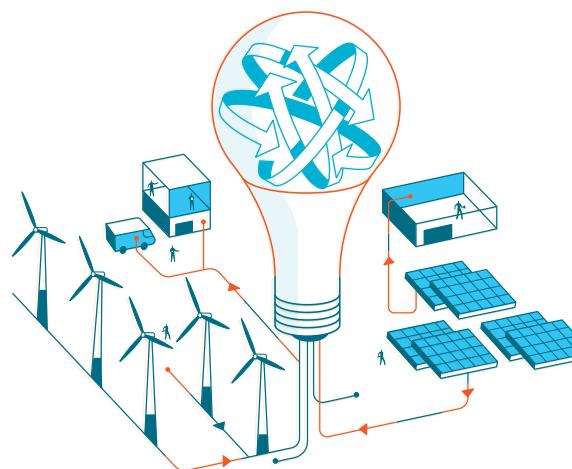
Learn more about how we calculate Amazon's renewable energy use.

› amzn.to/renewable-percentage

Renewable Energy Assurance Statement

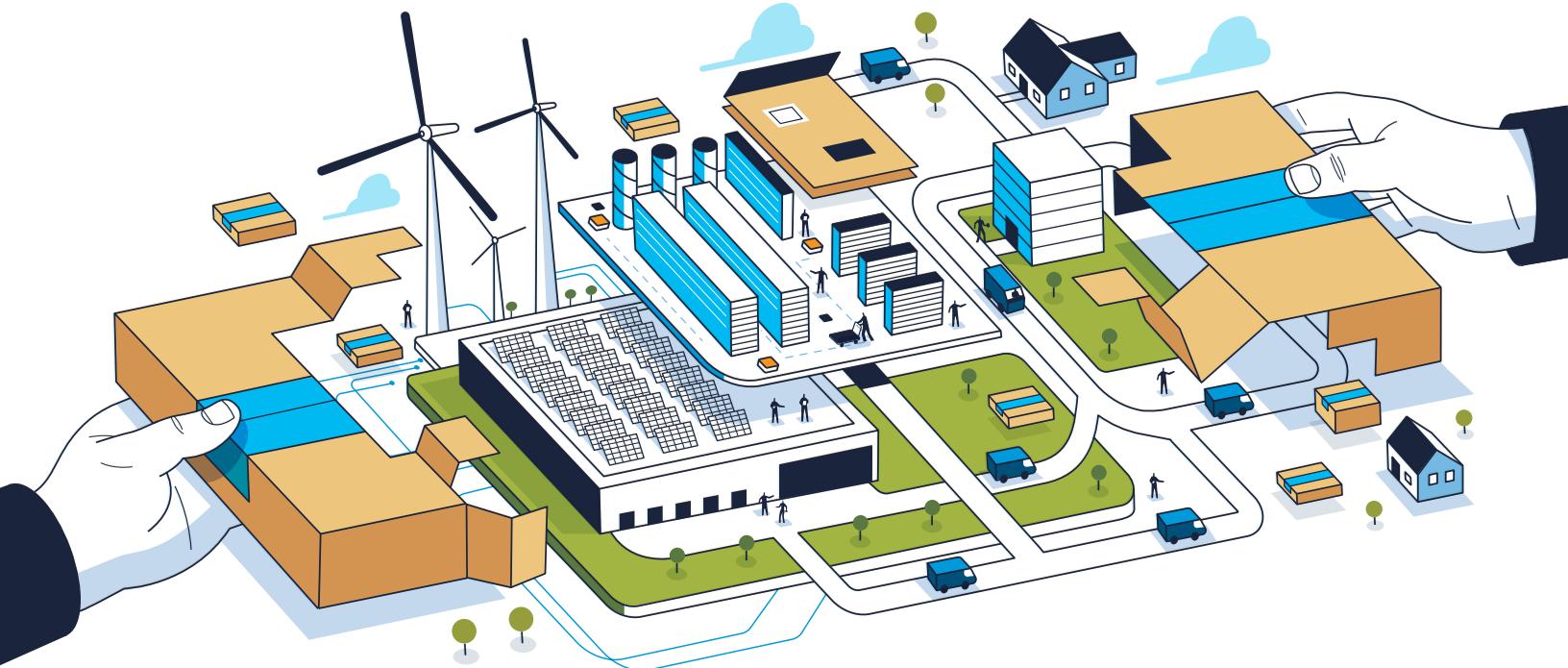
Read the renewable energy assurance statement from Apex.

› amzn.to/energy-assurance



Shipment Zero

Shipment Zero is Amazon's vision to make all Amazon shipments net zero carbon, with a goal of delivering 50% of shipments with net zero carbon by 2030.



Shipment Zero means that the fulfillment operations we undertake to deliver a customer's shipment are net zero carbon—from the fulfillment center where an item is picked off the shelf, to the materials used to package the item, and the mode of transportation that gets the package to the customer's door. We are working to launch Shipment Zero deliveries in Europe and the U.S., followed by India, Japan, and all other geographies where we operate across the globe.

The emissions sources considered in scope for Shipment Zero are:

1. Electricity emissions from powering operations facilities and vehicle charging;
2. Transportation tailpipe emissions from the burning of fossil fuels in vehicles that transport shipments from inventory to the customer;
3. Emissions from manufacturing and transporting the materials used in outbound packaging.

Fulfillment Facilities

A Shipment Zero order will travel through fulfillment facilities powered by 100% clean energy from wind and solar projects dedicated to Amazon's electricity needs and from the grid. Customer shipments pass through the following types of facilities, all powered by clean energy:

- Fulfillment centers where Amazon associates pick, pack, and ship customer orders;
- Sortation centers where customer orders are sorted by final destination and then consolidated for delivery;
- Delivery stations where orders are prepared for last-mile delivery to a customer's door.

More than 60 Amazon facilities across the globe are already powered by on-site solar panels, which generate as much as 80% of a single fulfillment facility's annual energy needs.

Packaging

A Shipment Zero order will be shipped without added Amazon packaging or in carbon neutral packaging. Ships In Own Container (SIOC) is a tier of certification within Amazon's Frustration-Free Packaging program, certifying that a product's original packaging is designed to ship without the need for an Amazon shipping box. We work closely with manufacturers to develop and test packaging that meets SIOC certification, and we share these innovations publicly to drive improvements across the industry. In India, we designed a new way to deliver customer orders packaging-free. Orders that ship in their original packaging are delivered in a protective, reusable crate in 100+ cities across India.

A second option is to ship in carbon neutral packaging that is made of net zero carbon materials, is produced with zero carbon emissions, and is delivered to Amazon fulfillment facilities using zero carbon. While we work to increase SIOC-certified products, expand packaging-free shipping programs, and develop carbon neutral packaging solutions, we will continue to pursue packaging improvements by optimizing the size and weight of shipping materials, inventing new recyclable mailers, and working with suppliers to streamline and innovate product packaging.

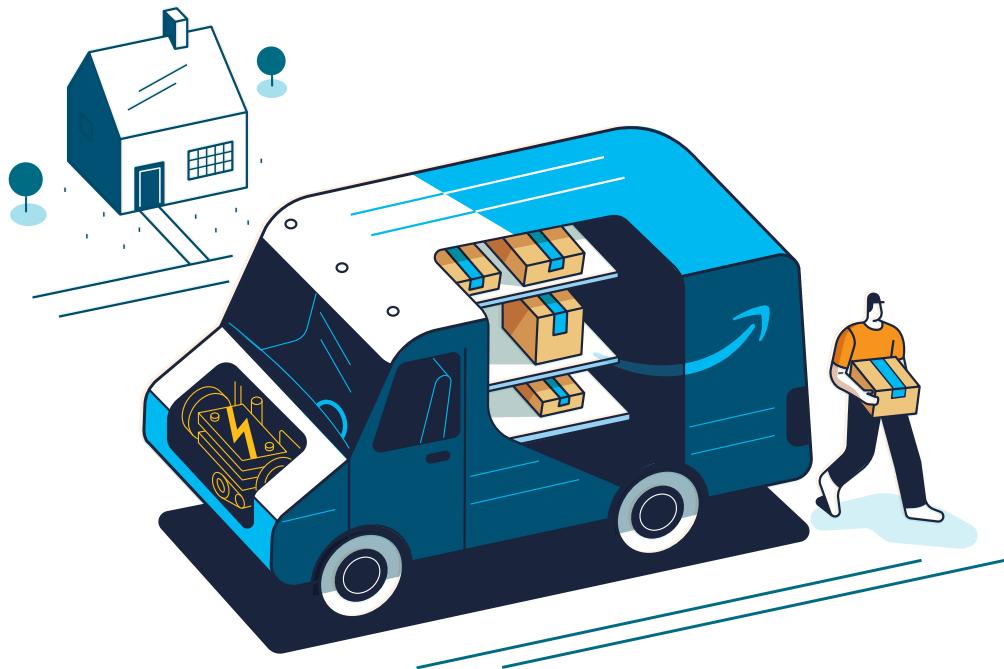
Transportation

A Shipment Zero order will be transported in a zero-emissions delivery vehicle or by a delivery associate on foot or on bicycle. Zero-emissions delivery vehicles are 100% battery electric or hydrogen-fueled, in addition to electric bikes and electric three-wheelers. Amazon's order of 100,000 electric delivery vehicles in 2019 is a major stride toward zero carbon transportation across our global network, and we are proud to operate many electric vans and trucks today. We also leverage innovative technology to maximize efficiency on the road and reduce delivery distances by placing delivery stations close to large Amazon customer populations.



Sustainable Transportation

Transportation is a major component of Amazon's business operations and a key part of our plan to meet net zero carbon by 2040. We are committed to optimizing and transforming our transportation network through innovations in electrification, efficiency enhancements, and alternative delivery methods.



Electrifying Our Transport Fleets

In 2019, Amazon ordered 100,000 electric delivery vehicles from Rivian, a U.S. electric vehicle manufacturer. This order, the largest order ever of electric delivery vehicles, sends a signal to the marketplace to start inventing and developing new technologies that large, global companies need to transition to a low-carbon economy. We plan to start using these new vehicles from Rivian to deliver packages to customers by 2021, with 10,000 new vehicles on the road as early as 2022 and all 100,000 vehicles on the road by 2030. This is projected to save millions of metric tons of carbon per year by 2030.

Amazon already operates hundreds of electric vehicles across the globe. Amazon India is adding 10,000 electric delivery vehicles to its existing fleet by 2025, including 3-wheeler and 4-wheeler vehicles designed and manufactured in India. These vehicles are in addition to Amazon's order of 100,000 electric delivery vehicles from Rivian. Across Europe, Amazon is contracting with our service providers to launch a low-pollution last-mile fleet comprised of electric and natural gas vans and cars. We have added hundreds of electric vehicle charging stations at our European facilities for our partners to use, with plans to expand this infrastructure to support more sustainable deliveries. We use electric cargo bikes in cities around the world, including a pilot in New York City in 2019. In North America, Amazon has also deployed electric yard hostlers, which are used to move trailers around facilities.

Maximizing Efficiency on Current Vehicles

While we work to adopt the most efficient, cutting-edge vehicle technologies, we are also maximizing efficiencies on our existing fleets. Across North America and Europe, our fleet includes a mix of trailers in different sizes that are equipped with skirts (panels attached to the lower side edges of a trailer to make it more aerodynamic) and automatic tire inflation systems that keep tires properly inflated and maximize fuel efficiency.

We use mud flaps designed to allow airflow and water to pass through them, minimizing drag and saving an average of 100 gallons of diesel fuel per vehicle annually. In Europe, we have deployed over 500 hydraulically powered double-deck trailers. Double-deck trailers improve space utilization by up to 70% in comparison to standard semi-trailers, reducing the total number of trucks on the road.

Optimizing Our Delivery Logistics

Amazon is constantly working to optimize our delivery network and drive efficiencies in the process of delivering our products. To fulfill customer orders quickly, we have thousands of vehicles moving from fulfillment centers to delivery destinations. We use data and algorithms to consolidate as many shipments as possible onto one vehicle or plane. We also analyze which items are being ordered most frequently, by location, to ensure that the inventory of those items is stored nearby, minimizing the need to use planes or trucks for long-distance deliveries. By boosting efficiencies across our network, we are able to put fewer vehicles and planes into service.

Using Alternative Delivery Methods

We are continually piloting new or alternative ideas in different locations around the world in an effort to increase our efficiency and reduce emissions. In urban centers like New York City, we deliver packages on foot, have expanded our use of traditional bicycles, and use pedal-assist electric bikes connected to cargo trailers that can carry up to 45 packages. In India, our fleet includes electric three-wheelers and compressed natural gas (CNG) vehicles. Electric bikes and CNG vehicles are also part of our delivery fleet in Europe. Additionally, we're developing fully electric autonomous delivery services, such as the Amazon Scout device and Prime Air drones, which will make deliveries faster and more efficient than road deliveries.

Partnering with Experts and Industry

In 2017, Amazon signed the Sustainable Fuel Buyers' Principles, demonstrating our commitment to working with service providers to accelerate the transition to low-carbon commercial transportation solutions. Members of the nonprofit Business for Social Responsibility (BSR) Future of Fuels group developed The Buyers' Principles and vetted them through its network of 600 expert and industry stakeholders. These principles outline criteria that will catalyze the partnerships needed to drive the transition to a sustainable road freight transportation system.



Sustainable Buildings

As part of our commitment to The Climate Pledge, Amazon is working to reduce the carbon emissions associated with our buildings and facilities across the globe. We are transitioning our buildings to be net zero carbon, powered by renewable energy, and highly energy efficient, with demonstrated reductions in embodied carbon—the emissions associated with a building's construction materials.

We are also working to improve the resource efficiency of our buildings beyond energy, with a focus on water and waste reduction strategies across our facilities. In all of our buildings, we seek to create safe, productive, and inspiring spaces that support the health and well-being of our employees, local environment, and community, both inside and outdoors.

Green Building Standards

We are committed to holding our buildings to the highest standards of sustainable design, and we pursue third-party building certification when doing so accelerates our impact. Amazon has nearly 30 LEED certified buildings in the U.S.—the majority of which have Gold and Platinum level certification—and more than 20 BREEAM certified buildings across Europe. We also engage with industry-leading programs that support the transition to net zero carbon in the built environment, such as the Carbon Leadership Forum.

Corporate Offices

Our global corporate offices are often located in vibrant communities and urban hubs. When designing our offices, we strive to integrate seamlessly with these communities while creating easy outdoor access for our employees and visitors. Many of our buildings offer public plazas and open green spaces for communal and public use. Even more feature green roofs and other green infrastructure that provide outdoor amenity space while supporting ecological functions like stormwater management.

Our buildings' interiors integrate biophilic design concepts, such as green walls and locally-sourced woods, in addition to energy-efficient lighting, composting and recycling, and amenity spaces for employee wellness. Many Amazon buildings also offer plug-in electric vehicle charging stations for employees and visitors.

Sustainability in Action at Our Seattle Campus:

Our flagship Seattle campus features some of our most innovative sustainable design practices. A subterranean district energy system heats many of our buildings in the Denny Triangle neighborhood using waste heat generated from a neighboring data center. Above ground, employees and visitors can enjoy The Spheres, an indoor plant conservatory featuring 40,000 plants from the cloud forest regions of more than 30 countries, along with a 4,000 square foot green wall.



100% Renewable Energy at HQ2 in Arlington: Our second U.S. headquarters in Arlington, Virginia, known as "HQ2," will use 100% renewable energy to power the four-million-square-foot campus, which is scheduled to be completed by 2022. We are constructing a new solar farm in Pittsylvania County, Virginia to power HQ2 and other Amazon-owned operations in the area, including Whole Foods Market stores and nearby fulfillment centers. A portion of the renewable energy generated from this solar farm will be allocated to Arlington County, a move that also helps advance the county's renewable energy goals. The location for the HQ2 campus was strategically determined to provide walkable access to public transportation, bike storage, and local amenities such as shops, restaurants, and childcare.

International Offices: We aim to take best practices from across our global locations and embed them at our offices all over the world. Our corporate offices in Munich, Germany, have been certified Gold for environmental design by the German Sustainable Building Council based on their energy-efficient interiors and use of sustainable building materials. In Luxembourg, efficient chillers and an advanced building management system cut energy costs, while rooftop beehives supply honey, and food is served in compostable and biodegradable containers.

Operations Facilities

With more than 175 facilities covering 150 million square feet of space across the world, Amazon fulfillment centers, sortation centers, and delivery stations account for a major part of our embodied carbon. In 2020, Amazon began an in-depth study of our operations buildings in order to transition these facilities to net zero carbon. The study examines the energy intensity of these buildings and identifies ways to meet zero carbon through energy efficiency enhancements, new technology pilots, and significant reductions in embodied carbon. This year, Amazon will update its design templates and criteria to capture these changes, and apply net zero strategies across all global regions.

On-Site Solar: Many of our facilities throughout the U.S., Europe, and India are powered by on-site solar, where a rooftop installation can power up to 80% of a facility's energy use. In 2019, we achieved a goal to install solar technology on 50 rooftops worldwide by 2020, a year ahead of schedule. We now have more than 60 rooftop solar installations on operations facilities around the world and we continue to scale this program.

Minimizing Energy Use at Operations Facilities: Our operations facilities are designed with efficient building systems to minimize energy use. We are expanding our use of building control system technology and real-time data analytics to optimize our heating and cooling systems for occupant comfort while operating as efficiently as possible. We use highly-efficient motors and advanced controls in our conveyor systems to move packages efficiently throughout our facilities, and we are testing new technologies to further reduce the energy use of material handling equipment. Through building retrofits and energy studies, we are continuously improving and learning to optimize the efficiency of our operations, uncover savings opportunities, and help drive carbon out of our fulfillment operations.

Data Centers

Amazon Web Services (AWS) has always focused on efficiency and continuous innovation in our data centers to improve operational excellence and reduce our impact on the environment. In addition to our efforts on energy efficiency and our goal to achieve 100% renewable energy for our global infrastructure, AWS has multiple initiatives to improve our water use efficiency and reduce the use of potable (drinking) water for cooling data centers.

AWS develops our water use strategy by evaluating climate patterns for each AWS Region (a physical location around the world where we cluster data centers), local water management and availability, and the opportunity to conserve drinking water sources. Taking a holistic approach, we assess both the water and energy usage of each potential cooling solution to select the most efficient method.

Whole Foods Market

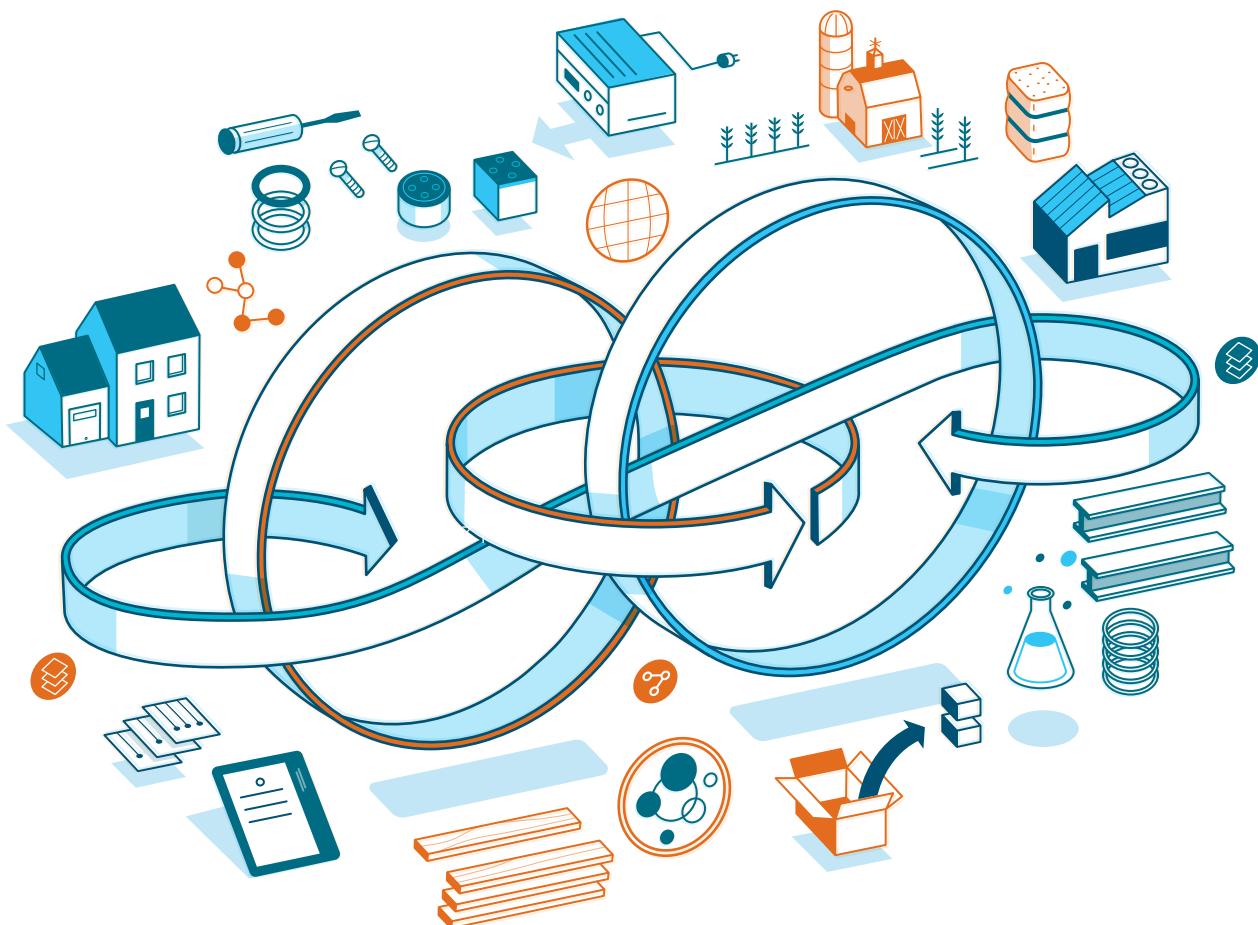
Whole Foods Market has several all-electric stores in California and dozens of buildings certified by LEED and Green Globes across North America. Every store provides a high-quality indoor experience for employees and customers, with ample daylight and amenity space. Stores in the San Francisco Bay Area have piloted a technology that combines advanced cloud computing, predictive analytics, and a thermal energy storage retrofit to modulate their refrigeration systems during peak energy.

Whole Foods Market is a founding partner of the U.S. Environmental Protection Agency's GreenChill program, which helps food retailers transition to alternative refrigerants, reduce refrigerant charge sizes, eliminate leaks, and adopt green refrigeration technologies. Whole Foods Market has piloted various technologies to reduce carbon emissions from the use of refrigerants. For example, multiple stores across the U.S. and Canada use natural refrigerants, which contain zero ozone depletion potential and very low global warming potential.



Circular Economy

We are minimizing waste, increasing recycling, and providing options for our customers to reuse, repair, and recycle their products—sending less material to the landfill and more back into the circular economy loop.



Recycling

Amazon is committed to reducing our environmental footprint through recycling initiatives in our own operations and for our customers. We are developing new recycling infrastructure, inventing recyclable packaging materials, and investing in initiatives that support the recycling industry across the U.S.

Recycling Infrastructure

In addition to optimizing our recycling efforts for common materials like cardboard, we are working to address the materials that are toughest to recycle in our operations. Plastic film, for example, is a difficult material to process and recycle, and is not accepted by most curbside recycling programs. To address this gap, Amazon is launching plastic film recycling at more than 55 fulfillment centers across our network. Through this program, we expect to recycle more than 7,000 tons of plastic film per year, in addition to the 1,500 tons of plastic already being recycled annually in Europe.

We are also exploring alternative solutions for less common materials that cannot be recycled. In the UK, for example, we collect the silicone backing paper from shipping labels to convert into animal bedding. We are looking across our entire operations network to incorporate more of our own recycled plastic in products, packaging, and operational processes.

Recyclable Mailers

In 2019, we launched a fully recyclable paper padded mailer that protects products during shipping while taking up less space in transit. This ensures customer deliveries arrive undamaged and in recyclable packaging with a lower carbon footprint. The recyclable mailer is made of four layers of paper and a water-based cushioning material using components commonly found in the glue used to make cardboard. The lightweight recyclable cushioning was specifically designed to easily separate from the paper in the same way that print inks and other paper coatings are removed during the paper recycling process.

Recycling Partnerships

At Amazon, we know our customers care about minimizing the amount of waste that ends up in landfill. To improve curbside recycling in the U.S., we partnered with The Recycling Partnership, which supports communities and local governments with education, infrastructure, and measurement related to curbside recycling.

We also invested \$10 million in the Closed Loop Infrastructure Fund to finance recycling and circular economy infrastructure in North America. Through this investment, Amazon aims to increase product and packaging recycling, ensuring that material gets back into the manufacturing supply chain. Over the next decade, our investment in the Closed Loop Infrastructure Fund will improve curbside recycling for 3 million homes in communities across the U.S., diverting 1 million tons of recyclable material from landfill and eliminating the equivalent of 2 million metric tons of carbon dioxide.



Amazon Second Chance

Amazon Second Chance provides information on how to trade in, recycle, or repair products, how to recycle Amazon packaging, and how to find open-box and refurbished devices. Customers may visit Second Chance to learn about and compare programs that help eliminate waste and give products a second life.

› amzn.to/amsc

Customers who have eligible items they no longer want can discover the Amazon Trade-In program, which allows them to receive an Amazon.com Gift Card in exchange for thousands of eligible items including Amazon devices, cell phones, video games, and more. In addition, customers wanting to responsibly dispose of their electronics can discover our device recycling program for a variety of electronics and related accessories.

Amazon also gives customers several options to shop for great deals on open-box or gently-used items. Amazon Warehouse—an online store for great deals on quality used products including furniture, toys, instruments, kitchen appliances, clothes, and more—has an extensive inspection process that ensures as many gently-used returned items as possible can be resold rather than being sent to landfill. Amazon Renewed offers refurbished, pre-owned, and open-box products such as computers, laptops, smartphones, tablets, cameras, audio devices, home appliances, and more. And Certified Refurbished and Used Amazon Devices provides customers access to pre-owned Amazon devices such as Echo, Fire Tablets, Kindle E-readers, and more. Certified Refurbished devices have been refurbished, tested, and internally certified by Amazon to look and work like new. All of these programs reduce waste and encourage reuse by ensuring that valuable products can go back into the hands of customers rather than being sent to landfills.

Amazon also encourages customers to fix the things they buy before replacing, returning, or disposing of them. Amazon offers free Product Support (on a select but growing number of items) with the goal of helping customers maximize the useful life of the things they already own. Product Support serves seven global geographies with technical support, parts replacement, and repair services. Helping customers responsibly dispose of Amazon packaging is another key component of Second Chance. Customers are able to view various types of Amazon packaging and are provided with instructions on how and where to dispose of the materials.



Product Donations

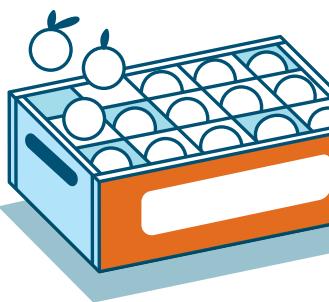
At Amazon facilities around the world, we are continuously expanding initiatives to maximize the positive impact of our surplus inventory. We contribute food and non-food product donations to hundreds of food banks and nonprofits, reducing landfill waste and helping our local communities.

Amazon partners with Feeding America and Good360 to donate surplus inventory and distribute products to communities in need across the U.S. In 2019, Amazon and Whole Foods Market donated 37.5 million meals and 200,000 pounds (90,700 kilograms) of household essentials to Feeding America through its donation program.

Throughout countries in Europe, we collaborate with local food banks and non-food charities to donate products to communities in need. Amazon is a long-term partner of the German nonprofit Innatura, which brokers in-kind donations to charitable organizations. Through this partnership, Amazon has donated to more than 1,500 charities benefiting nearly 500,000 individuals and families in Germany with donations including toys, shoes, clothing, and drugstore items, among others.

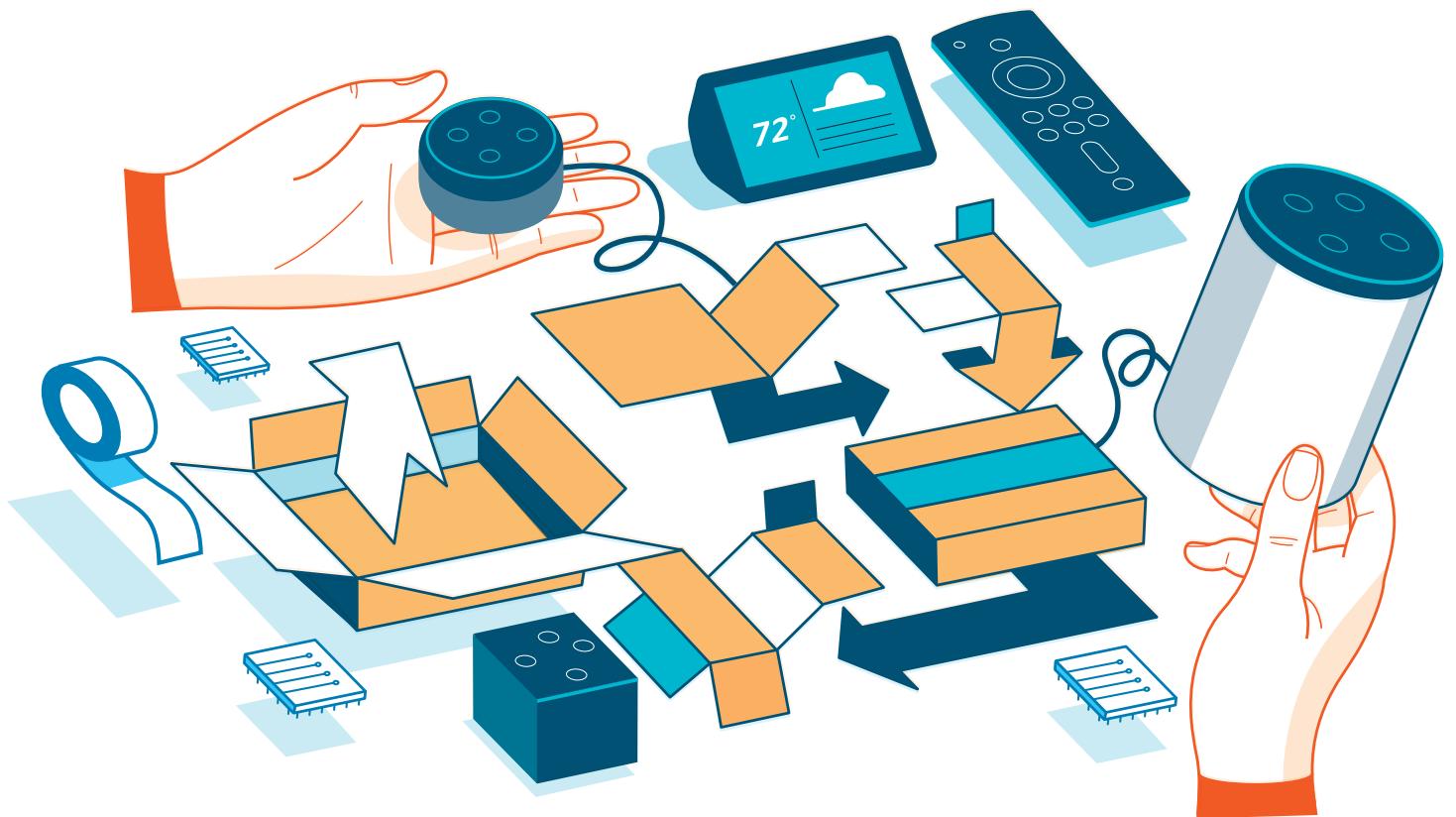
Amazon works with In Kind Direct, a national charity in the UK that manages the donation of surplus products to charities across the country. Since partnering with In Kind Direct, we have donated more than \$8.7 million (£7 million) worth of products. In 2019 alone, we donated \$1.2 million (£1 million) to over 2,000 charities and voluntary organizations across the UK.

Amazon is also investing in automated systems that enable third-party sellers to donate their surplus inventory to local charities. This new program has quickly become popular, with 97% of sellers on Amazon in the U.S. opting to donate their surplus inventory. This program also launched in the UK with nine local charity partners and will expand to France by the end of 2020. In the last three months of 2019 alone, third-party sellers donated a combined 3 million products to communities in need through this new automated system.



Packaging and Products

We are redesigning packaging to reduce waste and making our private-label products and devices in responsible ways.



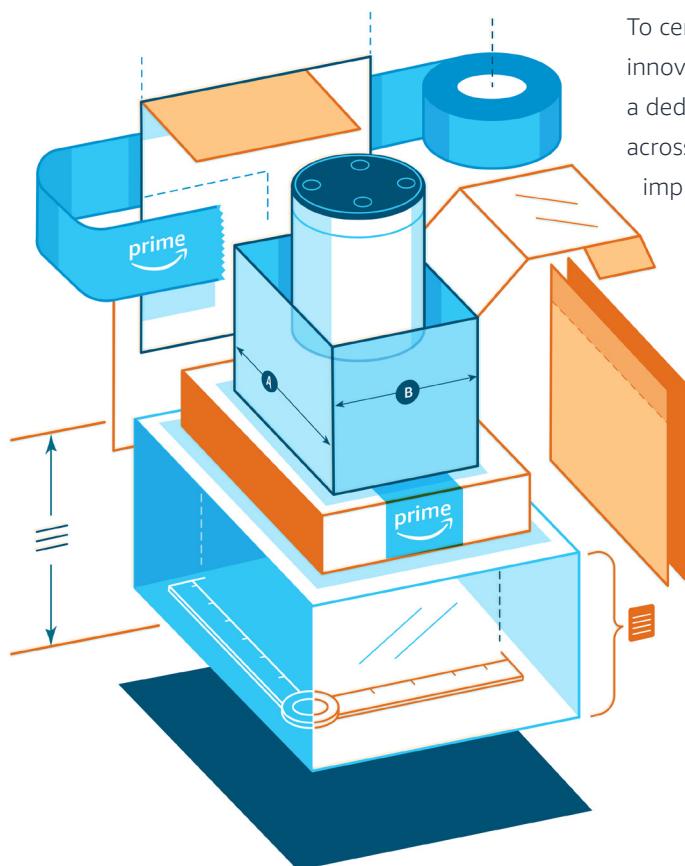
Reducing Packaging Waste

Our customers want right-sized, recyclable packaging that minimizes waste and ensures damage-free delivery. We work to reinvent and simplify our sustainable packaging options using a science-based approach that combines lab testing, machine learning, materials science, and manufacturing partnerships to scale sustainable change across the packaging supply chain.

Sustainable Packaging Initiatives

Our sustainable packaging initiatives reduce waste and make it easier for customers to remove products from packaging. Unlike traditional retail stores, products bought online don't need the elaborate packaging used for displaying products on store shelves. Instead, customers use star ratings and reviews to guide their online shopping decisions.

Our Frustration-Free Packaging (FFP) program encourages manufacturers to package their products in easy-to-open packaging that is 100% recyclable and ready to ship to customers without additional Amazon boxes. Since 2015, we have reduced the weight of outbound packaging by 33% and eliminated more than 900,000 tons of packaging material, the equivalent of 1.6 billion shipping boxes.



To certify products under Amazon's FFP program, we help manufacturers innovate and improve their packaging functionality. By testing products in a dedicated, state-of-the-art lab in Seattle and in our fulfillment centers across the globe, we identify specific steps that manufacturers can take to improve their packaging and ensure products are protected all the way to the customer's doorstep.

Today, more than 2 million products qualify under our FFP program. Philips, for example, was inspired by our FFP program to reinvent their packaging. The new Norelco OneBlade razor design now has 80% less packaging volume, is fully recyclable, and delights customers with print on the inside of the box which enhances the opening experience.

Machine Learning

How big of a box is needed for a given product? Is an Amazon box needed at all? To find out, we use machine learning algorithms to arrive at the best possible packaging choices for deliveries. That means identifying which products don't need packaging at all, and which smaller products are suitable for envelopes or mailers. In cases where the protection of a box is needed, algorithms help us continuously optimize box choices to fit our ever-changing catalog. Computer-aided engineering also helps us redesign boxes to use less material while making sure customer orders are protected. These improvements

reduce volume per shipment, which means less unnecessary packaging and more efficient use of all forms of transportation, reducing carbon in small amounts to create a larger impact across our network.

We also use machine learning to help target products where even small packaging improvements can have significant impacts on reducing waste. We developed a machine learning model to identify liquid products with the highest average rates of customer reported damages. We then subjected those products to extensive additional testing at our Amazon Packaging Lab, where we simulate a package's journey from the manufacturer to the customer.

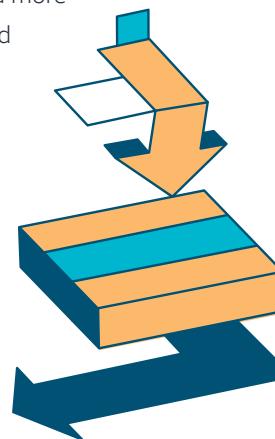
Through this process, we've teamed up with companies like Rieke—a packaging solutions firm that makes dispensing systems for personal care, food, and healthcare products—to provide data and packaging insights on many of the conventional dispensing systems that are used in millions of products on Amazon. By strengthening materials, creating new locking mechanisms to prevent pumps from twisting open, and sealing potential leak points, Rieke's team has created dispensers specially designed to withstand the journey to the customer. These new and improved designs include trigger sprayers common on household cleaners and personal care products, pumps for lotions, and pumps for foams.

Engaging with Vendors and Industry

We work with top brands and vendors to reinvent their packaging for waste reduction in e-commerce, including optimized packaging that allow products to be shipped in their own container. The toy maker Hasbro, for example, redesigned the packaging for its popular toy, Baby Alive, reducing both the amount of material used and the overall package size by more than 50%. The pet food company Hill's Pet Nutrition reworked its packaging to make bags of kibble less likely to break and spill during shipment; testing at Amazon validated the redesigned packaging.

We are working across the packaging industry, using new analytics and test methods, new materials, and new ways to build enclosures that protect customer products. With packaging suppliers, for example, we have developed solutions for liquid dispensing systems on hard-to-ship items, such as household cleaners and personal care products, preventing spills and the need for extra packaging to contain spills if they happen.

Amazon is a member of the Sustainable Packaging Coalition (SPC), an industry working group dedicated to a more robust environmental vision for packaging. SPC uses strong member support, an informed and science-based approach, supply chain collaborations, and continuous outreach to design packaging that encourages a sustainable flow of materials. Amazon has also joined the International Safe Transit Association (ISTA), an organization focused on the specific concerns of transport packaging. ISTA is a nonprofit, member-driven association that sets the standards for optimizing the resources in packages that are designed to be survivable, sustainable, and successful.



Sustainable Products and Materials

Amazon aims to be Earth's most customer-centric company, which means giving our customers access to the sustainable products they want. From thousands of Amazon-branded products to millions of retail and third-party items sold on Amazon, we are working to reduce the environmental impact of the products we manufacture and provide customers more information about the sustainability attributes associated with the items we sell.



Sustainable products cover a range of attributes intended to preserve the natural world, and we strive to help Amazon customers easily discover and shop products that exceed the environmental benefits of comparable products.

For Amazon-owned Private Brand products and Amazon devices, we work with many of the manufacturers and suppliers that produce our private-label selection to drive sustainability improvements through materials and ingredients, design, sourcing, and manufacturing technology. Our global teams also work closely with suppliers to communicate our human rights standards, and help suppliers build their capacity to provide safe and respectful working environments.



Household Goods

Many Amazon customers prioritize safety and sustainability when it comes to household goods like cleaning supplies and personal care products. Customers want to be sure the products they buy are safe for their families and help preserve the planet, without compromising on quality or price.

We are working to increase the sustainable attributes of many of our Private Brand selections, from bio-based laundry and dish soaps that offer an effective, alternative choice to conventional formulas, to beauty products that are formulated without harmful chemicals. As part of that commitment, we implemented a Chemicals Policy and Restricted Substance List (RSL), both of which apply to Amazon-owned baby, household cleaning, personal care, and beauty brands. To support the broader retail sector's collaborative effort to use safer formulations and produce more sustainable products, Amazon joined the Retail Leadership Council of the Green Chemistry and Commerce Council (GC3).

We also take an active role in promoting sustainability with our selling partners. For example, we teamed up with Procter & Gamble to develop the Tide Eco-Box, a concentrated version of Tide's traditional laundry detergent compressed into a fully recyclable, shipping-safe package, which is produced using 60% less plastic and 30% less water than a conventional plastic jug. Countless other Amazon selling partners offer biodegradable and plant-based options for staples like dish detergent and multi-purpose cleaners.

Food and Grocery

Sustainable food selection means something different to each customer. Across our Amazon food and grocery businesses, we make it easy for customers to find a range of options like free range, pasture-fed, organic, and fair trade groceries.



As sellers of animal-derived products, we recognize our responsibility to uphold animal welfare within our supply chain. We expect our suppliers to uphold the Five Freedoms framework for animal welfare, including freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury, or disease; freedom to express normal behavior; and freedom from fear and distress. We expect our suppliers to comply with all applicable laws and to take a zero-tolerance approach to animal cruelty, abuse, and neglect. We encourage suppliers to continuously improve their animal welfare standards and practices, and to work towards recognized animal welfare certifications or industry guidelines that include welfare provisions.

At Whole Foods Market in the U.S., we sell high quality natural and organic foods. We research ingredients and audit sourcing practices for Whole Foods Private Brand products to make shopping easier for customers. In our meat department, products are free of added hormones or antibiotics, and no cages or tethers are permitted during the animal's daily life. Our seafood department sources only from responsibly managed fish farms and fisheries. The Whole Trade Guarantee found on produce and other items signifies that a product meets criteria that support both workers and the environment.



Palm Oil

Palm oil is used extensively as an ingredient in consumer products. However, its cultivation has contributed to deforestation, biodiversity loss, and negative social impacts in some of the regions where it is grown. Our approach is to promote the use of sustainably-certified palm oil in our Private Brand food products and ask our Private Brand suppliers to source palm oil that is sustainably-certified. We are starting with Amazon-owned Private Brand food products in North America and across Europe, where our goal is to source 100% sustainable palm oil by the end of 2020.

Chemicals

We are committed to developing high-quality and affordable Amazon-owned Private Brand products that customers love. Part of our commitment to quality is avoiding chemicals of concern in our products that can affect human health and/or the environment. We define chemicals of concern as those chemicals that: (1) meet the criteria for classification as a carcinogen, mutagen, or reproductive or other systemic toxicant; or (2) are persistent, bioaccumulative, and toxic. We strategically prioritize which chemicals of concern to focus on based on product type, customer concerns, and the availability of safer alternatives.



The baseline list of chemicals of concern included on our first Restricted Substance List (RSL) identifies the chemicals that we seek to avoid in Amazon-owned Private Brand baby, household cleaning, personal care, and beauty products in the U.S. and Europe. This policy is in addition to applicable local legal requirements and associated compliance plans. It will be expanded to additional brands, product categories, and geographies over time. Read more about our chemicals policy. > amzn.to/materials

Fashion and Apparel

At Amazon, we're committed to making it easier for our customers to choose high-quality, sustainable apparel products. We are working to lower the environmental impact of our Amazon-owned Private Brand apparel products and we partner directly with suppliers of these products to find solutions that promote the use of sustainably-produced fabrics and recycled materials. We are starting our work in the U.S. and Europe, and will expand to additional geographies over time. To incorporate industry best practices and support collective action, we are proud to collaborate with leading apparel partners, including the Better Cotton Initiative, Textile Exchange, Sustainable Apparel Coalition, and Leather Working Group.

Cotton: We are working to ensure that all cotton used in Amazon-owned Private Brand apparel products is sourced sustainably by the end of 2022. This includes cotton sourced from recycled materials, or from farms certified as organic or licensed by the Better Cotton Initiative, a global nonprofit that aims to transform the cotton supply chain by developing Better Cotton as a sustainable mainstream commodity.



In 2019, Amazon signed the Responsible Sourcing Network's public Cotton Pledge, committing to not source cotton from Turkmenistan and Uzbekistan until the pervasive use of government-mandated forced labor is stopped. Amazon prohibits forced labor within our supply chains, and we have internal controls and external engagements to address forced labor within global supply chains. This pledge represents an additional step in that direction and lends Amazon's voice in demanding an end to forced labor in these two countries.

Cellulosic fibers: By 2022, we will ensure that none of the man-made cellulosic fibers—including rayon/viscose, lyocell, and modal—sourced for Amazon-owned Private Brand apparel products are derived from ancient and endangered forests, or from endangered species' habitats or other controversial sources, as defined by the nonprofit organization Canopy's tools and reports. Our approach to cellulosics includes using fabrics that provide assurance on traceability and use best available processing technology, as well as supporting the use of innovative lower impact alternative fiber sources, such as recycled fiber from used clothing.



Recycled fabrics: We will increase the use of recycled fabrics in Amazon-owned Private Brand apparel products, including moving from conventional to recycled polyester, and launching products made from innovative recycled fibers. In 2020, we joined the Textile Exchange, a global nonprofit that works with its members to drive industry transformation in preferred fibers, including recycled materials.

Leather: In 2020, we joined the Leather Working Group, a nonprofit membership organization that works to improve environmental stewardship within the global leather industry. By the end of 2023, we will source all leather used in Amazon-owned Private Brand apparel and shoe products from tanneries that meet the Leather Working Group's bronze level award or higher.

Product labels: As of 2020, all new woven labels in Amazon-owned Private Brand apparel products are made from recycled fabric and all new swing tags are made from FSC-certified paper.

Devices and Sustainability

Amazon aims to be Earth's most customer-centric company, which means as part of Amazon's commitment to The Climate Pledge, we are working to make Amazon devices more sustainable, from how we make them to how customers use them. We complete life cycle assessments to help us understand the environmental impact of each device type and use these learnings to set goals, from using recycled materials to investing in renewable energy. We are building a future in which customers will be able to control their smart homes or read, listen, and watch on their devices, knowing that Amazon is reducing its carbon footprint.



Recycled Materials

We are incorporating recycled plastics, fabrics, and metals into many new Amazon devices, giving new life to materials that could otherwise end up in waste streams. The recycled materials used in our devices launching in 2020 could fill over 800 garbage trucks worth of plastics, fabrics, and aluminum.

Device Packaging

When it comes to sustainability, we are not just focused on improving our devices, but on their packaging too.

We are working to source 100% of the wood fiber in this packaging from responsibly managed forests or recycled sources. We're reducing single-use plastic, eliminating over 9 million bags from our device packaging in 2020 alone. Our goal is to make Amazon devices packaging 100% curbside recyclable and plastic-free by 2023. We are also redesigning the shipping package to reduce waste.



Energy

We strive to make our devices energy efficient because it's good for the planet and our customers. That's why we've added a Low Power Mode feature to select devices that reduces their energy consumption during periods of inactivity over their lifetime. Making our devices more energy efficient is not enough to get to net zero carbon. So, starting in 2020, Amazon is building new wind and solar farms to produce clean energy equivalent to the electricity used by every customer's Echo device. We have a bold goal to continue building new renewable energy projects until we account for the energy consumption of all Amazon devices.

Investing in Clean Energy

Amazon works with energy companies to bring new renewable projects online to produce clean energy equivalent to the electricity used by our devices. To size these projects, we model and measure the energy consumed by our devices in different types of use, then project their total average global annual electricity consumption. The first new wind and solar farms are expected to come online in 2022 and 2023, and will produce clean energy equivalent to the electricity used by every customer's Echo device. Until then, we will invest in renewable energy certificates to support clean energy projects, matching the quantity of electricity our customers' Echo devices use until the new projects come online. Our Amazon renewable energy portfolio is global, and in the coming years we will expand our devices renewable energy portfolio into other regions where our devices are used.



Alexa

Customers can track and manage the energy consumed by compatible devices in their homes with an energy dashboard, coming soon to the Alexa app. Plus, if Alexa has a hunch that a customer is away and forgot to turn off a light, Alexa will automatically turn it off — helping customers conserve energy without even thinking about it. Collectively, this can help save energy and reduce carbon emissions.



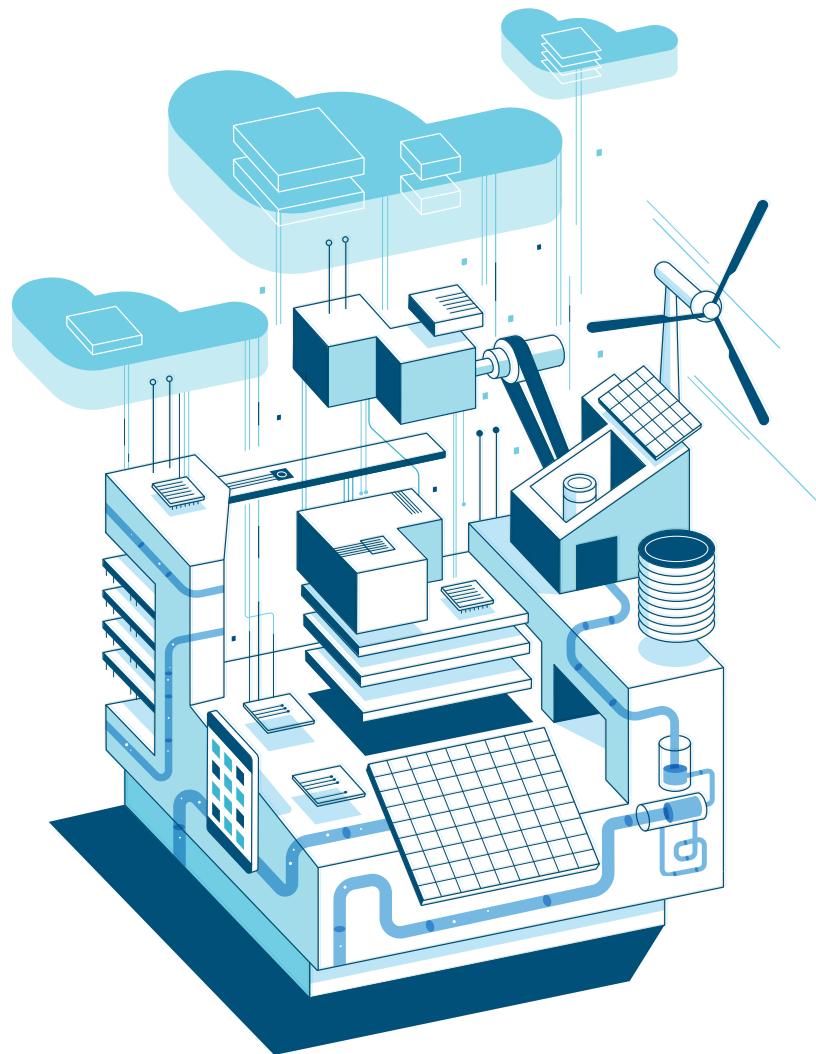
Trade In or Recycle

We build our devices to last, but there may come a time when customers want to trade in or recycle their device.

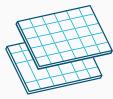
Customers in the U.S. can explore their options with Amazon Second Chance. Eligible devices qualify for an Amazon.com Gift Card equal to the value of the trade-in, plus a discount toward the purchase of a new eligible Amazon device. For devices that are not eligible for trade-in, we offer customers a recycling program for electronic items including Amazon devices and accessories.

The Cloud

Amazon Web Services (AWS) is committed to running our business in the most environmentally friendly way possible and achieving 100% renewable energy usage for our global infrastructure.



Learn how AWS is working to achieve Amazon's goal of 100% renewable energy.



APR 2015

Amazon announces joining the American Council on Renewable Energy (ACORE) and will participate in the U.S. Partnership for Renewable Energy Finance (U.S. PREF) to increase our work with state and federal policymakers and other stakeholders to enable more renewable energy opportunities for cloud providers.

JUL 2015

AWS announces that it has contracted with Iberdrola Renewables, LLC to construct and operate Amazon Wind Farm U.S. East.

NOV 2015

AWS announces that it has contracted with EDP Renewables to construct and operate Amazon Wind Farm U.S. Central.

JAN 2016

Amazon launches Wind Farm Fowler Ridge, marking the first of our four announced renewable energy projects to move into full operation.



OCT 2016

Amazon Solar Farm U.S. East is now in production in Accomack County, Virginia.

2014

NOV 2014
AWS shares its long-term commitment to achieve 100% renewable energy usage for the global AWS infrastructure footprint.

SEP 2015

Amazon joins The Buyers' Principles to collaborate with more than 40 other companies on making clean energy solutions more affordable and accessible to all.

JUN 2015

AWS announces that it has teamed with Community Energy, Inc. to construct and operate Amazon Solar Farm U.S. East.



JAN 2015

AWS announces that it has teamed with Pattern Development to construct and operate Amazon Wind Farm Fowler Ridge.

2015

NOV 2016

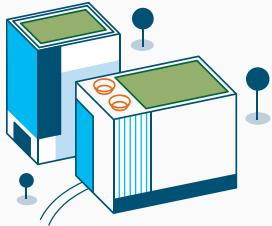
AWS announces five new solar farms across the Commonwealth of Virginia. These solar farms join the company's existing project, Amazon Solar Farm U.S. East, which went into production in October 2016. Amazon worked with developers Virginia Solar LLC and Community Energy Solar on the projects and will further collaborate with an affiliate of Dominion Resources, Inc. to own and operate the solar farms.

APR 2016

Amazon joins Apple, Google, and Microsoft in filing an Amicus Brief that supports the continued implementation of the U.S. Environmental Protection Agency's Clean Power Plan (CPP) and discusses the technology industry's growing desire for affordable renewable energy across the U.S.

2016

DEC 2017
Five solar farms that AWS previously announced are now in operation in the Commonwealth of Virginia. Together with Amazon Solar Farm U.S. East, the six solar farms bring 260 MW of renewable energy capacity onto the grid.



2018
AWS exceeds 50% renewable energy usage for 2018.



APR 2019
AWS announces three new wind farms—one in Ireland, one in Sweden, and one in the U.S. When complete, these projects are expected to produce 670,000 MWh of renewable energy annually.

AUG 2019
AWS announces two new renewable energy projects in Europe and the U.S., which are expected to produce approximately 168,000 MWh of clean energy annually.

OCT 2019
AWS announces three new renewable energy projects in the U.S. and UK. Combined, these projects are expected to produce 265 MW of additional renewable capacity and approximately 670,000 MWh of energy annually.

DEC 2020
Amazon announces three new renewable energy projects in the U.S. and Spain, which are expected to produce a combined 329 MW of additional renewable capacity and almost 700,000 MWh of energy annually.

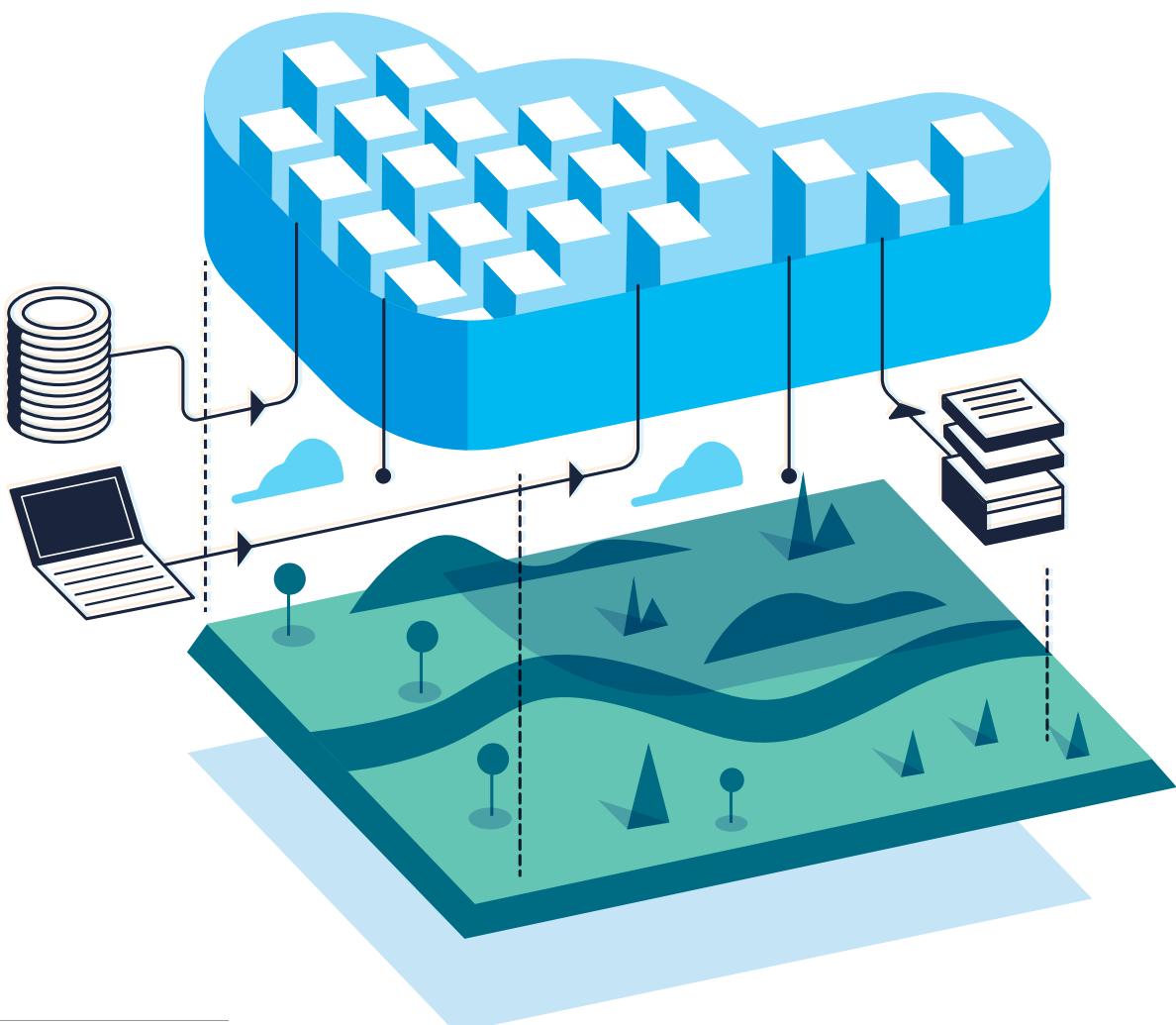


MAR 2020
AWS announces four new renewable energy projects in Australia, Spain, Sweden, and the U.S. Combined, these projects are expected to produce almost 300 MW of additional renewable capacity and approximately 840,000 MWh of energy annually.

MAY 2020
Amazon announces five new renewable energy projects in China, Australia, Ohio, and Virginia, with a combined 615 MW of additional renewable capacity and an expected generation of 1.2 million MWh of energy annually.

Cloud Efficiency

"Our results show that AWS's infrastructure is 3.6 times more energy efficient than the median of the surveyed U.S. enterprise data centers. More than two-thirds of this advantage is attributable to the combination of a more energy efficient server population and much higher server utilization. AWS data centers are also more energy efficient than enterprise sites due to comprehensive efficiency programs that touch every facet of the facility. When we factor in the carbon intensity of consumed electricity and renewable energy purchases, which reduce associated carbon emissions, **AWS performs the same task with an 88% lower carbon footprint.**" › amzn.to/cloud-efficiency



Source: 451 Research, 2019. All rights reserved.

Reducing Water in AWS Data Centers

AWS has always focused on efficiency and continuous innovation in our data centers to improve operational excellence and reduce our impact on the environment. In addition to our efforts on energy efficiency and our goal to achieve 100% renewable energy for our global infrastructure, AWS has multiple initiatives to improve our water use efficiency and reduce the use of potable (drinking) water for cooling data centers.

AWS develops our water use strategy by evaluating climate patterns for each AWS Region, local water management and availability, and the opportunity to conserve drinking water sources. Taking a holistic approach, we assess both the water and energy usage of each potential cooling solution to select the most efficient method.

Evaporative Cooling

When possible, AWS incorporates direct evaporative technology for cooling our data centers, significantly reducing energy and water consumption. During cooler months, outside air is directly supplied to the data center without using any water. During the hottest months of the year, outside air is cooled through an evaporative process using water before being pushed into the server rooms, and we have optimized our cooling systems to use minimal water. AWS is constantly innovating the design of our cooling systems to further reduce water use, and we utilize real-time sensor data to adapt to changing weather conditions.

Recycled Water

AWS is expanding its use of non-potable water for cooling purposes to help conserve local drinking water sources. In Northern Virginia, AWS was the first data center operator to be approved to use recycled water with direct evaporative cooling technology. We partnered with Loudoun Water to demonstrate the benefits of recycled water for industrial cooling applications, and shared our operational best practices for utilizing recycled water in our data centers. In the AWS U.S. West (Oregon) Region, we have partnered with a local utility to use non-potable water for multiple data centers, and we are retrofitting AWS data centers in Northern California to use recycled water.

The process for utilizing recycled water begins when wastewater from residential and industrial customers is treated at a local facility and redistributed through its own piping infrastructure. Recycled water has to meet stringent health standards and safe surface discharge standards.

AWS is working with local utilities to expand distribution infrastructure and drive faster implementation and adoption of recycled water for data center cooling applications, in order to reduce our usage of potable water.



On-Site Water Treatment

AWS is implementing on-site modular water treatment systems in multiple regions. As water is cycled through evaporative cooling units, minerals build up as water evaporates, eventually reaching a level of concentration that requires replacement with fresh water. On-site water treatment allows us to remove scale-forming minerals and reuse water for more cycles. Increasing our “cycles of concentration” allows us to continue to reduce water intake for cooling our data centers.

Water Efficiency Metrics

In the infrastructure regions where we use water for cooling, AWS has developed water efficiency metrics to determine and monitor optimal water use for each AWS Region, and we employ a data-driven approach to select the most effective water reduction technologies. Water metrics from each of our Regions help AWS evaluate technologies and understand the long-term impacts on our water usage, in order to increase efficiency as our infrastructure grows and we expand to new regions.

We are partnering with utilities to connect directly to utility water meters, and we are also installing our own meters to track real-time water usage to provide consistent data for our operations and sustainability teams. By analyzing this data, AWS can identify opportunities to reduce water usage and rapidly make operational changes, rather than waiting for bills or usage reports.

AWS will continue to implement these strategies and test new technologies in order to reduce our water consumption and conserve potable water sources. Saving water is good for the environment and also benefits our customers as we increase our operational efficiency.

Amazon Sustainability Data Initiative

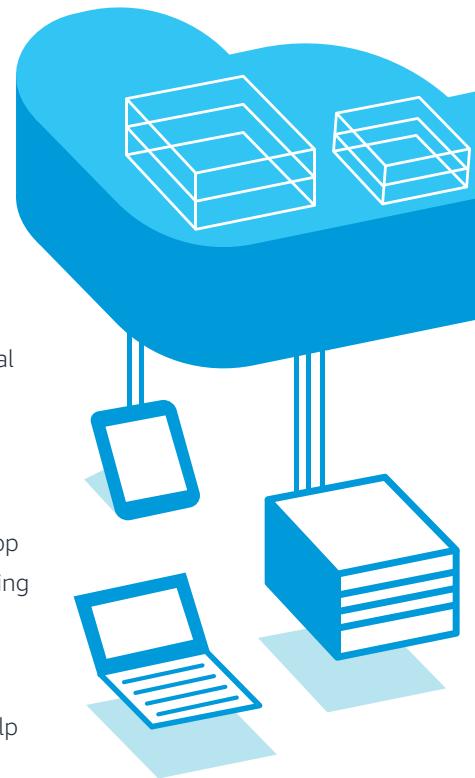
The Amazon Sustainability Data Initiative (ASDI) seeks to accelerate sustainability research and innovation by minimizing the cost and time required to acquire and analyze large sustainability datasets.

ASDI currently works with scientific organizations like NOAA, NASA, the UK Met Office and Government of Queensland to identify, host, and deploy key datasets on the AWS Cloud, including weather observations, weather forecasts, climate projection data, satellite imagery, hydrological data, air quality data, and ocean forecast data. These datasets are publicly available to anyone. In addition, ASDI provides cloud grants to those interested in exploring the use of AWS' technology and scalable infrastructure to solve big, long-term sustainability challenges with this data. The dual-pronged approach allows sustainability researchers to analyze massive amounts of data in mere minutes, regardless of where they are in the world or how much local storage space or computing capacity they can access.

Innovating for Sustainability in the Cloud

From university researchers to local governments, federal agencies to private startups, many organizations are leveraging ASDI to better understand the long-term opportunities to address big challenges like climate change. Below are some examples of how AWS customers are innovating and problem solving for sustainability.

- Satellite imagery for five countries in Africa has been compiled in the African Regional Data Cube (managed by the UN Global Partnership for Sustainable Development Data), a tool developed in the AWS Cloud that enables authorities in countries like Ghana, Sierra Leone and Senegal to monitor deforestation, illegal mining and manage coastal erosion.
- In Virginia, flood-prone towns are using sensors to monitor water levels and upload them to the AWS cloud as part of the StormSense project. Local residents can ask Alexa about water levels in specific places or subscribe to an app with alerts on dangerous flooding. "The only way you can scale this well is by being in the cloud," said Sridhar Katragadda, data officer for the City of Virginia Beach, which is participating in the project.
- Projects like Temperate and CalAdapt are also providing cloud-based tools to help communities better understand and prepare for climate change. These projects leverage large datasets staged on AWS to evaluate future climate changes and how those changes may impact people, assets, and operations.



- The BlueDot Observatory is using open satellite Earth Observations on AWS to monitor closely at-risk inland water bodies. The tool hopes to raise awareness about the vulnerability of these water resources and to provide timely insights that inform water management efforts.
- Some work that ASDI is enabling is more foundational and is expanding our knowledge and understanding of key processes. For example, a group of researchers at the Cornell Lab of Ornithology and the American Bird Conservancy published some exciting understandings about bird migration patterns based on NOAA's NEXRAD weather data that is freely available on AWS.

ASDI supports innovators and researchers with the data, tools, and technical expertise they need to move sustainability to the next level.



People

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amazon

Human Rights

Amazon is committed to ensuring the people and communities that support our entire value chain are treated with fundamental dignity and respect, and we strive to ensure the products and services we provide are produced in a way that respects internationally recognized human rights.



Our Approach to Human Rights

Our approach is informed by international standards: we respect and support the United Nations Guiding Principles on Business and Human Rights, the UN Universal Declaration of Human Rights, the Core Conventions of the International Labour Organization (ILO), and the ILO Declaration on Fundamental Principles and Rights at Work.

Our human rights strategy has four pillars:

1 Strong Policies

Our efforts are anchored in policies that apply across all aspects of our business—from our own operations, to our supply chain, to the communities in which we operate. In 2019, we codified our commitment to human rights in Amazon's Global Human Rights Principles, which underline the importance we place on embedding respect for human rights throughout our business.

- **Human Rights Principles**

From the associates in our fulfillment centers, to the drivers delivering packages to our customers, to the factory workers making the products we sell—people are critical to our mission of being earth's most customer-centric company. These values have been long-held at Amazon and codifying them into a set of Human Rights Principles demonstrates our support for fundamental human rights and the dignity of workers everywhere we operate around the world.

- **Supply Chain Standards**

We set a high bar for ourselves and our suppliers. Our [Supply Chain Standards](#) detail the requirements and expectations for suppliers in our supply chain and are grounded in principles of inclusivity, continuous improvement, and supply chain accountability. We engage with suppliers that are committed to these same principles; suppliers commit to these standards as a condition of doing business with us.

We are committed to consistently evolving and improving our approach. We continuously review our policies and, at least every other year, conduct an in-depth benchmarking of our policies against international standards and evolving industry best practices to identify areas for update and improvement.

2 Embedding Human Rights Into Our Business

In order to prevent and mitigate adverse impacts in the long run, we are committed to embedding human rights considerations into decision-making across the company and into our policy and governance framework. This governance starts with the Amazon Board of Directors, which appoints committees for oversight on specific issues. Among other duties, its Nominating and Corporate Governance Committee oversees Amazon's global environmental, corporate social responsibility, and corporate governance policies and initiatives, and its Leadership Development and Compensation Committee oversees Amazon's global human capital management strategies and policies.

We are also building an employee training and engagement program to raise awareness of important human rights topics across the company. For example, in 2019, we launched training on human trafficking and forced labor for employees in our logistics network—educating our employees on how to recognize the warning signs of this criminal behavior.

Human Trafficking Awareness

Amazon does not tolerate the use of child labor, forced labor, or human trafficking in any form—including slave labor, prison labor, indentured servitude, or bonded labor—in our operations or value chain. We have detailed the components of this commitment to combating human trafficking (also referred to as “modern slavery”) in our annual [Modern Slavery Statement](#), our [Supply Chain Standards](#), and our Global Human Rights Principles.

We’re raising awareness through employee training and partnerships. As a global retail and technology company employing hundreds of thousands of workers around the world, we recognize the responsibility and opportunity we have to raise awareness among our employees through education and training on relevant human rights and social responsibility issues. In 2019, we launched a human trafficking awareness program for employees around the world. In the program’s first phase, we trained fulfillment network managers in our UK operations. In 2020, we expanded this training to teach employees across our entire global fulfillment network to recognize signs of modern slavery using localized scenarios.

The training focuses on raising awareness and teaching employees how to identify indicators of modern slavery and report concerns to appropriate authorities in a way that puts the interests of victims first. To develop the training, we relied on input from organizations with expertise in modern slavery, including Verité, a recognized leader in global labor protections, and incorporated videos and materials from the Gangmasters and Labor Abuse Authority (GLAA), a UK public agency focused on investigating labor exploitation. In 2020, we expanded our English training module to cover more languages and are developing region-specific training for our global employees. Our global security operations team has immediate response protocols in the event of a suspected human trafficking related issue, regardless of where the issue arises.

In October 2019, we became an official corporate sponsor of Truckers Against Trafficking (TAT), an organization dedicated to combating human trafficking in the trucking industry, and began incorporating TAT training modules into trainings for our internal fleet of drivers to teach them how to identify and respond to potential victims of human trafficking. Our goal is to train 100% of our internal fleet of drivers on the Truckers Against Trafficking curriculum by the end of 2020.

Our social responsibility team regularly reviews and updates Amazon’s approach to human trafficking prevention and updates executive leadership on our progress throughout the year.



3 Transparency and Stakeholder Engagement

We are committed to driving industry-wide best practices in human rights due diligence through increased disclosures about our approach and expanding our stakeholder engagement.

In 2019, we published our first interactive [supplier map](#) that provides details on suppliers of Amazon-branded apparel, consumer electronics, and home goods products. We expanded the map in 2020 to include additional suppliers and product categories, and to include information on capacity building programs completed by individual suppliers. In 2020, we disclosed additional information about our supplier assessment process and audit results, about our approach to worker engagement, and about the goals we have set for ourselves on such topics as forced labor training and women’s empowerment. To continue to expand our disclosures and transparency on these issues, we report against the UN Guiding Principles on Business and Human Rights Reporting Framework.

Engagement with external stakeholders is key to our human rights due diligence approach. We rely on experts and affected rights holders to inform our approach and ensure our efforts have the intended impact. In the last year, we have built new relationships with: the Better Buying Initiative to promote improved purchasing practices, Nest to improve conditions in the handworker economy, the Amader Kotha Worker Helpline to provide access to grievance for workers in the Bangladesh garment sector, Truckers Against Trafficking to train our drivers on how to identify victims of human trafficking, and Unseen to support the UK Modern Slavery Helpline and Resource Centre. Through these partnerships we access invaluable expert input to our work, helping us achieve greater impact on working conditions around the world.

4

Mechanisms to Address Risk

We are committed to identifying, preventing, and mitigating adverse human rights impacts, and are continuously working to improve our approach.

In our supply chain, we assess and respond to risk by leveraging internal and external data, and guidance from external stakeholders including industry experts, civil society groups, and non-governmental organizations. We use independent auditors to verify compliance with our Supply Chain Standards through regular on-site inspections and confidential worker interviews. We also recognize that audits alone are insufficient to drive long-term change across industries. We are exploring new ways to encourage improvement in worker protections, including supplier capacity building programs, worker trainings, and collaborations with other brands and civil society.

Within our own operations, we have teams dedicated to assessing and addressing risk to our employees. Those teams focus on employee engagement—establishing open communication with our employees around the world and providing them with meaningful grievance mechanisms and avenues for dialogue with leadership. We are dedicated to building a diverse and inclusive workplace, where every employee feels comfortable sharing their unique perspectives and is supported in growing their career. And, we are obsessed with keeping our employees safe while on the job. We are working relentlessly to innovate and create new industry benchmarks for health and safety.

We know we have more to do—we are committed to continuously widening our lens to better understand the potential human rights impacts of our business. In 2020, we are partnering with sustainability and human rights consulting firm Article One Advisors to identify salient human rights risks across our business. The [UN Guiding Principles Reporting Framework](#) recommends this systematic review of risks as a way to prioritize a company's work on human rights. The results will help us prioritize and design human rights impact assessments—deep dives on specific products, regions, or risk areas, which we will communicate to customers and stakeholders.

OUR GOALS:

Launch a review of Amazon's salient human rights risks by the end of 2020.

Execute our first human rights impact assessment by the end of 2020.

Amazon Global Human Rights Principles

We are committed to ensuring the people, workers, and communities that support our entire value chain are treated with fundamental dignity and respect. We strive to ensure that the products and services we provide are produced in a way that respects human rights.

While it is the duty of governments to protect human rights, Amazon recognizes our responsibility to respect and uphold internationally recognized human rights through the ethical treatment of our workforce and those within our value chain. Guided by the United Nations Guiding Principles on Business and Human Rights, we commit to embedding respect for human rights throughout our business. We continuously evaluate our operations and value chain to identify, assess, and address salient human rights risks; engage key stakeholders; and prioritize key areas where we have the greatest opportunity to have a positive impact on workers and communities. Our approach on human rights is informed by international standards; we respect and support the Core Conventions of the International Labour Organization (ILO), the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Universal Declaration of Human Rights.

We are committed to investing in our employees, the workers who make our products, and the communities in which we operate. These principles outline our approach to human rights across all aspects of our company.

Our Workplace

We endeavor to provide safe, inclusive, and respectful workplaces, in both our own operations and those throughout our value chain.

Safe and Healthy Workplaces: We strive to be the most safety-centric organization in the world. We provide a clean, safe, and healthy work environment. The health, wellness, and safety of our workers is our number one priority. Everyone has the right to a safe and healthy workplace with appropriate rules and practices for reporting and preventing accidents, injuries, and unsafe conditions, procedures, or behaviors.

Diversity and Inclusion: We are committed to diversity and inclusion throughout our business. We seek individuals from all backgrounds to join our teams, and we encourage people to bring their authentic, original, and best selves to work.

Equal Opportunity: We are committed to ensuring that all workers are treated equally, and we do not tolerate discrimination based on race, color, national origin, gender, gender identity, sexual orientation, religion, creed, the presence of any physical, sensory, or mental disabilities, age, political ideology, pregnancy, citizenship, migrant status, veteran status, ethnicity, ancestry, caste, marital or family status, or other legally protected status in hiring and working practices, such as job applications, promotions, job assignments, training, wages, benefits, and termination. Our aim is to ensure employment decisions and actions are based only on business-



related considerations—focused solely on an individual's ability to perform the work, not their personal characteristics. As outlined in our [Code of Business Conduct and Ethics](#), we do not tolerate discrimination, violent and threatening behavior, or harassment.

Freely Chosen Employment: We do not tolerate the use of child labor, forced labor, or human trafficking in any form—including slave labor, prison labor, indentured servitude, or bonded labor—in our operations or value chain.

Employee Communication: We value worker feedback. We firmly believe it is in our employees' and the company's best interests to continue our direct communications, and the best way to effect positive change is for our employees to continue working directly with their managers throughout the company. We respect freedom of association and our employees' right to join, form, or not to join a labor union or other lawful organization of their own selection, without fear of reprisal, intimidation, or harassment. We provide training to employees on topics covered within the Code of Business Conduct and Ethics, including how to submit anonymous complaints to Amazon's third-party Ethics Hotline. We are committed to providing our employees with appropriate access to grievance mechanisms and remedial action.

Our Suppliers

We promote safe, inclusive, and respectful workplaces with our third-party suppliers and service providers. We seek suppliers committed to these same principles. Amazon's Supply Chain Standards set forth requirements governing labor standards and working conditions. We implement this commitment through dedicated programs that communicate our expectations to the third-parties we work with, monitor working conditions where Amazon-branded products are made or services provided, implement plans to address issues and make improvements where necessary, and engage with stakeholders working to address specific and systemic issues.

How We Do This

Integration Throughout our Business: We expect and encourage everyone in our business to embed these principles into their everyday work and provide employee training to raise awareness on them. We strive to evaluate and understand the impact of each part of our business on human rights, to address and mitigate negative impacts, and to invest in the people behind the products and services we provide.

Continuous Improvement: To ensure we are continuing to hold the highest standards, we continuously review our policies and practices to ensure alignment with these principles and regularly provide updates on progress to senior leadership.

Collaboration: In support of these efforts, we value ongoing collaboration with a broad range of stakeholders, helping us remain vigilant and aware of the potential impacts—both positive and negative—of our products and services on the rights, interests, and well-being of our employees, customers, and communities around the world.



Our Business

Amazon seeks to be Earth's most customer-centric company. We are passionate builders guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking. We bring these principles to everything we do, including how we approach human rights.

Our Operations: Amazon believes the people, workers, and communities who support our business should be treated with fundamental dignity and respect. As of July 2020, we employed approximately 876,800 full-time and part-time workers across the globe. We manage our operations, including the people working in them, in three segments: North America, International, and Amazon Web Services (AWS). Our online and physical stores enable hundreds of millions of unique products to be sold by us and by third parties. We source, manufacture, sell, and deliver millions of products to consumers.

Our Products: Amazon Consumer Private Brands and Amazon Devices offer our customers products spanning diverse categories including apparel, food and beverage, electronics, and home goods. Amazon's suppliers are located around the world and produce, manufacture, assemble, or provide goods or services that are sold and delivered to Amazon.

Third-Party Sellers: Third parties sell products directly to customers on Amazon.com spanning broad product categories. These orders are either fulfilled by Amazon using our operations or shipped directly by the seller to the customer.

Fulfillment and Logistics: More than 250,000 full-time associates support our global network of fulfillment centers. Amazon Fulfillment is where our employees, technology, and innovation come together every day to deliver for our customers. Fulfillment facilities run multiple shifts per day, and employees perform a number of roles—from leading teams to boxing up orders and shipping directly to our customers. We fulfill customer orders in a number of ways using our transportation supply chain. We operate North America and International fulfillment and delivery networks and have co-sourced and outsourced arrangements in certain countries. We also provide digital delivery and offer products in our physical stores as well.

AWS: AWS offers over 175 fully featured services from data centers globally. Ours is the largest global infrastructure footprint of any provider, and this footprint is constantly increasing. AWS teams around the world are building the future. Our people solve a wide variety of technical challenges, always focusing on the customer. Millions of customers—including the fastest-growing startups, largest enterprises, and leading government agencies—trust AWS to power their technology infrastructure. ➤ aws.amazon.com



Employees

From our software engineers, to the associates in our fulfillment centers, to the drivers delivering packages to our customers—our employees are critical to our mission of being Earth's most customer-centric company. Our ranks are full of smart, passionate people who are building new products and services every day on behalf of our customers.



Workplace Health and Safety

Safety is a top priority throughout our fulfillment operations and on the roads in communities where we operate. Our vision is to synthesize leading health and safety expertise with Amazon's tech capabilities and relentless innovation to create new industry benchmarks for the health and safety of our employees. Leaders in our facilities set the example for the highest safety standards.



From coaching and ergonomic training to ensuring processes and equipment in work areas are safely operated, leaders proactively verify and validate that safety protocols are followed. The industry-leading safety technology we use every day is designed to protect and promote our employees' health, and we consistently test and refine processes to improve working conditions in our facilities.

Above all, safety at Amazon is about our people and partners. In 2019, we provided [more than one million hours of safety training](#) to employees. To make it all happen, we employ one of the largest health and safety organizations on the planet, with approximately 5,000 people worldwide focused on safety. Safety, however, is the responsibility of each and every person working at Amazon. In Amazon's dynamic, positive safety culture, every team is engaged and encouraged to look out for one another.

Some of Amazon's recent investments and technologies that support employees and make our workplaces safer include:

Safety Leadership Index (SLI): Amazon employees across the world are routinely surveyed through our innovative Connections program. Employees are asked the same series of questions each month, and those answers are used to measure employees' perception of safety at each of our facilities. An example of the kinds of questions which are asked include, "Does your manager care about the safety of you and your team?" Amazon employees have provided thousands of safety ideas, concerns, and suggestions since the program started, and Amazon has implemented more than 600 changes as a result of these responses. Last year, thanks to SLI feedback, we made personal safety equipment more easily available through free vending machines placed in fulfillment centers in several U.S. locations. Thanks to this improvement, employees can now get new equipment any time they want, which enhances safety for everyone.

WorkingWell: Over the past two years, we've developed WorkingWell, a program that uses academic research and certified athletic trainers to educate employees and leaders about health and wellness. WorkingWell is a training and conditioning program designed for new hires and tenured employees, which includes a new hire ramp-up schedule aimed at preventing musculoskeletal disorders (MSDs). It also includes a two-week classroom course about proper body movements, health, and wellness, as well as routine safety training engagements.

Mind and Body Moments: Piloted in 2019, this new program employs 30-second, guided physical and mental exercises, offered directly at an employee's workstation. The intent of these "moments" is to help reduce muscle fatigue and stress, thereby promoting wellness and mitigating injury risks. Employees at pilot sites have reported statistically significant reductions in discomfort. We've seen a nearly 13% improvement in employees who report no discomfort at all during their workday. We will continue to evaluate expansion of this program to other site types and countries, targeting the rest of North American and European facilities with expanded language offerings.

Safety Capital Investments: Our facilities are purposefully designed to incorporate innovative technologies that enhance safety and improve efficiency. We don't stop there. In 2020, we are making a substantial investment in the safety of our people and facilities, with \$296 million earmarked for safety-related programs in the U.S. alone. As examples of past investments, in 2019, we invested \$14 million to further improve the safety of employee parking lots at our facilities; \$9 million to retrofit pallet racking with state-of-the art equipment; and \$1.6 million on pedestrian safety controls in some of our specialized distribution centers.

Powered Industrial Truck Technology: Powered Industrial Trucks (PIT) are an important part of any warehousing operation. Our goal of eliminating PIT incidents can only be met if we take a leadership role in innovating in this industry and developing technologies not currently available in the market. We are partnering with vendors and investing \$66.5 million to pilot PIT units that incorporate real time location systems (RTLS) and light detection and ranging technology (LiDAR). Additionally, we are augmenting telemetry controls on PITs we already own, which allows us to better monitor and control speeds in congested areas, implement access control, and ensure only certified operators are able to activate PITs.

Robotic Tech Vest: Several reports of near misses at our robotic sites, involving objects inadvertently falling into the path of drive units, led us to invest \$9.8 million into engineering controls that could significantly reduce these types of risk. These controls were implemented before any human injury occurred, which speaks to how seriously we take near misses and how we're constantly looking to improve safety. One example of such investment is the [Robotic Tech Vests](#) worn by employees at Amazon Robotics facilities, which allow robotic drive units to detect employees and plan alternative travel paths to avoid interactions.



Investments in Our Employees

We know that a strong culture and active investment in our people allows us to attract the diverse, innovative employees we need to understand and exceed our customers' expectations today and into the future. We are committed to providing the support, benefits, and opportunities our employees need to be successful, whether they are building their careers at Amazon or building skills with us to help them on their career journey.

876,800 full-time and part-time employees globally as of July 2020.

\$15 per hour minimum wage for 100% of full-time, part-time, and temporary U.S. employees

Comprehensive benefits from day one for 100% of full-time employees.

Up to **20 weeks paid parental leave**.

24-hour a day **free confidential counseling services**.

Over 90% of Amazon regular full-time and part-time employees in the U.S. are eligible for healthcare benefits.

More than 30,000 veterans and military spouses employed by the company, surpassing our goal of 25,000 by 2021.

Upskilling 2025 commitment: a **\$700 million commitment to pilot, launch, and scale training programs for 100,000 Amazonians by 2025**.

Over the last decade, no other U.S.-based company has created more jobs than Amazon. Our investments have led to the creation of over **2 million direct and indirect jobs in the U.S. alone**.



For example, in the U.S., Amazon's minimum wage begins at \$15 an hour (in the UK at 9.50 GBP per hour and in Canada at 16 CAD per hour) for all full-time, part-time, temporary (including those hired by agencies), and seasonal employees. In addition to our \$15 minimum wage, we offer full-time employees industry-leading benefits starting on their first day of employment with Amazon. These include: comprehensive healthcare coverage with affordable premiums (paycheck contributions) that extend to eligible family members, including medical, prescription drug, dental, and vision coverage; a 401(k) with a 50% match up to 4% of compensation; a Flexible Spending Account for health and dependent care; 24-hour a day free and confidential counseling services; and paid time off and holiday overtime pay. In 2020, Amazon is collaborating with Crossover Health to establish convenient health centers in the communities where our fulfillment centers and operations facilities are located, starting in Texas, with additional centers planned for other states in the months ahead.

We are proud to offer generous, flexible paid leave for all parents—from our most senior executives to our hourly employees, including parents of all genders and adoptive parents. Birth mothers get up to 20 weeks of paid leave and non-birth parents have access to six weeks paid leave. We also offer Leave Share—an innovative program that allows Amazonians to share their parental leave with a partner whose employer does not provide paid parental leave. Additionally, Ramp Back enables employees to return to work on a flexible schedule for up to eight weeks after birth or adoption. Where possible we provide unlimited gender transition benefits, including gender affirmation. We have internal resources to help managers and team members support employees who are going through a gender transition.

For employees reaching their one-year employment mark, we offer our innovative [Career Choice Program](#), which prepays 95% of tuition for courses in high-demand fields. Since the program's launch eight years ago, more than 40,000 employees in 14 countries have pursued degrees in five broad fields of study: IT, Healthcare, Advanced Manufacturing and Skilled Trades, Administration and Business Services, and Transportation. We are also now offering graduate-school-level training for our employees through Machine Learning University, a program designed to give current Amazon employees the chance to develop expertise in machine learning, critical skills in an area of rapidly growing professional opportunities within and outside of Amazon.

Additional employee benefits include:

A free employee assistance program, which provides confidential 24/7 support, resources, and referrals for different aspects of work and personal life.

Online resources for parents whose children experience developmental disabilities, as well as help finding child and elder care referrals and assistance.

Financial counseling, estate planning, and other services in the event of a life-threatening illness or death.

Adoption assistance for qualified domestic and international adoption expenses including attorney fees, court costs, and travel.

Company-paid basic life and accidental death and dismemberment insurance, with the option to enroll in additional coverage for dependents.

Adoption benefits, including reimbursement for parents of up to \$5,000 per child associated with the domestic or international adoption of a child.

Fertility treatment coverage.

Company-paid **short-term and long-term disability.**



Diversity and Inclusion

Our customers represent diversity in many forms—and we serve them better with a diverse and inclusive team. Our diverse perspectives help us push each other to think bigger, and differently, about the products and services we build for our customers and the day-to-day nature of our workplace.

We want our employees and the communities we operate in to embrace that we are all human, we are all different, and we are all equal. Coming into work, every Amazonian should feel comfortable sharing their unique perspectives and seeking out the perspectives of others—this is reinforced within our 14 Leadership Principles, which remind team members to seek diverse perspectives, learn and be curious, and constantly earn others' trust.

Our Workforce Data



Women 42.7%
Men 57.3%



Women 27.5%
Men 72.5%



Asian 15.4%
Black/African American 26.5%
Hispanic/Latinx 18.5%
Native American 1.3%
Two or more races 3.6%
White 34.7%



Asian 20.8%
Black/African American 8.3%
Hispanic/Latinx 8.1%
Native American 0.6%
Two or more races 3.0%
White 59.3%

Data reflects metrics as of December 31, 2019. Among Amazon's global employees, 42.7% identify as women and 57.3% identify as men. Among managers globally, 27.5% identify as women and 72.5% identify as men. In the U.S., 15.4% of Amazon employees identify as Asian, 26.5% as Black/African American, 18.5% as Hispanic/Latinx, 1.3% as Native American, 3.6% as two or more races, and 34.7% as White. Among managers in the U.S., 20.8% identify as Asian, 8.3% as Black/African American, 8.1% as Hispanic/Latinx, 0.6% as Native American, 3.0% as two or more races, and 59.3% as White.

Gender Pay Gap

A review of the compensation awarded in 2019 at Amazon, including both base and stock, shows that **women earned 99.3 cents for every dollar** that men earned performing the same jobs, and **minorities earned 99.1 cents for every dollar** that white employees earned performing these same jobs. We continue to prioritize pay equity.

Diversity

We recognize we have room for improvement and we are not yet where we need to be. Increasing diversity in our workforce is a collective challenge that requires a team effort; it calls for both near- and long-term strategies:

Building an Inclusive Culture

To better understand what inclusion means for our employees, we conducted a global internal survey which led to Amazon's definition of inclusion: "Being valued, trusted, connected, and informed so that we can deliver the best results for our customers." We use this definition to guide us as we create educational initiatives, continually improve our mentorship program, and deliver benefits for all of our employees. Amazon has 12 affinity groups created and led by employees—comprised of over 50,000 employees in over 190 chapters globally—who passionately and positively impact our company, each with an executive sponsor that ensures these groups are engaging at every level of the company. Groups such as Amazon People with Disabilities, Amazon Women in Engineering, the Black Employees Network, and Glamazon (for LGBTQIA+ employees and their allies) lead in community-building, mentorship, and programs to build awareness around customer inclusion. We engage and consult their leaders and seek their ideas to improve our inclusion efforts internally and externally. [Our efforts have received external recognition](#): we are proud to have been recognized on the NAACP Equity, Inclusion, and Empowerment Index and the Disability Equality Index.



Developing the Pipeline and Hiring the Best Talent

We recognize there is a diversity problem in tech. We are investing in solving this in our own company as well as building out the next generation of technical talent for the industry and expanding the opportunities for students from underrepresented backgrounds. Our efforts focus on two goals. First, contribute to changing the talent pipeline long-term. Last year we announced Amazon Future Engineer, a childhood to career program that will inspire and teach more than 10 million underprivileged and underrepresented students each year about computer science. And in 2017, we committed \$50 million over five years to STEM programs for diverse communities. Second, we want to immediately accelerate this change. To find the best talent now for technical and non-technical roles, we actively partner with organizations and academic institutions that reach underrepresented communities like Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and women's colleges. In addition, we've created non-traditional learning pathways, like the Amazon Veteran Technical Apprenticeship, which places transitioning members of the military into apprenticeships at Amazon with the intent to later hire them with the technical skills needed for a full-time role.

Obsessing Over Customer Inclusion

Amazon's focus on accessibility has made shopping and other daily experiences simpler for people with disabilities. From voice technology to Frustration-Free Packaging, Amazon's customer obsession for accessibility was recognized with the 2019 American Foundation for the Blind Helen Keller Achievement Award.



Racial Justice and Equity

The inequitable and brutal treatment of Black and African Americans is unacceptable. Black lives matter and Amazon stands in solidarity with our Black employees, customers, and partners. We are committed to helping build a country and a world where everyone can live with dignity and free from fear. We support the George Floyd Justice in Policing Act. We also support policies that protect and expand voting rights, as well as initiatives that provide better health and educational outcomes for Black people. As a part of that effort, Amazon and our employees—through a donation match program—were able to donate [more than \\$27 million to organizations](#) working to bring about social justice and improve the lives of Black and African Americans. Recipients—selected with the help of Amazon's Black Employee Network (BEN)—include groups focused on combating systemic racism through the legal system as well as those dedicated to expanding educational and economic opportunities for Black communities. BEN will also receive a grant to fund local organizations that support education and racial equity initiatives in communities across the country where our employees live and work. We plan to continue building our relationships with these organizations and supporting movements for racial equity around the world. Amazon is committed to being part of the strategies, solutions, and partnerships that will enable long-term, sustainable change.



LGBTQIA+ Rights

The rights of LGBTQIA+ people must be protected. We were early and strong supporters of marriage equality and will continue to advocate for protections and equal rights for transgender people. We stand together with the LGBTQIA+ community and are working at the U.S. federal and state levels on legislation, including supporting passage of the Equality Act. Amazon provides gender transition benefits based on the Standards of Care published by the World Professional Association for Transgender Health (WPATH). Amazon has held gender identity conferences since 2018 to build community, educate those outside of the LGBTQIA+ community, and provide professional development opportunities for those at Amazon

while transitioning openly in the workplace. In 2017, Amazon released our Transgender Toolkit for Trans/NB identifying employees at Amazon and we provide trans-inclusive medical benefits for Amazon employees. We are proud to have our efforts recognized, scoring 100% on the Human Rights Campaign's Corporate Equality Index for LGBTQIA+ rights for the last three years.

Diversity Conferences

Building on our [Leadership Principle](#) of Learn and Be Curious, we organize conferences every year where employees can learn and exchange their ideas and experiences, several focused specifically on diversity issues:

AmazeCon is our largest internal conference at Amazon and has highlighted the benefits of gender diversity since 2015. At AmazeCon, Amazonians examine the intersection of gender with race, sexual orientation, disability status, veteran status, and other dimensions of diversity. This conference has included talks from external leaders in technology, entrepreneurship, entertainment, and leadership. It also includes Amazon-specific programs focused on personal and team development.

AmazeWIT is a conference we host in India bringing together women technologists, including Amazon's technical leaders and external guests. The day-long event focuses on technology deep dives (including voice technology, machine learning, Fire OS, and others) and leadership discussions from senior Amazonians and peer companies.

Conversations on Race and Ethnicity (CORE) is our internal conference that explores how race impacts our daily lives. Launched in 2018, the conference leads Amazonians through content on historical context, productive conversations, being an ally, and customer inclusion. At CORE, external scholars, activists, and writers dive deep on topics to educate Amazonians from all backgrounds on the experiences people of color have in the workplace, and how to create supportive and inclusive teams.

Global Accessibility Awareness Month has been recognized each May at Amazon since 2015. Around the world, the month is full of events, technical talks, experiential trainings, podcasts, and workshops that showcase accessibility best practices. Amazonians take time throughout the month to learn about accessibility, even if it is not a part of their day-to-day work. In 2018, participants attended events across 13 locations in six countries. In 2018, Amazon also hosted the first A11yCon, a conference focused on increasing visibility and awareness to accessibility challenges. The conference also included a multi-location accessibility hackathon focused on finding solutions to some of the biggest challenges facing people with disabilities in today's technology-focused world.

Learn more about our efforts to promote diversity and inclusion at Amazon.



Employee Engagement

Our more than 870,000 employees globally are the foundation of our success as a company. Consistent, honest, and open communication with our employees allows individuals to raise concerns and have them directly addressed by leadership; it allows us to continuously improve our workplace and employee experience. Our goal is to hear from and listen to everyone. Here are some of the many ways an employee can choose to communicate with management:



Open Door Philosophy

We believe candid and constructive communication in an environment of mutual respect is essential to our collective success. We have an “open door” policy, which means we welcome and encourage any employee to discuss suggestions, concerns, or feedback with their manager, a Human Resources team member, or any member of Amazon’s leadership team.



Voice of the Associate Boards

Voice of the Associate boards are in Amazon fulfillment centers around the globe—physically and virtually—providing employees a forum for expressing their concerns, offering suggestions, and asking questions on a daily basis to leadership. Leadership teams reply directly to questions, promoting dialogue and efficient remediation of issues. In 2019, our fulfillment center managers received and responded to over 225,000 comments, questions, and issues raised on the Voice of the Associates boards.



Connections

Connections is a real-time, company-wide employee feedback mechanism designed to listen to and learn from employees at scale to improve the employee experience. Each day, Connections questions are delivered to every Amazon employee on a computer, a workstation device, or hand scanner. Employees may choose to answer or not answer any question, and individual responses are aggregated and shared with managers at the team level to maintain confidentiality. Connections analyzes response data and provides insights to managers and leaders to review and take actions as they uncover issues or see opportunities to improve.

- **Connections generates over 500,000 responses from employees daily.**
- **Connections is live in 51 countries, at over 2,500 unique sites/locations, and questions are delivered in 21 languages.**



Executive Escalations

Suggestions or complaints sent to a member of the senior leadership team are considered "Executive Escalations." Any employee can utilize this method of providing a suggestion or raising a concern to leadership. All escalations are independently reviewed by Human Resources, used as a learning opportunity, and may be used to update our processes to prevent gaps in the future.



Appeals Process

In the U.S. and Canada, the Appeals Process is a dispute resolution mechanism for employees in our in-scope lines of business (such as customer service, customer fulfillment, and sort centers) to challenge certain disciplinary actions. A second level manager, General Manager, or a panel of peers may review the issues raised in an appeal, including management decisions, to determine if a policy or practice was applied properly and consistently. If not, we will remediate the issue in line with our policies and practices.



Ethics Hotline

Employees may raise questions or report suspected violations of our [Code of Business Conduct and Ethics](#) through Amazon's Ethics Line in over 20 languages. Calls to the Ethics Line are answered by an independent third party and may be made anonymously upon request. Our Business Conduct and Ethics team records, reviews, and investigates calls for potential violations of the Code and tracks cases through to remediation where necessary. Allegations of violations of the Code are also reported up to the Audit Committee.



Associate Insight Surveys and Pulse Surveys

Annual surveys ask employees to anonymously express opinions about issues in the workplace, and managers respond by remediating issues or making improvements.



Regular In-Person Meetings

Through all-hands meetings with General Managers, stand-up meetings with direct supervisors, and regular roundtables with senior leadership, employees have daily opportunities to engage with leaders, raise issues, and make suggestions to continually improve our workplace.



Freedom of Association

We respect freedom of association and our employees' right to join, form, or not to join a labor union or other lawful organization of their own selection, without fear of reprisal, intimidation, or harassment. These rights should be exercised in an informed and thoughtful manner. Amazon has associates represented by some form of collective bargaining in many countries. We value worker feedback, and are committed to providing our employees with appropriate access to grievance mechanisms and remedial action, regardless of collective bargaining presence. We firmly believe it is in our employees' and the company's best interests to continue our direct communications, and the best way to effect positive change is for our employees and us to continue working together directly.

Sustainability Ambassadors

At Amazon locations around the world, more than 4,500 employees join together as Sustainability Ambassadors—a grassroots organization of Amazonians working to expand the efforts of the global teams that work directly on managing Amazon's environmental and social impacts. The Sustainability Ambassadors program started in 2017 with chapters in corporate offices and fulfillment centers in the U.S. and Europe. The program continues to expand, now with over 160 teams around the world.

Recognizing that global challenges require global participation, Sustainability Ambassadors seek opportunities to lead and collaborate, using their collective action to amplify and deliver on Amazon's ambitious sustainability goals. Ambassadors raise awareness of sustainability as a practice for all Amazonians by delivering environmental education through on-site events. They lead projects and pilot initiatives within buildings and across communities, striving to make Amazon the most sustainable place to work.

Examples of initiatives include: diverting products from waste into donations for people in need; developing innovations in recycling programs to include new products and locations; setting up local commute options like carpool programs and bike to work challenges; conducting energy audits with local utilities and implementing new energy efficiency programs; organizing community cleanup events at local beaches, parks, and wetlands; and developing services aimed at helping customers meet their own sustainability goals.

Ambassadors based in our fulfillment centers and operations facilities focus on sustainability projects that help sites deliver on their carbon reduction goals. The program provides a community platform to share best practices and scale sustainability across our worldwide networks. In Poland, one Ambassador team collectively redesigned the waste segregation process in their fulfillment center, driving waste recycling rates up by over 40%.

Ambassadors in our corporate offices have a unique opportunity to launch ideas with data-driven analysis using Amazon technology. For example, after auditing waste at our global headquarters in Seattle, Ambassadors developed a proposal to improve waste sorting using DeepLens—a deep learning enabled video camera from Amazon Web Services. A team of Amazon employees built a dataset and model that used DeepLens' object detection capabilities to identify the waste items being discarded and use built-in audio to tell people which bin to use for a given item.

The combination of ground-level action with scalable ideas and advanced technology makes Sustainability Ambassadors critical partners in achieving Amazon's larger sustainability goals.



From the beginning of the pandemic, we have worked tirelessly to support and protect our employees, customers, and the communities we operate in during this time of crisis. Our top concern is ensuring the health and safety of our employees, and we expect to invest approximately \$4 billion on COVID-related initiatives getting products to customers and keeping employees safe.

We've made over 150 process updates—from enhanced cleaning and social distancing measures to new efforts like aerosol disinfectant spraying. We're spending over \$85 million redeploying team members, including some of our most talented software engineers, moving them from their typical roles onto teams where they can work on cutting-edge safety programs. We distribute personal protective equipment to our employees and require them to use face coverings while at work. We introduced and scaled temperature checks across our worldwide facilities. As of May 2020, we have:



- Provided **100 million+ masks** to our fulfillment center and office sites.
- Added **2,298 handwashing stations**.
- Added **5,765+ janitorial staffers** to our typical teams.
- Provided an additional **34 million gloves**.
- Added **48 million ounces of hand sanitizer**.
- Purchased **31,000+ thermometers and 1,115+ thermal cameras**.
- Worked on building **scalable testing for coronavirus**.

We're continuing to innovate and find new ways to support the health and safety of our employees. One of the most promising opportunities we've discovered to improve workplace safety comes from artificial intelligence and machine learning. We are now using computer vision technologies in our buildings to help site leaders identify high traffic areas and implement additional measures to improve social distancing. This program, which we call "Distant Assistant," provides immediate feedback to our employees on whether they are maintaining six-feet of physical distance from one another. As people walk past the camera, a monitor displays live video with visual overlays. Individuals remaining six feet apart are highlighted with green circles, while those who are closer together are highlighted with red circles. The on-screen indicators are designed to remind and encourage employees to maintain appropriate distance from others. We are excited to open source the software and AI behind this innovation so that anyone can create their own Distance Assistant. Individuals and businesses large and small can download the package at no cost and get up and running with just a computer and camera.

Our colleagues are on the front lines, helping customers in communities around the world in a way very few can—delivering critical supplies directly to the doorsteps of people who need them, particularly the elderly and those with underlying health issues. Here are some of the things we are doing to support our employees:

- We gave our employees a special one-time Thank You bonus totaling over \$500 million. All front-line employees and partners who were with the company throughout the month of June 2020 will receive a bonus.
- If one of our employees is diagnosed with COVID-19, they will receive up to two weeks of paid time off. This time off is in addition to their other paid and unpaid time off options.
- We established a \$25 million relief fund for partners (e.g., delivery drivers) and seasonal employees facing financial hardship or quarantine.

Learn more about how we are responding to the COVID-19 pandemic on our [Day One blog](#).

Supply Chain

Amazon is strongly committed to conducting our business in a lawful and ethical manner, including engaging with suppliers who respect human rights, provide safe and inclusive workplaces, and promote a sustainable future.



About Our Supply Chain

Our mission is for our products to be made in a way that respects human rights and the environment. Our global teams work closely with suppliers to communicate our standards, and help suppliers build their capacity to provide working environments that are safe and respectful of human rights.

Our Approach to Responsible Sourcing

Our standards are derived from the United Nations Guiding Principles on Business and Human Rights, the UN Universal Declaration of Human Rights, the Core Conventions of the International Labour Organization (ILO), and the ILO Declaration on Fundamental Principles and Rights at Work. To ensure our policies and programs incorporate these internationally recognized human rights standards, we conduct formal benchmarking with industry peers and multi-stakeholder organizations to continually improve our program. We regularly review our Supply Chain Standards against policies developed by industry associations (such as the [Responsible Business Alliance](#) and the [Consumer Goods Forum](#)) in consultation with external stakeholders including [Nest](#), [Business for Social Responsibility](#), [Impactt Limited](#), and [Verité](#).

Our Sourcing Footprint

Hundreds of thousands of workers, employed by suppliers around the globe, make our Amazon-branded products. The suppliers that produce Amazon-branded apparel, consumer electronics, food and beverage, and home goods products are shown on our [supply chain map](#), which is updated regularly and is available to download. We believe supply chain transparency is crucial to our approach to human rights due diligence and ensuring worker protections. We publish our supplier list to provide customers and external stakeholders visibility into where we source and to contribute to transparency efforts across industries. When we receive information about potential issues in our supply chain we investigate and take appropriate action to remediate.

Assessment of Risk

We routinely evaluate our supply chain to understand the highest risks to workers and prioritize our efforts. To do this, we engage key internal and external stakeholders, analyze our risks using international risk indices such as the World Bank's Worldwide Governance Indicators, run worker surveys, and conduct assessments that include worker interviews, management interviews, document review, and on-site visits. We regularly consult industry experts to review our approach to risk assessment against globally recognized international standards and industry best practices.

Supplier Assessments

Our Responsible Sourcing Program focuses on suppliers of Amazon-branded products, consisting of Amazon [Private Brands](#) and [Devices](#) and a curated selection of brands exclusively sold on Amazon. Through this program, we engage in robust supplier due diligence, prioritizing mechanisms that drive continuous improvement. We are committed to working with our suppliers to remedy issues and establish systems to prevent future issues. We expect our suppliers to consistently monitor and enforce our standards in their own operations and supply chain as well as make improvements to meet or exceed our expectations. We use independent auditors to verify supplier compliance with our standards through regular on-site inspections and confidential worker interviews.

In 2019, we conducted a total of 4,082 assessments to help us determine which suppliers to work with and, for those we do engage, to help us continually understand and improve those suppliers' practices. We utilize three types of assessments:

Pre-Production Assessments

Suppliers must submit an Amazon-approved assessment of their facilities before beginning production of Amazon-branded products.

- **44% of assessments conducted in 2019 were Pre-Production Assessments.**

Ongoing Assessments

Suppliers must submit Amazon-approved assessments on an ongoing basis while producing Amazon products.

- **35% of assessments conducted in 2019 were Ongoing Assessments of active suppliers.**

Verification Assessments

Where issues are identified, suppliers must develop a corrective action plan detailing actions to address identified issues, a long-term plan to prevent reoccurrence, and where necessary, undergo a follow-up assessment to ensure issues are properly remediated.

- **21% of assessments conducted in 2019 were Verification Assessments to verify remediation.**

Our approach is based on a commitment to workers and to continuous improvement; we put the safety and interests of workers first. Suppliers are required to meaningfully participate in any investigation and take immediate action in the event that issues are found. An acceptable corrective action plan details the root cause of the issue and the steps, both short- and long-term, that supplier management will take to fix it. In most situations, we will support suppliers through the remediation process, but where a supplier refuses to remediate, we may choose to terminate the relationship. Failure to meet our standards has been a factor in our decision to terminate hundreds of suppliers.

Supply Chain Standards and Supplier Manual

Our mission is for our products to be made in a way that respects human rights and the environment. Our global teams work closely with suppliers to communicate our standards and help suppliers build their capacity to provide safe and respectful working environments.

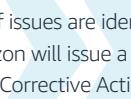
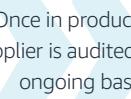
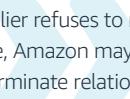
Supply Chain Standards

We set a high bar for ourselves and our suppliers. Our [Supply Chain Standards](#) detail the requirements and expectations for suppliers, vendors, and service providers throughout our supply chain, and suppliers must commit to these standards as a condition of doing business with us.

Supplier Manual

Our [Supplier Manual](#) provides guidance and resources to suppliers of Amazon-branded products on how to meet and exceed the expectations outlined in our Supply Chain Standards.

Key Stages of Supplier Assessment and Issue Remediation:

-  Supplier submits Amazon-approved audit of facility
-  If issues are identified, Amazon will issue a request for a Corrective Action Plan
-  Remediation of identified issues is tracked through follow-on verification audits
-  Once in production, supplier is audited on an ongoing basis
-  If supplier refuses to remediate an issue, Amazon may choose to terminate relationship

About Our Assessment Results:

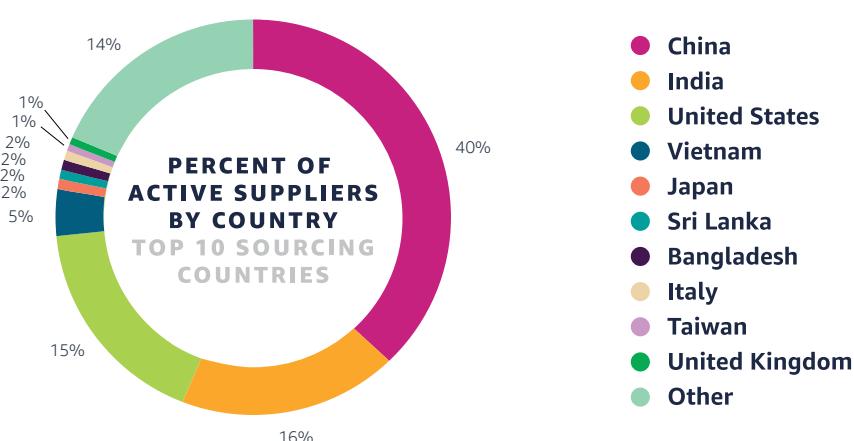
Suppliers are assessed across four main categories: 1) Labor, 2) Health and Safety, 3) Environment, and 4) Ethics. These categories are divided into subcategories, such as non-discrimination, emergency preparedness, hazardous substances, and transparency. Findings within each subcategory are flagged as High, Medium, or Low depending on the level of severity.

Over the last three years, Amazon has focused on setting a high bar for new suppliers and refusing to go to production until suppliers remediate all High level findings identified in our assessments. Since 2017, the proportion of audits with High and Medium level findings on Labor and Health and Safety has decreased (Labor decreased by 15.7 percentage points and Health and Safety decreased by 8.8 percentage points).

We recognize that some issues may take time to effectively remediate. For Medium level issues, we expect suppliers to show they are making meaningful progress toward remediation within a defined timeline. For Low level issues, we monitor suppliers for continuous improvement. We have dedicated teams based in key sourcing countries around the globe that work directly with our suppliers to identify solutions to challenging problems and promote open dialogue. We seek to create long-term relationships with suppliers who align with our values and who are committed to constantly improving conditions for workers. Where we see trends in issues beyond individual suppliers, such as widespread health and safety deficits or industry-wide failures to responsibly protect migrant workers, we work to define regional or global strategies to address underlying systemic challenges.

The most common High and Medium level finding in 2019 was the Wages and Benefits subcategory. Examples of findings in this subcategory are: failure to pay overtime at the appropriate overtime rate, wage payments were delayed, or required government deductions have not been properly paid. The second most common finding in 2019 was Emergency Preparedness and Response—for example, a malfunctioning fire detection system or a blocked emergency exit. We are committed to driving improvement in these areas.

Our Supply Chain Across the Globe



Progress in 2019

Beyond individual supplier improvements, in 2019, we invested in programs to address complex regional and systemic issues identified through assessment data, risk assessments, or by external stakeholders:

 **Addressing Wages and Benefits:** Compliance with our standards on wages and benefits persists as a common issue across suppliers in our Responsible Sourcing Program, as evidenced by the frequency of this finding among our suppliers. In 2019, we updated our Supply Chain Standards to include language encouraging suppliers to pay a fair wage and announced that worker wages is one of our key commitments areas as a program. In 2020 and 2021, we will dive deeper in to the root causes of this issue and the actions that Amazon and our suppliers need to take to reduce future findings on wages.

 **Women's Empowerment:** Women have the power to be agents of change in workplaces and society. Ensuring women workers in our supply chain have the resources and information to make choices on their health, their safety, and their finances empowers them to overcome structural and societal disadvantages and improves outcomes for all workers. We have committed to investing in women's empowerment and, in 2019, we began a partnership with the BSR HERproject, an initiative that brings together global brands, their suppliers, and local partners to create and implement workplace-based interventions on health, financial inclusion, and gender equality. Through our partnership with HERproject, we engage with suppliers in China, Bangladesh, Vietnam, and India. As of June 2020, we reached over 8,700 women, building the capacity of workers and factory management to combat gender-based discrimination in the workplace.

 **Emphasis on Supplier Transparency:** Supplier transparency issues were one of our most common High and Medium severity findings in both 2017 and 2018. Over the last year, we focused on increasing our communication with suppliers through pre-assessment outreach and on-site engagements to explain our standards and expectations of suppliers. We also improved our supplier-facing materials—including publication of a Supplier Manual—detailing our process and the importance of transparency. Building on our leadership principle of Earns Trust, we seek to build solid, trusting relationships with our suppliers over time that lead to better sharing of information.



Increased Investment in Health and Safety

Programs: Health and Safety subcategories continue to be one of our most common assessment findings, particularly Emergency Preparedness and Response and Industrial Hygiene. In 2019, we began working with the International Labor Organization's SCORE Program, a lean manufacturing program focused on improving productivity and working conditions in small- and medium-sized manufacturers. We enrolled suppliers in India and China to improve supplier management systems and their ability to effectively and efficiently meet health and safety standards. The program offers training and assistance in implementing improvement plans across five areas: workplace cooperation, health and safety, quality management, clean production, and human resources. In 2020, we will continue to enroll additional suppliers and develop a monitoring and evaluation mechanism for measuring impact on health and safety performance.



Responsible Recruitment

Forced labor is a complex and often hidden crime. Suppliers frequently lack basic awareness of the risks inherent in worker-paid recruitment fees or the importance of a process for responsibly managing migrant worker recruitment. Our standards require suppliers to reimburse in full any fees paid during the recruitment process. We are working to educate our suppliers on the issue, helping them develop the appropriate management systems, and ultimately minimizing the risks of forced labor. In 2020, we developed a Responsible Recruitment Guidebook in collaboration with labor rights nonprofit Verité. This guide provides suppliers with practical strategies to prevent forced labor risks and remediate worker-paid recruitment fees. In 2020, we will launch in-person trainings on responsible recruitment for our suppliers in Malaysia, Taiwan, and Japan. We are also working with the Responsible Labor Initiative to advance industry-wide approaches to ensuring responsible recruitment.

CASE STUDY

Enhancing Worker Safety and Well-Being in the Bangladesh Garment Industry

Health and safety in Bangladesh factories persists as an issue, particularly in the garment industry. In 2019, we learned that products sold by third-party selling partners in the Amazon Store were potentially linked to factories with unsafe working conditions in Bangladesh. We took immediate action to remind selling partners that Amazon's Supply Chain Standards apply to all products sold on Amazon and that under those standards, Amazon expects all products sold in the Amazon Store or provided to Amazon to be manufactured or produced in safe, healthy, and inclusive work environments.

We issued new guidance specifically prohibiting the selling of products made in factories deemed ineligible under the Bangladesh Accord or Alliance for Bangladesh Worker Safety, which evaluates Bangladesh garment factories for workplace safety. We removed any products connected with such factories from our Amazon Store. We also notified selling partners that we will evaluate all credible allegations or reports of selling partner violations of our Supply Chain Standards, including but not limited to those published by governments, reputable investigators, journalists, or human rights defenders.

In addition to engaging third-party selling partners at issue in the allegations, we went further to proactively engage all suppliers manufacturing Amazon-branded products in Bangladesh. We require verification of the safety of building structures and electrical and fire safety issues, and we conduct on-site inspections with certified engineers for the highest risk issues to track closure. We enhanced our pre-sourcing screening process for new Bangladesh suppliers to ensure that adequate building safety equipment and systems are in place as a pre-condition to being approved for Amazon production.

As a way to further support workers in the Bangladesh garment industry, we also invested in the [Amader Kotha Helpline](#) which provides workers throughout the region, including many of Amazon's own suppliers, with a grievance mechanism to report and quickly resolve factory concerns in the ready-made garment sector in Bangladesh.



The following table includes data from our assessments in 2019, including suppliers not currently producing for Amazon.

High and Medium Level Findings by Subcategory in 2019 (% of all assessment findings)

Subcategory	High/Medium Severity
Labor	
Freedom of Association	0.4%
Freely Chosen Employment	3.2%
Humane Treatment	0.1%
Non-Discrimination	0.4%
Subcontractor and Next-Tier Supplier Responsibility	0.1%
Wages and Benefits	40.7%
Worker Grievance/Complaint Mechanism	0.0%
Working Hours	7.9%
Young Workers	0.5%
Ethical Behavior	
Business Integrity	2.3%
Transparency	2.9%
Environment	
Hazardous Substances	0.0%
Pollution Management and Prevention	0.1%
Health and Safety	
Emergency Preparedness and Response	10.5%
Industrial Hygiene	9.5%
Machine Safeguarding	0.1%
Sanitation, Dormitory, and Canteen	2.3%

Supply Chain Commitments

We evaluate our supply chain to identify the industries, countries, and issues where we have the greatest opportunities to identify and address risks and have a positive impact on workers. In the event we identify an issue in our supply chain, we act fast and prioritize solutions from the workers' point of view.

We work with industry partners to tackle systemic issues and implement programs that support continuous improvement for our suppliers and workers. As a part of our due diligence efforts to identify, prevent, and mitigate adverse impacts, we leverage internal and external data and guidance from external stakeholders including industry experts, civil society groups, and non-governmental organizations.

We are committed to assessing our impact and focusing our efforts in the following key commitment areas:

Safe Workplaces: Safe and healthy workplaces are a top priority for Amazon. We have global teams who partner with suppliers to increase worker awareness of safety issues, promote worker participation in their facility's safety culture, and promote initiatives focused on the well-being of workers on issues that matter most to them.



Our suppliers must provide workers with a safe and healthy work environment; suppliers must, at a minimum, comply with applicable laws regarding working conditions. Additionally, we are committed to driving improvement in these key priority areas: (1) occupational safety, including adequate machine safeguarding, and ensuring suppliers continually identify, evaluate, and control physically demanding tasks to ensure that worker health and safety is not jeopardized; (2) emergency preparedness and response planning; and (3) sanitation and housing—if suppliers provide residential facilities for their workers, they must provide clean and safe accommodations.

We conduct on-site assessments of Amazon-branded suppliers to determine safety conditions throughout our business relationship. This includes assessments of protections such as adequate fire safety systems, sanitary dormitories and facilities, and adequate machine safeguarding.

We require that these suppliers address material safety issues prior to beginning production with Amazon. Assessment results are reviewed regularly by the leadership of our Amazon-branded businesses, and corrective action plans are implemented with suppliers as needed.

Freely Chosen Employment: We will not tolerate the use of forced labor in our supply chain. Our Supply Chain Standards prohibit all forms of forced labor and human trafficking; this includes charging workers recruitment fees, holding passports or personal documentation, and coercion to work through threats of deportation or contacting immigration authorities. During assessments of Amazon-branded suppliers, we track where workers migrated from and how much they paid in recruitment fees. If fees have been paid, we require the supplier to reimburse workers in full. Forced labor is a hidden crime that is hard to combat. We recognize real progress in this space will only be achieved through collaborative action—by companies, governments, and civil society—to spur system-wide change. Learn more about our approach to forced labor in our annual Modern Slavery Statement. Amazon is currently working with these organizations to devise holistic approaches to combating forced labor:

Polaris: Amazon supports Polaris, a nonprofit that assists trafficking victims and survivors. Through the U.S. National Human Trafficking Hotline, Polaris has identified and responded to over 63,000 cases of human trafficking and labor exploitation since 2007. AWS works with Polaris to infuse cutting-edge technology into its infrastructure to accelerate the development of the largest known U.S. data set on trafficking. Polaris uses that data to understand and improve the way trafficking is identified, how victims and survivors are assisted, and how to prevent this abuse.

Responsible Labor Initiative: The Responsible Labor Initiative is a multi-industry, multi-stakeholder initiative focused on ensuring that the rights of workers vulnerable to forced labor in global supply chains are consistently respected and promoted.

Tech Against Trafficking: Tech Against Trafficking (TAT) is a coalition of technology companies collaborating with global experts to help eradicate human trafficking using technology. Amazon sits on the TAT steering committee and has leveraged the expertise and resources of AWS to help scale tech solutions in the anti-trafficking field.

Thorn: Thorn, an organization that builds technology to defend children from sexual abuse, leverages AWS architecture and machine learning tools in their product Spotlight. Spotlight's sophisticated machine learning capabilities save time for investigators by automatically flagging ads likely to represent at-risk children. Investigators can set customized alerts and search Spotlight's constantly growing database of ads to aid in their investigations. Spotlight has helped identify more than 14,000 child sex trafficking victims.

Unseen: Amazon has made a three-year commitment to work with UK modern slavery helpline Unseen, investing in their efforts to provide immediate and long-term support to potential victims of modern slavery and to ensure the helpline's continued growth. The helpline provides direct response and services to potential victims of modern slavery, as well as trainings and programming to support those victims.

OUR GOALS:

- 100% of Amazon employees who drive trucks complete Truckers Against Trafficking training by the end of 2020.
- Launch supplier improvement program focused on responsible recruitment by the end of 2020.

Empowering Women: Quality jobs for women translate to positive impacts for communities, and we are actively working to empower women to make their own decisions on health, finances, and career development. This includes collaborating with globally recognized programs such as Better Work and Business for Social Responsibility's HERproject. Through our partnership with HERproject, we engage suppliers in China, Bangladesh, Vietnam, and India. As of June 2020, we had reached over 8,700 women with training on health and financial skills, building the capacity of workers and factory management to combat gender-based discrimination in the workplace.

OUR GOAL:

- Launch empowerment programs to reach over 25,000 women in our supply chain by 2023.



Fair Wages: We are committed to working closely with suppliers, business partners, and multi-stakeholder associations to monitor and promote continuous improvement in working conditions, including fair and on-time payment of wages. We have dedicated teams across the globe that work directly with suppliers to track and report performance against these standards.

Our suppliers are required to pay legally required compensation (including overtime and benefits) and we encourage our suppliers to continuously evaluate whether workers earn enough to meet their basic needs and the needs of their family.

We require Amazon-branded suppliers in a number of regions to enroll in Better Work—a partnership between the International Labor Organization and the International Finance Corporation focused on improving working conditions in the garment industry and making the sector more competitive. By working with suppliers and training workers on their rights, Better Work is able to help workers improve wages over time.

OUR GOAL:

Launch in-depth research into fair wages within our Amazon-branded products supply chains in 2021.

Environmental Protection: Our aim is to ensure that the manufacturing of our products does not cause unnecessary environmental harm, and positively impacts people and communities. We are a member of the Sustainable Apparel Coalition (Coalition), an industry-wide group of leading apparel and footwear brands, retailers, manufacturers, non-governmental organizations, academic experts, and government organizations working to reduce the environmental and social impacts of apparel products around the world. We encourage our Amazon-branded suppliers to evaluate their practices using the Coalition's Higg Index, a tool to help manufacturers measure the social and environmental performance of their facilities. We are committed to driving adoption of this assessment and helping our suppliers understand their environmental impact.

OUR GOAL:

Collect environmental performance data from 200 suppliers by the end of 2021.

Amazon is committed to supporting our suppliers, their workers, and their communities as they are impacted by the COVID-19 pandemic, and we have dedicated over \$1 million in initial investments to support response and recovery efforts in our supply chain.

We are continuing to monitor suppliers for compliance with our Supply Chain Standards and are making necessary modifications to supplier assessment procedures based on internal and external stakeholder recommendations. We are working to balance the need to limit the movement of people and allow suppliers time to support workers and prepare production schedules with the need to have our eyes and ears on the ground.

We have urged suppliers to take the following steps to mitigate risk to workers:

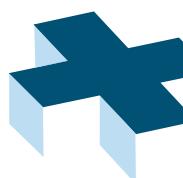
Follow all government safety recommendations before resuming or continuing to manufacture Amazon-branded products and take appropriate steps to ensure safe and clean workplaces.

Avoid ending worker contracts where workers are sick or caring for sick family members.

Ensure monitoring of worker hours and proper overtime notices as factories ramp up production.

We are partnering with organizations providing critical support to suppliers and workers during this devastating pandemic:

- In Bangladesh, we've partnered with the **International Organization for Migration (IOM)** to distribute medical supplies and COVID-19 related resources for front-line doctors, nurses, and medical workers operating in the largest refugee camp in the world. The contribution supports the procurement of lifesaving PPE for 23 IOM-managed health facilities, serving to benefit both refugee and host community populations in the region.
- Amazon is supporting the implementation of **SCORE Training** in 42 factories, which is helping factories plan their production schedule, reorganize production lines, and implement guidelines for more social distance and increased safety. Factories enrolled in the **SCORE program** receive support implementing health and safety protocols and providing workers with training on health and sanitation, which has improved the working conditions of 20,000 workers, including 9,000 women.
- As part of our longstanding relationship with BSR's **HERproject**, we helped to launch HERessentials, a new venture that will digitize HERproject's and Empower@Work's learning modules into a six-module Digital Worker and two-module Digital Manager Toolkit curriculum for remote access. The toolkit covers topics like personal hygiene, reproductive health and breastfeeding, and financial planning, and offers local resources on mental health and domestic violence services. The toolkit will be available to 500,000 female workers by 2025 in Bangladesh, China, Ethiopia, India, Kenya, and Vietnam, and will be translated into local languages.



COVID-19

- Amazon partnered with **Nest**, a nonprofit building a hand-worker economy of artisans, to increase global workforce inclusivity, improve women's well-being, and preserve important cultural traditions around the world. As part of this partnership, we have been able to distribute over 100 economic relief grants to artisan businesses across the globe. We were also able to support the Nest's PPE Purchasing initiative—a program that purchased over 200,000 protective masks to be delivered to front-line workers. This program distributed over \$500,000 in economic relief value to 57 businesses, which altogether employed 10,510 skilled artisans.
- We are supporting the **Amader Kotha Helpline**, which provides workers with a grievance mechanism to report and resolve factory concerns in the ready-made garment sector. Our contribution will help support the organization's increased call volumes and the 24/7 factory grievance lines in regions impacted by COVID-19. The Helpline serves as a resource for 600+ factories, 30 of which are Amazon suppliers, reaching 1.5 million workers in Bangladesh, and supporting them in safely transitioning back into the workplace.
- In India, we partnered with **Swasti**—a global nonprofit committed to ensuring access to quality healthcare for workers and those in marginalized communities—to adapt their worker well-being program (Invest4Wellness) to provide support to workers in factories impacted by COVID-19. With our support, Swasti is setting up a worker helpline, developing health protocols for workers to return to work safely, establishing an emergency response team, and providing critical mental health, healthcare, and social entitlement support to workers, their families, and their communities. These services are available to seven factories in our supply chain, reaching 3,500 workers—including 1,400 women—and their families.

Learn more about how we are responding to the COVID-19 pandemic on our [Day One blog](#).



Community

We focus on building long-term and innovative programs that will have a lasting, positive impact in communities around the world.



Amazon in the Community

At Amazon, we are committed to helping children and young adults have the resources and skills they need to build their best future. We build long-term and innovative programs that will have a lasting, positive impact in communities around the world, with a focus on supporting underrepresented and underserved communities.

To do this, we develop programs and partner with local organizations to fight hunger and homelessness, provide equitable access to high quality computer science and STEM education, and support communities impacted by natural disasters.



Computer Science and STEM Education

As part of our community focus, we work to increase access to high-quality computer science education. One of our primary programs is [Amazon Future Engineer](#), a childhood-to-career initiative aimed at increasing access to computer science education for hundreds of thousands of children and young adults from underserved and underrepresented communities each year. Amazon Future Engineer is part of Amazon's \$50 million investment in STEM education. Amazon Future Engineer has also invested an additional \$20 million in organizations that promote computer science and STEM education across the U.S. Each year, Amazon Future Engineer:

- Inspires hundreds of thousands of elementary school students to try computer science.
- Funds Intro and AP computer science courses for thousands of high schools.
- Awards 100 students each year with \$40,000 college scholarships to study computer science and guaranteed, paid internship offers at Amazon.

Right Now Needs: Disaster Relief, Hunger, and Affordable Housing/Homelessness

Amazon is also committed to what we call "[Right Now Needs](#)," which includes increasing access to food, shelter, and basic goods for children and their families, specifically when it comes to fighting hunger, homelessness, and disaster relief efforts.

Hunger and Affordable Housing:

- **Over \$100 million commitment** in partnership with community nonprofit Mary's Place to open a first-of-its-kind homeless shelter at our Seattle headquarters campus. The Mary's Place Family Center in The Regrade has the capacity to shelter more than 200 people each night, and more than 1000 family members each year.
- **\$13 million** to [create more housing options](#) for people experiencing homelessness in Seattle and Arlington, VA. Amazon donated \$8 million—\$5 million to Plymouth Housing in Seattle and \$3 million to the Arlington Community Foundation in Arlington—as well as a \$5 million total match on employee donations made to 20 select nonprofits addressing housing and homelessness in our headquarter regions.

-
- **More than \$15 million** in in-kind and cash donations to one of our longtime neighbors in Seattle, FareStart, a nonprofit focused on helping individuals in poverty overcome barriers to getting and keeping a job through training on the work and life skills necessary to succeed in the foodservice industry. Since 2017, Amazon has provided in-kind and cash donations, contributed more than \$2 million in revenue to FareStart's catering business, and provided consultancy services and space to help FareStart optimize its growing catering business. Additionally, Amazon employees volunteer more than a thousand hours with FareStart each year. With Amazon's support, and the support of its donor community, FareStart helps more than 1,200 people locally each year.
 - **\$2 million initial grant and creation of the Right Now Needs Fund**, stewarded by the Alliance for Education to help meet the urgent and basic needs (food, clothing, and supplies) of students in Seattle Public Schools and eliminate barriers to learning. Amazon has also provided additional grants to provide [extra support for summer programming and COVID-19 relief](#).
 - A [collaboration with Share Our Strength's No Kid Hungry campaign](#), provided access to more than **9 million school breakfasts** for over 50,000 students in 450 schools across the U.S. by the end of 2019.



Supporting Communities Impacted by Natural Disasters:

Our [disaster relief and response efforts](#) leverage Amazon's vast operational excellence, innovative technologies, and worldwide logistics network to provide fast and effective support to worldwide operations fighting large-scale natural disasters. Amazon has filled cargo jets and shipped truckloads of Amazon-donated items for communities ravaged by hurricanes, sent solar powered lights to people living without power after tsunamis, enabled customers to easily donate products and cash on Amazon.com, and helped governments and nonprofits expedite response efforts at scale through our AWS cloud services.

- Between 2017 and 2019, Amazon and our customers donated an equivalent of more than **7.3 million relief items**, including more than 1 million bottles of water, 10,000 N95 respirator masks, and 5,000 solar lanterns.
- Amazon and our customers donated more than **\$17 million in cash and products** to support people impacted by 37 natural disasters.
- **More than 1,400 Amazon employees** supported disaster relief and response efforts and hundreds participated on the ground.
- Amazon's disaster relief and response teams have helped more than **40 nonprofit partners** deliver services to victims of disasters from around the world.
- Amazon Air cargo jets were packed with **more than 500,000 donated relief items** to support people affected by Hurricane Maria and Hurricane Dorian.
- We've supported victims of more than **37 natural disasters in over 10 countries**.



AWS Disaster Response Action Team: AWS enables disaster response organizations to access cloud services at the edge, even in the harshest conditions. The AWS Disaster Response Action Team (DRT) allows customers to focus on mission-critical functions, while AWS provisions critical data and applications, transports hardware to the base of operations, and implements deployable infrastructure based on customer need. For example, in 2019, in the wake of Hurricane Dorian (a Category 5 storm that struck the Bahamas), the DRT helped set up connectivity and communications networks at more than 40 medical facilities and shelters in the country. In 2019, AWS also launched AWS Project Resilience, offering up to \$2,000 in AWS credits to state and local governments, community organizations, and educational institutions to better prepare for natural and man-made disasters.

AWS and Community Outreach

AWS is committed to making a positive difference around the world. We are dedicated to inspiring future builders—especially those from underrepresented and underserved communities. To accomplish this, we established a program called AWS InCommunities which builds long-term and innovative programs that will have a lasting impact in individual communities around the world.

STEAM Events and Sponsorships

To help create the next generation of creative thinkers and future builders, AWS sponsors a variety of STEAM (science, technology, engineering, the arts, and mathematics) initiatives in the communities where we have a physical presence. This includes working hand-in-hand with nonprofit and nongovernment organizations, helping to advance their efforts through sponsorships, employee volunteers, and in-kind donations. Through our programming, we help increase thousands of students' access to STEAM education opportunities in fun and imaginative ways.

Here are a few examples of our efforts in communities:

- **AWS Tech Week** is a global initiative that inspires employees to participate in and lead tech-related community events, including "mapathons" to identify locations for disaster relief efforts, sessions on STEAM and cloud careers in schools, and other service activities.
- **Girls' Tech Day** is a workshop emphasizing STEAM for school-age girls and young women—designed to inspire future builders, showcase tech careers and women in the technology workforce, and introduce girls in underserved areas to STEAM.
- **Family Tech Days** are activities for our community neighbors emphasizing science and technology in a fun environment. The events are free and open to the entire community.
- **The AWS Think Big Experience** is all about encouraging innovation among students and encouraging them to Think Big to solve real world problems. To bring this to life, we have built physical Think Big Spaces and content for students around the globe.



COVID-19

The ongoing COVID-19 crisis has impacted communities across the world, including in the cities home to our U.S. corporate headquarters in Seattle, WA and Arlington, VA. To support those communities during this health crisis, we have quickly ramped up our response efforts and unique programs.

Investing in Communities Around the Globe



We launched the **\$20 million AWS Diagnostic Development Initiative** to accelerate COVID-19 research.

In Europe, we committed **€21 million (almost \$23 million USD) to support those most affected by the COVID-19 pandemic.**

We're working with food banks in 25 cities across the country to deliver **6 million meals to underserved and vulnerable populations.**

We committed to donating **\$5 million in Amazon devices** globally to those in need.

We're donating **8,200 laptops to Seattle Public Schools students** who do not have access to a device at home.

Through our Amazon Future Engineer program, we're donating **4,000 laptops to high school students across the U.S.** and making new online computer science resources, including exam prep, free.

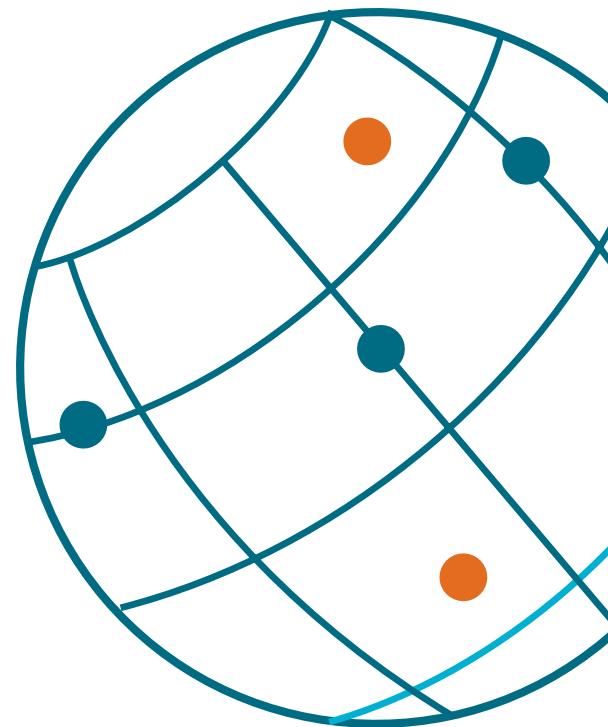
Putting Amazon's Unique Assets to Work

- We believe Amazon has a unique role to play providing a critical service for families to get the items they need, without leaving their homes. Amazon partnered with food banks across the country to donate delivery services of shelf-stable groceries and pre-packaged foods to serve 6 million meals, using our robust network of Amazon Flex drivers. Amazon's food bank partners are responsible for providing, preparing and packaging all shelf-stable foods. Amazon Flex delivery partners collect the pre-packaged foods from food banks, and make "no-contact" deliveries directly to the doorsteps of vulnerable groups in their own communities.
- To enable remote learning while schools are closed, we have made [Amazon Future Engineer](#) STEM curriculum available to students in the U.S., UK, and France, reaching more than 9,000 students in the U.S. during the first week alone.
- AWS InCommunities, our AWS community engagement team, has reached out to the medical community and health workers in India to help those on the front-line by providing medical supplies and hygiene kits contributing to the fight against COVID-19. We have donated ventilators, masks, gloves, sanitizers, and other COVID-19 supplies to help the response effort. The COVID-19 pandemic has brought particular hardship to the migrant labor community in India, who depend on daily wages for essentials including food. AWS InCommunities provided over 3,600 kilograms of dry ration to migrant workers housed in Mumbai.

Learn more about how we are responding to the COVID-19 pandemic on our [Day One blog](#).

Governance

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Mechanisms for Prioritizing Our Work

At Amazon, we take a science-based, customer-centric approach to sustainability. We use a structured lifecycle assessment model to measure and map climate-related risks across our value chain. We also conduct regular materiality assessments to understand the most significant environmental, social, and governance topics across our business over the short, medium, and long term.

We monitor risks and prioritize opportunities by taking into account customer and stakeholder expectations, voluntary practices and regulations, industry best practices, trends in financial and sustainability reporting, and emerging topics in news and social media.

Some of our current highest priority sustainability issues are:

- Response to the COVID-19 crisis and support for our customers, employees, and communities
- Climate change, energy efficiency, renewable energy, and sustainable transportation
- Responsible supply chain practices, including human rights and the safety and well-being of workers in our supply chain
- Waste, recycling, and the circular economy
- Sustainable products



Amazon uses a variety of mechanisms to embed sustainability across our business. We integrate sustainability practices into our everyday operations through goal-setting, metrics, and quarterly business reviews.

The Nominating and Corporate Governance Committee of Amazon's Board of Directors oversees Amazon's environmental, social, and corporate governance policies and initiatives, including our progress on The Climate Pledge and risks related to our operations, supply chain, and customer engagement. The Committee also oversees and monitors Amazon's policies and initiatives relating to human rights and ethical business practices.

In the area of climate change in particular, we are developing tools to identify and manage weather and climate-related risks across our business. The foundation of this work is the Amazon Sustainability Data Initiative (ASDI), a global and authoritative source for open-sourced weather, climate, and sustainability data. This data, together with AWS analytical tools, enables cutting-edge scientific work and helps us raise the bar for our customers.

For example, by using the NOAA weather data available in ASDI, Amazon transportation teams have been able to better predict how weather-related events (snowstorms, floods, heatwaves, etc.) impact customer package deliveries—and we have provided customers with more accurate delivery estimates as a result. The AWS Infrastructure team also leverages weather data from ASDI to better assess the impact of weather on AWS data centers. Our ultimate goal is to enable customers and suppliers to use the tools we are developing in-house to improve climate resilience.

Amazon Sustainability Policy Positions

Increasing the deployment of renewable energy resources is valuable for the planet, good for business, and important for our customers. As part of our sustainability efforts, Amazon advocates in support of public policy that advances access to and the expansion of clean energy. We will continue to promote policies that support renewable energy to power our operations. Since 2016, we have taken the following actions in support of promoting clean energy and addressing climate change:

April 2020

Joined the European Alliance for a green recovery, which includes policymakers, businesses, and organizations working together to support a COVID-19 economic recovery that addresses the threat of climate change.

January 2020

At the Virginia General Assembly, Amazon testified in favor of legislation to expand the use of energy storage to further integrate renewable energy into the grid in Virginia.

December 2019

Amazon publicly praised the European Union's intent to reach climate neutrality and pledged to work together with the new EU Commission on the Green Deal.

August 2019

Amazon leadership spoke at the National Conference of State Legislatures Energy Summit and implored state legislators to accelerate the deployment of renewable energy across the U.S.

June 2019

Amazon signed a letter to the European Commission outlining the importance of corporate renewable energy procurement and encouraging that National Energy and Climate Plans remove barriers to renewable energy purchasing.

June 2019

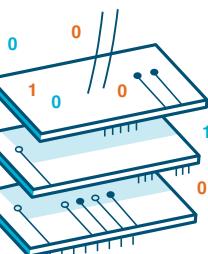
Amazon supported legislation introduced in the United States Congress that would allow clean energy projects access to financing by forming master limited partnerships.

May 2019

Amazon wrote to the Virginia State Corporation Commission encouraging that more renewable energy and clean energy technologies be included in a long-term plan by Virginia's largest electric utility.

February 2019

Amazon spoke to the National Association of State Energy Officials about the importance of energy efficiency and renewable energy for our business operations, and to encourage states to help support the deployment of electric vehicles.



December 2018

Amazon wrote to the Georgia Public Service Commission advocating for a strong renewable energy offering from the Georgia electric utility.

November 2018

Amazon signed on to a joint declaration calling for changes to European energy policy that would allow for easier access to renewable energy. The declaration sought to reduce barriers that hinder renewable energy trading and tracking across borders between European Union member countries.

November 2018

Amazon authored a letter to the European Commission in support of the removal of regulatory barriers to corporate sourcing of renewable energy.

September 2018

Amazon staff spoke at the Midwest Governor's Association conference and highlighted our interest in access to renewable energy and the importance of states reducing barriers to renewable energy access.

December 2017

Amazon urged the European Union Commission to establish a goal of 35% renewable energy by 2030.

December 2017

Amazon wrote to the California Public Utilities Commission in support of an electric vehicle charging program for the San Diego region.

October 2017

Amazon provided support for the regulatory approval of a green energy program offering being created by the Florida electric utility that provides power to our facilities in the Jacksonville region.

October 2017

Amazon authored a letter to the Ohio State Legislature in support of a bill that would reduce restrictions on the siting of wind energy projects in the state.

June 2017

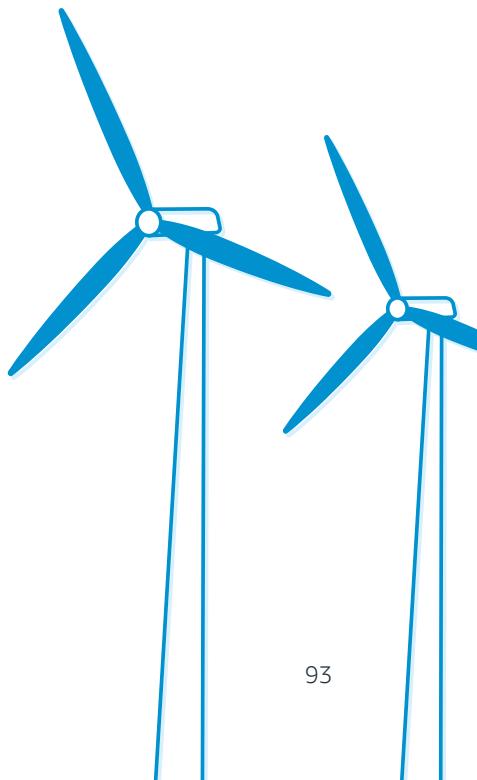
Amazon joined the We Are Still In coalition to express support for remaining in the Paris Climate Agreement.

February 2017

Amazon offered support for a Virginia bill to create a new community solar law in the Commonwealth.

April 2016

Amazon joined Apple, Google, and Microsoft in filing an amicus brief in support of the U.S. Environmental Protection Agency's Clean Power Plan.



United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a collection of 17 global goals the United Nations General Assembly (UN) set to provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. At Amazon, there are multiple ways our sustainability work aligns with these global goals. The following shows how our programs correspond to the UN SDGs:



SUSTAINABLE OPERATIONS



CIRCULAR ECONOMY



THE CLOUD



PACKAGING AND PRODUCTS



CUSTOMERS



EMPLOYEES



PARTNERSHIPS



SUPPLY CHAIN



COMMUNITY

Partnerships

Many of the cross-cutting sustainability issues that we prioritize at Amazon are enhanced through partnerships and collaborative initiatives with credible, knowledgeable, and innovative industry partners.





Advanced Energy Buyers Group

Amazon is a founding member of the Advanced Energy Buyers Group (AEBG).

The mission of the business-led AEBG is to engage on policies that make it possible for non-residential energy users to meet their own energy needs with advanced energy through simple, flexible, market-based solutions; and to support policies that facilitate the transition to an electricity system that is secure, clean, resilient, smart, and affordable.



Advanced Energy Economy

To promote education, analysis, and policy advocacy for clean energy, Amazon joined Advanced Energy Economy (AEE), a nonprofit association of clean energy businesses that is committed to promoting clean and affordable energy technologies. AEE publishes reports, brings together stakeholders, and advocates for advanced energy policies with state and federal policymakers on issues related to electric vehicles, renewable energy, energy efficiency, and the smart grid.



American Council on Renewable Energy

To support our engagement on renewable energy, Amazon joined the American Council on Renewable Energy (ACORE), a nonprofit membership organization dedicated to building a secure and prosperous America with clean, renewable energy. ACORE convenes thought leadership forums and creates energy industry partnerships to communicate the economic, security, and environmental benefits of renewable energy.



Amader Kotha

Amazon began working with the Amader Kotha Helpline in 2020. The Amader Kotha Helpline provides workers with a mechanism to report and resolve safety and other concerns in the ready-made garment sector in Bangladesh. The Helpline was initially established as a project of the Alliance for Bangladesh Worker Safety following the Rana Plaza tragedy. In July 2018, the Helpline became an independent initiative available to all garment workers with the support of factories and brands.



amfori

In 2019, Amazon began working with Amfori, a leading global business association for open and sustainable trade. Amfori brings together over 2,000 retailers, importers, brands, and associations from over 40 countries to drive social performance and improvements across global supply chains.



Better Buying

In 2019, Amazon began engaging with Better Buying, a global initiative that carries out independent research to promote improved purchasing practices, stronger supply chain partnerships, and mutually beneficial sustainability outcomes. The initiative provides retailers, brands, and suppliers with a cloud-based

platform to obtain data-driven insights into purchasing-related activities. Better Buying enables suppliers to anonymously rate the purchasing practices of their buyers and works alongside these buyers toward improved practices.



Better Cotton Initiative

Amazon is a member of the Better Cotton Initiative (BCI) to support the transition to sourcing more sustainable cotton within Amazon-owned Private Brand apparel products. BCI is a global nonprofit organization and the largest cotton sustainability program in the world. BCI exists to make global cotton production better for the people who produce it, better for the environment it grows in, and better for the sector's future.



Business for Social Responsibility

Amazon is a member of Business for Social Responsibility (BSR), a global nonprofit that works with partners across business, civil society, and government sectors to build a just and sustainable world. Amazon participates in working groups such as Future of Fuels (a collaboration with a mission to drive a sustainable transition to low-carbon commercial road freight), Clean Cargo Working Group (an initiative to reduce the environmental impacts of global goods transportation), and Tech Against Trafficking (a coalition of technology companies collaborating with global experts to help eradicate human trafficking using technology).



BSR HERproject

Amazon joined BSR's HERproject, a collaborative initiative that strives to empower low-income women working in global supply chains. Bringing together global brands, their suppliers, and local NGOs, HERproject drives impact for women and business via workplace-based interventions on health, financial inclusion, and gender equality. Since its inception in 2007, HERproject has worked in more than 700 workplaces across 14 countries and has increased the well-being, confidence, and economic potential of more than 800,000 women.



Carbon Leadership Forum

Amazon is committed to sponsor the Carbon Leadership Forum, an interdisciplinary organization working to accelerate the transformation of the building sector to radically reduce the embodied carbon in building materials and construction through collective action. We will participate in this group to shape building industry standards for embodied carbon and advance resources for the building industry.



Center for Climate and Energy Solutions

Amazon joined the Business Environmental Leadership Council at the Center for Climate and Energy Solutions (C2ES) to work toward practical solutions to the world's climate and energy challenges. C2ES is an independent, nonpartisan, nonprofit organization working to forge practical solutions to climate change.

Through strong policy and action to reduce greenhouse gas emissions, promote clean energy, and strengthen resilience to climate impacts, C2ES works with Fortune 500 companies to coordinate business action and business support for effective climate policy.



Ceres Corporate Electric Vehicle Alliance

Amazon was a launch member of Ceres Corporate Electric Vehicle Alliance, which brings together companies focused on the transition to electric vehicles. The Alliance brings together fleet operators to share best practices, engage with policymakers, and demonstrate the value of electric vehicles for commercial use.



City Harvest

In the UK, Amazon partners with City Harvest London to put surplus food to use in a sustainable way. City Harvest collects food from supermarkets, restaurants, manufacturers, and other food business, and distributes it to community programs that serve meals to vulnerable people.



Closed Loop Fund

Amazon has committed \$10 million to the Closed Loop Fund to increase the recycling of products and packaging. Through project finance, the fund provides cities and companies with access to capital necessary to increase recycling rates in communities across America and build circular supply chains.



Corporate Eco Forum

Amazon joined the Corporate Eco Forum (CEF), an invitation-only membership group for large companies that demonstrate a serious commitment to sustainability as a business strategy issue. CEF's mission is to help accelerate sustainable business innovation by creating a neutral space for senior business leaders to strategize and exchange best-practice insights.



Ellen MacArthur Foundation

Amazon joined the Ellen MacArthur Foundation Network in 2020 as part of our ongoing commitment to reduce waste and share success stories across industries. The Ellen MacArthur Foundation's mission is to accelerate the global transition to a circular economy. The Foundation works with business, government and academia to build a framework for an economy that is restorative and regenerative by design.



Feeding America

Amazon partners with Feeding America to direct our surplus inventory to communities in need. Feeding America works alongside Amazon's vast network to strategically partner nonprofit members and Amazon facilities to maximize the impact

of these donations. Feeding America's mission is to feed more than 37 million of America's hungry through a nationwide network of 200 member food banks.



Global Optimism

In 2019, Amazon and Global Optimism co-founded The Climate Pledge, a commitment to reach net zero carbon by 2040. Global Optimism was founded by Christiana Figueres and Tom Rivet-Carnac, two of the architects of the Paris Agreement on climate change, to precipitate transformational, sector-wide change to halve global emissions between 2020 and 2030, eventually reaching net zero by 2050 or earlier.



Good 360

Amazon partners with Good360 to donate items that cannot be sold to those most in need. Good360's mission is to transform lives by providing hope, dignity, and a sense of renewed possibility to individuals, families, and communities impacted by disasters or other challenging life circumstances who otherwise would struggle to find that hope. Good360 has 80,000+ nonprofit members (downstream charity partners) to whom they redistribute goods received from 400+ corporate donors.



Green Chemistry and Commerce Council

Amazon is a member of the Green Chemistry and Commerce Council (GC3), a multi-stakeholder collaborative that drives the commercial adoption of green chemistry by catalyzing and guiding action across all industries, sectors, and supply chains.



In Kind Direct

Amazon works with In Kind Direct, a national charity in the UK that manages the donation of surplus products to charities across the country. Since partnering with In Kind Direct, we have donated more than \$8.7 million (£7 million) of products. In 2019 alone, we have donated \$1.2 million (£1 million) to over 2,000 charities and volunteer organizations across the UK.



Innatura

Amazon is a long-term partner of the German nonprofit Innatura, which brokers in-kind donations to charitable organizations. Through this partnership, Amazon has donated to more than 1,500 charities benefiting nearly 500,000 individuals and families in Germany with donations including toys, shoes, clothing, and drugstore items, among others.



International Safe Transit Association

Amazon joined the International Safe Transit Association (ISTA), an organization focused on the specific concerns of transport packaging. ISTA is a nonprofit, member-driven association that sets the standards for optimizing the resources in packages that are designed to be survivable, sustainable, and successful.



Leather Working Group

Amazon joined the Leather Working Group to support the transition to more sustainable leather in Amazon-owned Private Brand apparel products. The Leather Working Group seeks to improve the leather manufacturing industry by creating alignment on environmental priorities, bringing visibility to best practices, and providing suggested guidelines for continual improvement.



Nest

In 2019, Amazon began working with Nest, a nonprofit focused on the handworker economy to increase global workforce inclusivity, improve women's well-being beyond factories, and preserve important cultural traditions around the world. Nest uses radical transparency, data-driven development, and fair market access to connect craftspeople, brands, and consumers in a circular and human-centric value chain.



Public-Private Alliance for Responsible Minerals Trade

Amazon joined the Public-Private Alliance for Responsible Minerals Trade (PPA) in 2020. The PPA is a multi-sector initiative of 44 leaders in civil society, minerals supply chain actors, and government that supports projects in the Democratic Republic of the Congo and the surrounding Great Lakes Region of Central Africa that improve the due diligence and governance systems needed for ethical supply chains. The PPA has raised over \$2 million in private sector contributions toward on-the-ground activities supporting responsible trade and the conditions enabling it, complementing more than \$20 million in parallel funding from USAID for infrastructure and traceability in Congo. With this funding, the PPA has tested tools for enhanced upstream due diligence and reporting, made grants to assess models for collecting and disseminating due diligence data, and supported civil society training and mechanisms to monitor and report fraud and smuggling.



RE-Source Platform

To advocate for issues related to clean energy purchasing, Amazon is a member of the RE-Source Platform. RE-Source is a European alliance of stakeholders representing clean energy buyers and suppliers for corporate renewable energy sourcing. It is the first and only multi-stakeholder platform in Europe bringing together the interests of both buyers and sellers in order to unlock the potential of new business models, accelerate the transition to affordable renewable energy sources, and help combat climate change.



Renewable Energy Buyers Alliance

To support a resilient clean energy system, Amazon joined the Renewable Energy Buyers Alliance (REBA). REBA is an alliance of large clean energy buyers, energy providers, and service providers that, together with NGO partners, is unlocking the marketplace for all non-residential energy buyers to lead a rapid transition to a cleaner, prosperous, zero-carbon energy future.



Responsible Business Alliance

Amazon joined the Responsible Business Alliance (RBA), a nonprofit coalition of companies committed to supporting the rights and wellbeing of workers and communities worldwide affected by the global electronics supply chain. The RBA is the world's largest industry coalition dedicated to electronics supply chain responsibility.



Responsible Labor Initiative

Amazon is a member of the Responsible Labor Initiative (RLI), a multi-industry, multi-stakeholder initiative run by the Responsible Business Alliance. RLI is focused on ensuring that the rights of workers vulnerable to forced labor in global supply chains are consistently respected and promoted.



Responsible Minerals Initiative

Amazon joined the Responsible Minerals Initiative (RMI), an initiative of the Responsible Business Alliance, which provides companies with tools and resources to make sourcing decisions that improve regulatory compliance and support responsible sourcing from conflict-affected and high-risk areas. Founded in 2008, the RMI has grown into one of the most utilized and respected resources for companies from a range of industries addressing responsible mineral sourcing issues in their supply chains.



SolarPower Europe

Amazon joined SolarPower Europe (SPE) to help advance solar energy development across Europe. SPE works to ensure solar-based energy solutions have access to financing and funding across Europe, positioning these solutions with policymakers at the European and national levels, effectively communicating the benefits of solar power and more.



Supplier Ethical Data Exchange

Amazon is a member of the Supplier Ethical Data Exchange (Sedex), a global nonprofit organization that provides manufacturers and retailers a platform to manage responsible sourcing data and monitor continuous improvement across their supply chains.



Sustainable Apparel Coalition

Amazon joined the Sustainable Apparel Coalition (SAC), an industry alliance on sustainable production for apparel, footwear, and textiles. The Coalition uses the Higg Index, a standardized value chain measurement suite of tools for all industry participants. These tools measure environmental and social labor impacts across the value chain. With this data, the industry can address inefficiencies, improve sustainability performance, and achieve the environmental and social transparency consumers are demanding.



Sustainable Packaging Coalition

Amazon joined the Sustainable Packaging Coalition (SPC), an industry working group dedicated to a more robust environmental vision for packaging. SPC uses strong member support, an informed and science-based approach, supply chain collaborations, and continuous outreach to build packaging systems that encourage economic prosperity and a sustainable flow of materials.



Tech Against Trafficking

Tech Against Trafficking (TAT), an initiative within the Business for Social Responsibility (BSR), is a coalition of technology companies collaborating with global experts to help eradicate human trafficking using technology. TAT works with civil society, law enforcement, academia, technologists, and survivors to advance and scale the use of technology to prevent, disrupt, and reduce human trafficking and increase and expand survivors' access to resources.



Textile Exchange

Amazon joined Textile Exchange to support our commitment to sustainable apparel. Textile Exchange is a global nonprofit that identifies and shares best practices on farming, materials, processing, traceability, and product end-of-life in order to reduce the textile industry's impact on the world's water, soil, and air, and the human population.



The Recycling Partnership

Amazon joined The Recycling Partnership to increase access to and improve curbside recycling in the United States. The Recycling Partnership supports communities and local governments with education, infrastructure, and measurement related to curbside recycling.



Truckers Against Trafficking

To further our commitment to preventing human trafficking, Amazon became an official corporate sponsor of Truckers Against Trafficking (TAT), an organization dedicated to combating human trafficking in the trucking industry. We incorporate TAT training modules into trainings for our internal fleet of drivers to teach them how to identify and respond to potential victims of human trafficking.



U.S. Partnership for Renewable Energy Finance

Amazon joined the U.S. Partnership for Renewable Energy Finance (U.S. PREF), a program of ACORE, to support our work with state and federal policymakers and other stakeholders to enable more renewable energy opportunities for cloud providers. U.S. PREF is an educational program that provides expert input on how the renewable energy finance market works.

Sustainability Accounting Standards Board (SASB)

The Sustainability Accounting Standards Board is an independent standards board that is accountable for the due process, outcomes, and ratification of the SASB standards, which seek to identify financially material sustainability information. The table below lists topics classified as applicable to the [E-Commerce Industry](#).

SASB Metric	Code	Disclosure
Hardware Infrastructure Energy and Water Management		
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	CG-EC-130a.1	In 2019, Amazon reached 42% renewable energy across our business. See Renewable Energy . See our Carbon Footprint .
Discussion of the integration of environmental considerations into strategic planning for data center needs	CG-EC-130a.3	Amazon Web Services (AWS) carefully chooses our data center locations to mitigate environmental risk, such as flooding, extreme weather, and seismic activity. See Sustainability in the Cloud .
Data Privacy and Advertising Standards		
Description of policies and practices relating to behavioral advertising and user privacy	CG-EC-220a.2	Interest-based ads are sometimes referred to as personalized or targeted ads. We show interest-based ads to display features, products, and services. Amazon offers all customers the choice to not receive interest-based ads and customers may go to Amazon Advertising Preferences and choose to stop receiving interest-based ads from Amazon. See Interest-Based Ads . See Privacy Notice . See Cookies Notice .

SASB Metric	Code	Disclosure
Data Security		
Description of approach to identifying and addressing data security risks	CG-EC-230a.1	We design our systems with customer security and privacy in mind. We work to protect the security of personal information during transmission by using encryption protocols and software. We maintain physical, electronic, and procedural safeguards in connection with the collection, storage, and disclosure of personal customer information. Our security procedures mean that we may occasionally request proof of identity before we disclose personal information to customers. Our devices offer security features to protect them against unauthorized access and loss of data. Users can control these features and configure them based on their needs. We follow the Payment Card Industry Data Security Standard (PCI DSS) when handling credit card data. See Privacy Notice . In addition, AWS architects our network, services, and data centers to protect AWS customers' information, identities, applications, and devices. See AWS Cloud Security .
Employee Recruitment, Inclusion, and Performance		
Employee engagement as a percentage	CG-EC-330a.1	Connections is a real-time, company-wide employee feedback mechanism designed to listen to and learn from employees at scale to improve the employee experience. Each day, Connections questions are delivered to every Amazon employee on a computer, a workstation device, or hand scanner. Employees may choose to answer or not answer any question, and individual responses are aggregated and shared with managers at the team level to maintain confidentiality. Connections analyzes response data and provides insights to managers and leaders to review and take actions as they uncover issues or see opportunities to improve. Connections generates over 500,000 responses from employees daily. Connections is live in 51 countries, at over 2,500 unique sites/locations, and questions are delivered in 21 languages. Amazon has 876,800 full-time and part-time employees globally as of July 2020. See Employee Engagement .
Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	CG-EC-330a.3	As of December 31, 2019, among managers globally, 27.5% identify as women and 72.5% identify as men. Among managers in the U.S., 20.8% identify as Asian, 8.3% as Black/African American, 8.1% as Hispanic/Latinx, 3.0% as two or more races, 0.6% as Native American, and 59.3% as White. See Diversity and Inclusion .

SASB Metric	Code	Disclosure
Product Packaging and Distribution		
Total greenhouse gas (GHG) footprint of product shipments	CG-EC-410a.1	<p>See our Carbon Footprint.</p>
Discussion of strategies to reduce the environmental impact of product delivery	CG-EC-410a.2	<p>Shipment Zero is Amazon's vision to make all Amazon shipments net zero carbon, with a goal of delivering 50% of shipments with net zero carbon by 2030 through sustainable process improvements, recycled materials, investments in electrification, and renewable energy initiatives.</p> <p>In 2019, Amazon ordered 100,000 electric delivery vehicles from Rivian, a U.S. electric vehicle manufacturer. In 2020, we announced that we are adding more than 1,800 electric vehicles from Mercedes-Benz Vans to our delivery fleet in Europe. In addition to our investments in vehicle electrification, we are maximizing efficiency on current vehicles, optimizing our delivery logistics, and using alternative delivery methods. See Sustainable Transportation.</p> <p>Since 2015, we have reduced the weight of outbound packaging by 33% and eliminated over 900,000 tons of packaging material, the equivalent of approximately 1.6 billion shipping boxes. In 2019, we launched a fully recyclable paper padded mailer that protects products during shipping while taking up less space in transit. In June 2020, Amazon India announced that it eliminated 100% of single-use plastic in packaging across fulfillment centers. See Reducing Packaging Waste.</p> <p>We are making these significant investments to drive our carbon footprint to zero despite the fact that shopping online is already inherently more carbon efficient than going to the store. Amazon's sustainability scientists have found that, averaged across all basket sizes, online grocery deliveries generate 43% lower carbon emissions per item compared to shopping in stores. Smaller basket sizes generate even greater carbon savings. See 2019 Letter to Shareholders.</p>

SASB Metric	Code	Disclosure
Activity Metrics		
Entity-defined measure of user activity	CG-EC-000.A	More than 150 million paid Prime members as of December 31, 2019. See Q4 2019 Earnings Release .
Number of shipments	CG-EC-000.C	In 2019, we delivered more than 10 billion items worldwide. See 2019 Letter to Shareholders .

Task Force on Climate-Related Financial Disclosures (TCFD)

At Amazon, we take a science-based, customer-centric approach to climate. We use a structured life cycle assessment model to measure and map environmental hotspots across our value chain. We have conducted a sustainability materiality assessment to identify the most significant environmental topics across our business. We categorize climate risks and opportunities by taking into account customer and stakeholder expectations, regulations, business risks, industry best practices, and emerging news. Amazon embeds a variety of mechanisms in our business operations to address sustainability issues, including climate-related risks. We integrate sustainability practices into our everyday operations through goal-setting, metrics, and quarterly business reviews.

Governance

We have an established governance framework to help ensure that risks associated with climate change are considered at the most senior levels of our business.

- **Board Oversight:** The Nominating and Corporate Governance Committee of Amazon's Board of Directors oversees environmental, social, and corporate governance policies and initiatives, including our progress on The Climate Pledge, and risks related to our operations, supply chain, and customer engagement.
- **Management Oversight:** The Sustainability team works across Amazon to make operational changes that reduce or eliminate carbon in our business. Amazon developed a company-wide carbon accounting model that provides specific operational metrics to business teams on their emissions and allows them to track progress on decarbonization.

Assessment

We conduct regular materiality assessments and have developed a comprehensive carbon system of record to identify environmental hotspots across the business. We hold quarterly business reviews with Amazon leadership teams to track progress toward meeting The Climate Pledge—a commitment to be net zero carbon across our business by 2040, 10 years ahead of the Paris Agreement.

We are developing data and tools to address climate risks for both our business and our customers. The foundation of this work is the Amazon Sustainability Data Initiative (ASDI), a global and authoritative source for open-sourced weather, climate, and sustainability data. This data, together with AWS analytical tools, is enabling cutting-edge scientific work and helping us raise the bar for customers. For example, by using the NOAA weather data available in ASDI, Amazon transportation teams have been able to better predict how weather-related events (snowstorms, floods, heatwaves, etc.) impact customer package deliveries, and we have provided customers with more accurate delivery estimates as a result. The AWS Infrastructure team also leverages weather data from ASDI to better assess the impact of weather on AWS data centers. We carefully choose our data center locations to mitigate environmental risk, such as flooding, extreme weather, and seismic activity. We are developing a robust tool for assessing and managing weather and climate-related risks for our assets, people, and operations. Our ultimate goal is to enable customers and suppliers to use the tools we are developing in-house to improve climate resilience.

Climate-Related Risks and Opportunities

Teams across Amazon are working to make operational changes that reduce or eliminate carbon in our business. We are committed to minimizing our carbon emissions by optimizing our transportation network and investing in electric vehicles; improving product packaging to drive efficiency in the distribution of products; implementing energy efficiency measures in our operations; using renewable energy to run our business; and supporting global reforestation. We have also joined numerous industry partnerships including CERES, American Council on Renewable Energy, Advanced Energy Buyers Group, Carbon Leadership Forum, We Mean Business, and Renewable Energy Buyers Alliance to express support for action on climate change and to accelerate the transition to a low-carbon economy.

Climate-Related Risks:

We have identified the following climate-related risks based on [TCFD risk types and classifications](#). Physical risks are classified as either: 1) *Acute* (extreme weather events) or 2) *Chronic* (changing weather patterns and rising mean temperature and sea levels). Transition risks are classified as one or more of the following: 1) *Policy and Legal*; 2) *Technology*; 3) *Market*; and/or 4) *Reputation*.

Risk Type	Description	Classification
Physical	Increasing risk of flood or damages due to climate-related events could increase our physical and operational risks and the cost to insure our buildings. Repeated damage due to flooding could result in an inability to insure existing buildings.	Acute
Physical	Weather-related events such as hurricanes could cause asset damage to our buildings, prevent deliveries to customers, and negatively impact sales.	Acute
Physical	Extreme and prolonged weather events such as droughts could impact water availability for data center operations.	Acute
Physical	Weather-related events could impact our ability to access raw materials and deliver final products.	Acute
Physical	A warming climate could increase thermal stress and outdoor associate exposure to criteria air pollutants. These stresses could negatively impact the health of our employees, close sites, and delay customer deliveries.	Chronic
Physical	As temperatures increase and water availability decreases, we could experience rising costs for data center cooling.	Chronic
Transition	Increasing regulations and evolving public preference may require a faster transition to a low-carbon economy, which could increase operating costs and/or reduce demands for some products and services.	Policy and Legal; Market; Reputation

Climate-Related Opportunities:

We have identified the following climate-related opportunities based on [TCFD classifications](#). Opportunities are classified as one or more of the following: 1) *Resource Efficiency*; 2) *Energy Source*; 3) *Products and Services*; 4) *Markets*; and/or 5) *Resilience*.

Description	Classification
Renewable Energy Amazon is on a path to powering our operations with 100% renewable energy by 2025 as part of our goal to reach net zero carbon by 2040. In 2019, we reached 42% renewable energy across our business. As of December 2020, Amazon has 59 utility-scale wind and solar renewable energy projects and 68 solar rooftops on fulfillment centers and sort centers around the globe. Together, these projects totaling over 6,500 MW of capacity will deliver more than 18 million MWh of renewable energy annually, enough to power 1.7 million U.S. homes.	Energy Source; Resilience
Sustainable Transportation Transportation is a major component of Amazon's business operations and a key part of our plan to meet net zero carbon by 2040. We are committed to optimizing and transforming our transportation network through innovations in electrification, efficiency enhancements, and alternative delivery methods. In 2019, Amazon ordered 100,000 electric delivery vehicles from Rivian, a U.S. electric vehicle manufacturer. This order, the largest order ever of electric delivery vehicles, sends a strong signal that we are in need of new solutions and technologies to help accelerate our path to net zero carbon by 2040. In 2020, we announced that we are adding more than 1,800 electric vehicles from Mercedes-Benz Vans to our delivery fleet in Europe.	Resource Efficiency; Energy Source
Sustainable Buildings Amazon is working to reduce the carbon emissions associated with our buildings and facilities across the globe. We are transitioning our buildings to be net zero carbon, powered by renewable energy, and highly energy efficient, with demonstrated reductions in embodied carbon—the emissions associated with a building's construction materials. We are also working to improve the resource efficiency of our buildings beyond energy, with a focus on water and waste reduction strategies across our facilities. In 2020, Amazon began an in-depth study of our fulfillment centers, sortation centers, and delivery stations in order to transition these facilities to net zero carbon. The study examines the energy intensity of these buildings and identifies ways to meet zero carbon through energy efficiency enhancements, new technology pilots, and significant reductions in embodied carbon.	Resource Efficiency; Energy Source; Resilience
Water Efficiency AWS has multiple initiatives to improve our water use efficiency and reduce the use of potable (drinking) water for cooling data centers. AWS develops our water use strategy by evaluating climate patterns for each AWS Region, local water management and availability, and the opportunity to conserve drinking water sources. In Northern Virginia, AWS was the first data center operator to be approved to use recycled water with direct evaporative cooling technology.	Resource Efficiency

Climate-Related Opportunities:

Description	Classification
Reducing Packaging Waste Our customers want right-sized, recyclable packaging that minimizes waste and ensures damage-free delivery. We work to reinvent and simplify our sustainable packaging options using a science-based approach that combines lab testing, machine learning, materials science, and manufacturing partnerships to scale sustainable change across the packaging supply chain. Since 2015, we have reduced the weight of outbound packaging by 33% and eliminated more than 900,000 tons of packaging material, the equivalent of approximately 1.6 billion shipping boxes.	Resource Efficiency
Sustainable Products We are working to reduce the environmental impact of the products we manufacture and provide customers more information about the sustainability attributes associated with the items we sell. For Amazon-owned Private Brand products and Amazon devices, we work with many of the manufacturers and suppliers that produce our private-label selection to drive sustainability improvements through materials and ingredients, design, sourcing, and manufacturing technology.	Products and Services
Recycling Amazon is committed to reducing our environmental footprint through recycling initiatives in our own operations and for our customers. We are developing new recycling infrastructure, inventing recyclable packaging materials, and investing in initiatives that support the recycling industry across the U.S. Amazon is launching plastic film recycling at more than 55 fulfillment centers across our network. Through this program, we expect to recycle more than 7,000 tons of plastic film per year, in addition to the 1,500 tons of plastic already being recycled annually in Europe.	Resource Efficiency
The Climate Pledge Fund The Climate Pledge Fund, started with \$2 billion in funding from Amazon, will support the development of sustainable technologies and services that will enable Amazon and other companies to meet The Climate Pledge—a commitment to be net zero carbon by 2040. The Climate Pledge Fund will invest in companies in multiple industries, including transportation and logistics, energy generation, storage and utilization, manufacturing and materials, and food and agriculture.	Resource Efficiency; Energy Source; Products and Services

Climate-Related Opportunities:

Description	Classification
<p>Amazon Sustainability Data Initiative</p> <p>The Amazon Sustainability Data Initiative (ASDI) seeks to accelerate sustainability research and innovation by minimizing the cost and time required to acquire and analyze large sustainability datasets. ASDI currently works with scientific organizations like NOAA, NASA, the UK Met Office, and The Queensland Government to identify, host, and deploy key datasets on the AWS Cloud, including weather observations, weather forecasts, climate projection data, satellite imagery, hydrological data, air quality data, and ocean forecast data. In 2020, Amazon became a founding member of the LF Climate Finance Foundation, a new initiative with the goal of empowering investors, banks, insurers, companies, governments, NGOs, and academia with AI-enhanced open source analytics and open data to address climate risk and opportunity. Through this collaboration, we are leveraging the AWS Cloud to make climate-relevant data available to the public.</p>	Products and Services

Metrics and Targets

Amazon's carbon footprint, including Scope 1, Scope 2, and Scope 3 greenhouse gas emissions, is available [here](#).

Our team of researchers and scientists has combined cutting-edge life cycle assessment (LCA) science and AWS technology to develop a robust software solution that processes billions of operational and financial records from Amazon's operations across the world to calculate our carbon footprint. The software estimates carbon emissions for all activities within our system boundary using a dollar-based environmental assessment model, then enhances the accuracy of carbon-intensive activities with detailed, process-based LCA models. We have a comprehensive understanding of the carbon emissions across our business and have done extensive analysis to develop science-based targets, strategies, and metrics to reduce them.

Under The Climate Pledge, Amazon is on a path to:

- Reach net zero carbon by 2040;
- Deliver 50% of shipments with net zero carbon by 2030;
- Power our operations with 100% renewable energy by 2025.

Teams across Amazon are taking a broad, science-based approach to measuring, reducing, and eliminating carbon emissions in our operations. As part of our commitment to The Climate Pledge, we are proud to join the Science Based Targets Initiative (SBTi), reaffirming our commitment to reduce carbon emissions in line with our ongoing science-based approach to tackle climate change. SBTi is a collaboration between CDP, World Resources Institute (WRI), the World Wildlife Fund (WWF), and the United Nations Global Compact (UNGC); it is one of the We Mean Business Coalition commitments.

UN Guiding Principles (UNGPs) Reporting Framework

The UN Guiding Principles Reporting Framework provides comprehensive guidance for companies to report on human rights issues in line with their responsibility to respect human rights. This is an index of Amazon's public content related to each subsection of the UNGP Reporting Framework. It represents information as of September 1, 2020.

Part A: Governance of Respect for Human Rights

Section	Indicator/Question	Links
Policy Commitment	A1 What does the company say publicly about its commitment to respect human rights?	<ul style="list-style-type: none"> • 2020 Proxy Statement • Code of Business Conduct and Ethics (IV. Discrimination and Harassment, V. Health and Safety, IX. Questions/Reporting Violations) • Global Human Rights Principles • Modern Slavery Statement (Introduction, Our Policies, Governance, Assessing Our Risk, Responsible Sourcing, Our Progress, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Our Positions • Supplier Manual • Supply Chain Standards • Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Embedding Human Rights Throughout Our Company, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; <i>Employees</i>: Diversity and Inclusion, Employee Engagement; <i>Supply Chain</i>: About Our Supply Chain, Our Approach to Responsible Sourcing, Our Sourcing Footprint, Supplier Assessments, Assessment Results, Progress in 2019, Supply Chain Commitments, COVID-19)
Policy Commitment	A1.1 How has the public commitment been developed?	<ul style="list-style-type: none"> • Global Human Rights Principles • Modern Slavery Statement (Introduction, Our Policies, Governance) • Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Embedding Human Rights Throughout Our Company)

Section	Indicator/Question	Links
Policy Commitment	A1.2 Whose human rights does the public commitment address?	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Global Human Rights Principles • Modern Slavery Statement (Introduction, Our Policies, Assessing Our Risk, Responsible Sourcing, Modern Slavery in the Context of COVID-19) • Supplier Manual (p. 1) • Supply Chain Standards (p. 1, 5) • Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Embedding Human Rights Throughout Our Company, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; <i>Employees</i>: Diversity and Inclusion, Employee Engagement; <i>Supply Chain</i>: About Our Supply Chain, Our Approach to Responsible Sourcing, Our Sourcing Footprint, Supplier Assessments, Assessment Results, Progress in 2019, Supply Chain Commitments, COVID-19)
Policy Commitment	A1.3 How is the public commitment disseminated?	<ul style="list-style-type: none"> • 2020 Proxy Statement • Global Human Rights Principles • Modern Slavery Statement • Supplier Manual • Supply Chain Standards • Sustainability Report, People section

Section	Indicator/Question	Links
Embedding Respect	A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	<ul style="list-style-type: none"> • 2020 Proxy Statement • Corporate Governance Documents and Charters (Leadership Development and Compensation Committee, Nominating and Corporate Governance Committee) • Modern Slavery Statement • Supplier Manual (p. 1-5, 11-12) • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company, Mechanisms to Address Risk; <i>Supply Chain</i>: Our Approach to Responsible Sourcing, Public Goals)
Embedding Respect	A2.1 How is day-to-day responsibility for human rights performance organized within the company, and why?	<ul style="list-style-type: none"> • Corporate Governance Documents and Charters (Leadership Development and Compensation Committee, Nominating and Corporate Governance Committee) • Modern Slavery Statement (Governance) • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company, Mechanisms to Address Risk; <i>Supply Chain</i>: Our Approach to Responsible Sourcing)
Embedding Respect	A2.2 What kinds of human rights issues are discussed by senior management and by the Board and why?	<ul style="list-style-type: none"> • 2020 Proxy Statement • Corporate Governance Documents and Charters (Leadership Development and Compensation Committee, Nominating and Corporate Governance Committee) • Modern Slavery Statement (Governance) • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company)

Section	Indicator/Question	Links
Embedding Respect	A2.3 How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Global Human Rights Principles (Employee Communication, Our Suppliers, How We Do This) • Modern Slavery Statement (Introduction, Our Policies, Governance, Our Commitments and Progress) • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company; <i>Employees</i>: Diversity and Inclusion, Employee Engagement, Sustainability Ambassadors)
Embedding Respect	A2.4 How does the company make clear in its business relationships the importance it places on respect for human rights?	<ul style="list-style-type: none"> • Modern Slavery Statement (Our Policies, Responsible Sourcing, Our Progress, Engagement with Strategic Stakeholders) • Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; <i>Supply Chain</i>: About Our Supply Chain, Supplier Assessments, Assessment Results, Progress in 2019, Supply Chain Commitments, COVID-19) • Seller Central Policies • Supplier Manual (p. 1-5, 11-12) • Supply Chain Standards
Embedding Respect	A2.5 What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	<ul style="list-style-type: none"> • Modern Slavery Statement (Assessing Our Risk, Responsible Sourcing, Our Progress, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Sustainability Report, People section (<i>Human Rights</i>: Mechanisms to Address Risk; <i>Employees</i>: Diversity and Inclusion, Workplace Health and Safety, COVID-19; <i>Supply Chain</i>: Supplier Assessments, Progress in 2019, COVID-19)

Part B: Defining the Focus of Reporting

Section	Indicator/Question	Links
Statement of Salient Issues	B1 Statement of salient human rights issues associated with the company's activities and business relationships during the reporting period.	<ul style="list-style-type: none"> • Amazon France Logistique 2019 Duty of Vigilance Plan (Assessment of Priority Areas) • Global Human Rights Principles (Our Workplace) • Modern Slavery Statement (Assessing Our Risk) • Sustainability Report, People section (<i>Human Rights: Mechanisms to Address Risk; Supply Chain: Supply Chain Commitments</i>)
Explanation of Salient Issues	B2 Describe how the salient human rights issues were determined, including any input from stakeholders.	<ul style="list-style-type: none"> • Amazon France Logistique 2019 Duty of Vigilance Plan (Assessment of Priority Areas) • Modern Slavery Statement (Assessing Our Risk) • Partnerships • Sustainability Report, People section (<i>Human Rights: Strong Policies, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; Supply Chain: Our Approach to Responsible Sourcing, Assessment of Risk, Supply Chain Commitments</i>)
Geographical Focus	B3 If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	<ul style="list-style-type: none"> • Modern Slavery Statement (Assessing Our Risk, Our Commitments and Progress) • Sustainability Report, People section (<i>Supply Chain: About Our Supply Chain, Our Approach to Responsible Sourcing, Our Sourcing Footprint, Assessment Results, Progress in 2019, Supply Chain Commitments, Supply Chain Map</i>)
Additional Severe Impacts	B4 Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside the salient human rights issues, and explain how they have been addressed.	<ul style="list-style-type: none"> • Amazon France Logistique Duty of Vigilance Plan (Addressing Health Impacts of Novel Coronavirus (COVID-19)) • Day One COVID-19 Blog: Daily updates on how we're responding to the crisis • Modern Slavery Statement (Modern Slavery in the Context of COVID-19) • Our Positions • Sustainability Report, People section (<i>Employees: Investments in Our Employees, COVID-19; Supply Chain: Progress in 2019, Case Study, COVID-19</i>)

Part C: Management of Salient Human Rights Issues

Section	Indicator/Question	Links
Specific Policies	C1 Does the company have any specific policies that address its salient human rights issues, and if so, what are they?	<ul style="list-style-type: none">• Code of Business Conduct and Ethics• Global Human Rights Principles• Our Positions (The federal minimum wage in the U.S. is too low and should be raised; Diversity and inclusion are good for business—and more fundamentally—simply right; The inequitable treatment of Black people is unacceptable; The rights of LGBTQ+ people must be protected)• Supplier Manual (p. 4-5)• Supply Chain Standards (p. 1-4)• Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Embedding Human Rights Throughout Our Company, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; <i>Supply Chain</i>: Our Approach to Responsible Sourcing, Our Sourcing Footprint, Assessment of Risk, Progress in 2019, Supply Chain Commitments)
Specific Policies	C1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	<ul style="list-style-type: none">• Modern Slavery Statement (Code of Business Conduct and Ethics, Our Progress, Our Commitments and Progress)• Supplier Manual (in 11 languages)• Supply Chain Standards (in 12 languages)• Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Embedding Human Rights Throughout Our Company, Mechanisms to Address Risk; <i>Employees</i>: Diversity and Inclusion, Workplace Health and Safety, Employee Engagement; <i>Supply Chain</i>: About Our Supply Chain, Supplier Assessments, Assessment Results, Supply Chain Commitments)

Section	Indicator/Question	Links
Stakeholder Engagement	C2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	<ul style="list-style-type: none"> • Day One COVID-19 Blog: Daily updates on how we're responding to the crisis • Global Human Rights Principles (Our Suppliers, Collaboration) • Modern Slavery Statement (Introduction, Our Policies, Assessing Our Risk, Responsible Sourcing, Our Progress, Engagement with Strategic Stakeholders, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Partnerships • Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Embedding Human Rights Throughout Our Company, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; <i>Supply Chain</i>: Our Approach to Responsible Sourcing, Our Sourcing Footprint, Assessment of Risk, Progress in 2019, Supply Chain Commitments, COVID-19)
Stakeholder Engagement	C2.1 How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	<ul style="list-style-type: none"> • Modern Slavery Statement (Introduction, Our Policies, Assessing Our Risk, Responsible Sourcing, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Partnerships • Sustainability Report, People section (<i>Human Rights</i>: Strong Policies, Embedding Human Rights Throughout Our Company, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; <i>Supply Chain</i>: Our Approach to Responsible Sourcing, Our Sourcing Footprint, Assessment of Risk, Progress in 2019, Supply Chain Commitments, COVID-19)
Stakeholder Engagement	C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	<ul style="list-style-type: none"> • Modern Slavery Statement (Our Policies, Our Progress, Engagement with Strategic Stakeholders, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Partnerships • Sustainability Report, People section (<i>Supply Chain</i>: Supply Chain Commitments, COVID-19)

Section	Indicator/Question	Links
Stakeholder Engagement	C2.3 During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	<ul style="list-style-type: none"> • Modern Slavery Statement (Our Policies, Assessing Our Risk, Our Progress, Engagement with Strategic Stakeholders, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company, Transparency and Stakeholder Engagement; <i>Supply Chain</i>: Progress in 2019, Supply Chain Commitments, COVID-19)
Assessing Impacts	C3 How does the company identify any changes in the nature of each salient human rights issue over time?	<ul style="list-style-type: none"> • Modern Slavery Statement (Assessing Our Risk, Responsible Sourcing, Our Progress, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Sustainability Report, People section (<i>Human Rights</i>: Mechanisms to Address Risk; <i>Employees</i>: Diversity and Inclusion, COVID-19; <i>Supply Chain</i>: About Our Supply Chain, Our Approach to Responsible Sourcing, Our Sourcing Footprint, Assessment of Risk, Supplier Assessments, Assessment Results, Progress in 2019, Supply Chain Commitments, COVID-19)
Assessing Impacts	C3.1 During the reporting period, were there any notable trends or patterns in impacts related to a salient issue, and if so, what were they?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing, Case Study) • Sustainability Report, People section (<i>Employees</i>: Diversity and Inclusion, Employee Engagement; <i>Supply Chain</i>: Assessment Results, Progress in 2019, Case Study)
Assessing Impacts	C3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing) • Sustainability Report, People section (<i>Employees</i>: Diversity and Inclusion, COVID-19; <i>Supply Chain</i>: Supplier Assessments, Progress in 2019, Case Study, COVID-19)

Section	Indicator/Question	Links
Integrating Findings and Taking Action	C4 How does the company integrate its findings about each salient human rights issue into its decision-making process and actions?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing) • Corporate Governance Documents and Charters (Leadership Development and Compensation Committee, Nominating and Corporate Governance Committee) • Global Human Rights Principles • Supplier Manual (p. 2-8, 11) • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company, Mechanisms to Address Risk; <i>Employees</i>: Diversity and Inclusion, Employee Engagement; <i>Supply Chain</i>: Our Approach to Responsible Sourcing, Assessment of Risk, Progress in 2019, Case Study, Supply Chain Commitments)
Integrating Findings and Taking Action	C4.1 How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	<ul style="list-style-type: none"> • Amazon France Logistique Duty of Vigilance Plan (Governance) • Modern Slavery Statement (Governance) • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company)
Integrating Findings and Taking Action	C4.2 When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing) • Corporate Governance Documents and Charters (Leadership Development and Compensation Committee, Nominating and Corporate Governance Committee) • Global Human Rights Principles • Supplier Manual (p. 2, 6, 8, 11) • Sustainability Report, People section (<i>Supply Chain</i>: Our Approach to Responsible Sourcing, Supplier Assessments)

Section	Indicator/Question	Links
Integrating Findings and Taking Action	C4.3 During the reporting period, what actions has the company taken to prevent or mitigate potential impacts related to each salient issue?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing, Our Progress, Our Commitments and Progress, Modern Slavery in the Context of COVID-19, Engagement with Strategic Stakeholders) • Partnerships • Sustainability Report, People section (<i>Human Rights</i>: Embedding Human Rights Throughout Our Company, Transparency and Stakeholder Engagement, Mechanisms to Address Risk; <i>Employees</i>: Investments in Our Employees, Diversity and Inclusion, Workplace Health and Safety, Employee Engagement; <i>Supply Chain</i>: Our Sourcing Footprint, Supplier Assessments, Assessment Results, Progress in 2019, Case Study, Supply Chain Commitments, COVID-19)
Tracking Performance	C5 How does the company know if its efforts to address each salient human rights issue are effective in practice?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing, Our Progress, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Sustainability Report, People section (<i>Supply Chain</i>: Supplier Assessments, Assessment Results, Progress in 2019, Supply Chain Commitments)
Tracking Performance	C5.1 What specific examples from the reporting period illustrate if each salient issue is being managed effectively?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing, Our Progress, Our Commitments and Progress, Modern Slavery in the Context of COVID-19) • Sustainability Report, People section (<i>Supply Chain</i>: Supplier Assessments, Assessment Results, Progress in 2019, Supply Chain Commitments)

Section	Indicator/Question	Links
Remediation	C6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to the salient human rights issues?	<ul style="list-style-type: none"> • Amazon France Logistique Duty of Vigilance Plan (Policies, Assessment of Priority Areas: Hours and Overtime, Workplace Discrimination, Trade Union Rights, Occupational Injury; Addressing Health Impacts of Novel Coronavirus (COVID-19)) • Code of Business Conduct and Ethics (IX. Questions; Reporting Violations) • Global Human Rights Principles (Employee Communication) • Modern Slavery Statement (Responsible Sourcing, Our Progress, Case Study, Engagement with Strategic Stakeholders) • Partnerships • Supply Chain Standards (p. 1, 5-6) • Sustainability Report, People section (<i>Employees</i>: Employee Engagement; <i>Supply Chain</i>: Case Study, Supply Chain Commitments)
Remediation	C6.1 Through what means can the company receive complaints or concerns related to each salient issue?	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics (IX. Questions; Reporting Violations) • Global Human Rights Principles (Employee Communication) • Modern Slavery Statement (Responsible Sourcing, Our Progress, Case Study, Engagement with Strategic Stakeholders) • Supply Chain Standards (p. 1, 5-6) • Sustainability Report, People section (<i>Employees</i>: Employee Engagement; <i>Supply Chain</i>: Case Study, Supply Chain Commitments)
Remediation	C6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	<ul style="list-style-type: none"> • Sustainability Report, People section (<i>Employees</i>: Employee Engagement)

Section	Indicator/Question	Links
Remediation	C6.3 How does the company process complaints and assess the effectiveness of outcomes?	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics (IX. Questions; Reporting Violations) • Modern Slavery Statement (Engagement with Strategic Stakeholders) • Partnerships • Sustainability Report, People section (<i>Human Rights</i>: Transparency and Stakeholder Engagement; <i>Employees</i>: Health and Safety, Employee Engagement; <i>Supply Chain</i>: Supplier Assessments, Case Study)
Remediation	C6.4 During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	<ul style="list-style-type: none"> • Modern Slavery Statement (Responsible Sourcing) • Sustainability Report, People section (<i>Employees</i>: Employee Engagement; <i>Supply Chain</i>: Supplier Assessments, Assessment Results)
Remediation	C6.5 During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	<ul style="list-style-type: none"> • Modern Slavery Statement (Our Progress, Case Study, COVID-19) • Sustainability Report, People section (<i>Supply Chain</i>: Case Study, Progress in 2019, Supply Chain Commitments, COVID-19)

