2024

Amazon Sustainability Report

amazon

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Introduction

About Amazon

Amazon is a global company with more than 1.5 million full- and part-time employees worldwide and operations in Africa, Asia-Pacific, Europe, Latin America, the Middle East, and North America.

At Amazon, we combine data and science with passion and innovation to tackle some of the world's most urgent environmental and societal challenges. We set bold, long-term aspirations, such as The Climate Pledge—our goal to reach net-zero carbon emissions across our global operations by 2040—and create strategic, actionable plans to achieve them. This determined, solutions-focused approach guides our efforts to create lasting, positive impact for our customers, employees, communities, and the planet.

About This Report

This report details progress against our goals > and prioritized sustainability topics. All financial figures are reported in U.S. dollars ($), unless otherwise stated. The data within this report reflects the period from January 1 through December 31, 2024, unless otherwise indicated. This report includes information about many of our business units and subsidiaries, including, for example: AWS, Devices, Amazon Fresh, Whole Foods Market, Amazon Private Brands, Stores, and Twitch.

Our 2024 Sustainability Report covers a range of priority topics, highlighting Amazon's efforts to scale our work globally, collaborate with others, and invest in and innovate more sustainable solutions. This report details our work to embed decarbonization efforts across our business and the industries we work in; prevent and responsibly divert waste; avoid, optimize, and transform packaging; reduce, reuse, and replenish water; and avoid and minimize biodiversity loss within our own operations and beyond our value chain. We describe our commitments to respect human rights, foster a responsible supply chain, offer more sustainable products, and support local communities. We also discuss how our efforts align with our ambition to be the safest workplace in our industries, and how we prioritize employee well-being and inclusivity. Finally, we highlight our robust governance, share our responsible business practices, and reinforce our commitment to operating with integrity to uphold the trust of our stakeholders.

Framework Disclosures

In addition to this report, we share our Sustainability Reporting Framework Summary on our website, which includes our 2024 performance against reporting frameworks including the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Learn more in our 2024 Sustainability Reporting Framework Summary

How to Navigate This Report

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A Letter from Our Chief Sustainability Officer

Amazon is a unique company. The diverse nature of our business allows us to test new sustainability solutions across industries. When we discover a solution in one area, we can quickly adopt it across our business, helping us move faster toward our sustainability goals. As a customer-obsessed company, we find this approach helps us make our customers' lives better and easier every day, while making our operations more sustainable.

We're developing cutting-edge AI, delivering packages at record speeds, creating award-winning entertainment, advancing healthcare solutions, and promoting global broadband access—while simultaneously reducing waste, expanding carbon-free energy, using lower-carbon building materials, protecting forests, protecting and furthering human rights, and helping our communities recover from global disasters.

Amazon's culture also encourages us to ask "Why?" at every turn. When we ask why sustainability matters, the answer is clear: Sustainability is not separate from our customer obsession—it's an extension of it. Solutions that benefit the environment can create superior experiences for our customers and also become economic drivers that help strengthen communities and protect the planet. In 2024, we demonstrated this repeatedly across our business, with sustainability innovations directly enhancing customer experiences. For example, our ongoing packaging innovations meant customers had fewer boxes to break down and now zero air pillows to pop.

2024 also marked a turning point for artificial intelligence (AI). It's a transformative technology that we believe will reinvent virtually every customer experience, as well as create new experiences that we only once dreamed would be possible. Over the last few years, Amazon has accelerated its investments in generative AI to build these experiences across our business and, including through the 1,000-plus AI applications we're developing across Amazon. We introduced Amazon Q, the most capable AI-powered coding assistant; SageMaker, a service that makes it easier to build foundation models; Amazon Bedrock, which allows developers to do GenAI inference at scale; our own frontier model, Amazon Nova, to give customers leading intelligence at lower latency and cost; and we're rolling out Alexa+, our next-generation Alexa personal assistant that's meaningfully smarter, more capable, and is the first personal assistant that can take significant actions for customers. We've also harnessed AI as a powerful sustainability tool—optimizing sizing recommendations to reduce returns, identifying energy inefficiencies, detecting water leaks, and avoiding packaging—solving countless environmental challenges while simultaneously improving service quality. And we're just at the beginning.

As we harness generative AI's potential and our AI business continues to grow rapidly, we are investing in the infrastructure that we'll need to make AI innovation possible. We're also tackling one of its greatest challenges head on, rising energy demand. Rather than viewing this as a limitation for sustainability, we see it as an opportunity we're facing head-on to pioneer sustainability solutions at scale through our AWS business for our customers and our suppliers.

In 2024, we unveiled breakthrough data center innovations in power systems, cooling technology, and hardware architecture that will simultaneously support next-generation AI capabilities while improving energy efficiency—proving that technological progress and sustainability can advance in tandem. We're also diversifying and expanding our carbon-free energy portfolio, which includes our first investments in nuclear energy, alongside maintaining our position as the world's largest corporate purchaser of renewable energy for the fifth consecutive year. Through these complementary approaches—optimizing efficiency while scaling carbon-free energy—we're creating a more sustainable foundation that AI needs to fulfill its world-changing potential.

AI is already embedded in much of this work, but when our customers think about sustainability at Amazon, it's most often associated with our retail business, which we've made more sustainable too. In 2024, we delivered at faster speeds than ever before, with 10 billion items delivered the same or next day around the world. At the same time, our growing fleet of over 30,000 electric delivery vehicles helped deliver 1.5 billion packages globally. Across our global operations, we eliminated all plastic air pillows and replaced them with recyclable paper filler. We also reduced our total plastic packaging by 16.4%. We've been keenly focused on preventing and diverting waste, and in 2024, 85% of our waste was diverted from landfill.

As we continue to champion sustainability solutions for our customers, we're doing the same for our partners and suppliers. As of today, over 550 companies have committed to The Climate Pledge and are choosing to come together to drive joint action and fast-track decarbonization solutions. In that same spirit of collaboration, we're engaging our suppliers to set their own sustainability goals. To accelerate collective progress, we launched The Sustainability Exchange, sharing our playbooks and previously proprietary insights freely with businesses worldwide. This collaborative approach multiplies our impact by allowing companies to build on proven solutions, combines our collective resources to tackle our greatest environmental challenges, and drives industry-wide momentum with a powerful blend of urgency and optimism.

Looking ahead, we recognize that the path to being a more sustainable company will never be linear, because we're charting new territory at an unprecedented scale. While we are firm on our goals, our approach will continuously evolve with emerging challenges and opportunities, as we're seeing with the rapid adoption of AI. No matter what we're faced with in the future, we'll remain steadfast in our commitment to sustainability and will continue to invest, innovate, and obsess over our progress each year, with the same intensity and focus that has defined Amazon from Day One.

The progress demonstrated in this report is the result of the years of work by thousands of Amazonians who have never stopped asking "Why?" to find better and more sustainable solutions. This questioning mindset has uncovered innovative ways to reduce waste, cut emissions, and improve efficiency. I'm confident our habit of asking tough questions will lead to continued breakthrough solutions for decades to come. Thank you to everyone—our teams, partners, and customers—who have helped turn these questions into real-world progress.

With gratitude,

Kara Hurst
Chief Sustainability Officer

How We Work

Our Mission

To make customers' lives better and easier every day.

Our Business

We are committed to addressing sustainability at every stage of our value chain.

Our Operations

We offer a wide range of products and services—both Amazon-branded and from other brands and third-party sellers—through our Amazon stores, supported by advanced global transportation and logistics capabilities. We also operate businesses in digital media, including the creation and distribution of original entertainment content. In addition, AWS provides the world's most widely adopted and comprehensive cloud offering, supporting customers and businesses around the globe.

Our Supply Chain

We procure materials, commodities, components, finished goods, and services from a complex supplier network. We engage suppliers globally to align our expectations for respecting human rights, maintaining safe, inclusive workplaces, and promoting more sustainable practices.

Our Workforce

Amazon's more than 1.5 million full- and part-time employees are key to our success, from enabling global fulfillment to delivering on sustainability initiatives. We support them in advancing their own career goals, and we offer competitive pay and benefits, upskilling and educational programs, opportunities to give back to our communities through volunteerism, as well as an inclusive workplace.

Our Communities

Amazon is committed to investing in local communities, and being a good neighbor all around the world, wherever we operate. We work side-by-side with community partners to build long-term, innovative programs that have a lasting positive impact. Programs vary globally and include increasing access to affordable housing, alleviating hunger, strengthening education, and helping those impacted by natural disasters when they occur.

Our Customers

We continually seek new and better ways to serve customers, offering lower prices, more convenient services, and a larger selection of more sustainable products. We also help customers advance their businesses and enable digital transformations through AWS, content development services, and advertising options. In addition, we support small businesses with access to Amazon's tools, resources, and network, helping them reach customers around the world.

Our Reporting Topics

We include a number of topics in our reporting. We view these topics as interconnected and recognize that our progress in one area can often help address challenges in another.

 Carbon and Energy ›
 Waste and Circularity ›
 Packaging ›
 Water ›
 Biodiversity ›
 Human Rights ›
 Responsible Supply Chain ›
 Sustainable Products ›
 Employee Experience ›
 Health and Safety ›
 Inclusive Experiences ›
 Community Impact ›
 Responsible Business Practices ›

Goals Summary

Download Accessible Table

Achieved Making Progress Did Not Meet

Goal	2022 Progress	2023 Progress	2024 Progress	Status
Carbon and Energy				
Reach net-zero carbon emissions across our global operations by 2040	65.10M $MTCO_2e$ 85.7g CO_2e/$GMS	64.38M $MTCO_2e$ 75.6g CO_2e/$GMS	68.25M $MTCO_2e$* 72.6g CO_2e/$GMS†	→
Through The Climate Pledge, inspire and empower others to join us on a mission to reach net-zero carbon emissions by 2040	396 signatories	473 signatories	549 signatories	→
At least 100,000 electric delivery vans on the road by 2030, from Rivian and other manufacturers	7K+ electric delivery vans	19K+ electric delivery vans	31.4K+ electric delivery vans	→
Deploy 10,000 electric vehicles (EVs) in India by 2025	3.8K+ EVs deployed	7.2K+ EVs deployed	10K+ EVs deployed	✓
Match 100% of the electricity consumed by our global operations with renewable energy by 2025—five years ahead of our original target of 2030	90% matched	100% matched	100% matched	✓
Invest in wind and solar capacity equal to the energy used by all active Echo, Fire TV, and Ring devices worldwide by 2025‡	100% capacity procured	100% capacity procured in 2022	100% energy matched with operational capacity	✓
Waste and Circularity				
Reduce food waste by 50% across U.S. and Europe operations by 2030§	82M meals-equivalent donated globally	80M meals-equivalent donated globally	81M meals-equivalent donated globally¶	→

Goal	2022 Progress	2023 Progress	2024 Progress	Status
Water				
Amazon is committed to returning more water to communities in India than it uses in all direct operations by 2027			Goal set in 2024	→
AWS will be water positive by 2030, returning more water to communities than it uses in its direct operations	Goal set in 2022	41% progress toward meeting its water positive goal	53% progress toward meeting its water positive goal**	→
Employee Experience				
Invest $1.2 billion to upskill over 300,000 U.S. Amazon employees by 2025	110K employees upskilled	358K+ employees upskilled††	439K employees upskilled	✓
Community Impact				
Invest $3.6 billion to create and preserve more than 35,000 affordable homes‡‡	$1.6B committed and 11K homes created or preserved	$1.8B committed and ~15.8K homes created or preserved	$2.2B committed and 21K+ homes created or preserved	→
Distribute up to $60 million in AWS cloud computing credits to support organizations promoting global health by the end of 2024§§	$14M+ in cloud computing credits distributed	$32M+ in cloud computing credits distributed	$60M in cloud computing credits distributed	✓
Help 29 million people globally grow their technical skills by providing free cloud computing skills training by 2025	13M people helped	21M people helped	31M people helped	✓
Provide free artificial intelligence (AI) skills training to 2 million people globally by 2025		Goal set in 2023	2M+ people provided AI skills training	✓

*Carbon dioxide equivalent. †Grams of carbon dioxide equivalent per dollar of gross merchandise sales. ‡To understand what this goal should encompass, we model and measure the energy consumed by our devices in different types of use, then project their total average global annual electricity consumption. §Goal scope covers food that is considered inventory. It is measured with a food waste intensity metric that calculates the amount of food waste generated as a percentage of total food handled within Amazon. ¶Meals-equivalent donated globally aligns with our approach to prevent waste by prioritizing the flow of products to their intended use, in this case ensuring surplus food goes toward human consumption. A reduction in meals-equivalent donations indicates a reduction in food waste.

**A number below 100% indicates AWS is still working to meet the water positive goal. ††In 2022, we reported progress for the Career Choice program in the U.S. In 2023, we expanded our reporting to include all in-scope upskilling programs in the U.S. ‡‡In 2024, we announced an expanded commitment of $1.4 billion to create and preserve an additional 14,000 homes. This goal is not currently time-bound. §§In January 2024, AWS announced an additional $20 million in funding for the Health Equity Initiative, bringing the company's total commitment to $60 million in cloud credits.

2024 Year in Review

As we reflect on 2024, we are proud of our achievements. We have worked hard to reduce our environmental footprint, drive improvements throughout our value chain, and to create a safer, more inclusive place for people to work.

1.5B
Packages delivered by electric delivery vehicles globally

16.4%
Reduction in single-use plastic delivery packaging globally

1.15
Global Power Usage Effectiveness (PUE) for AWS data centers, compared to the industry average of 1.25

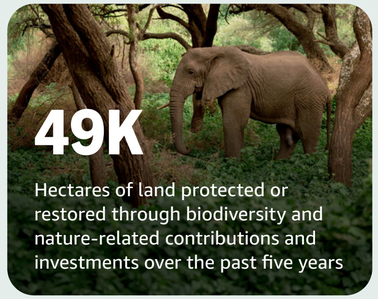
$2.2B
Invested in pay for U.S. employees in frontline operations roles, bringing average base pay to over $22 per hour and average total compensation to over $29 per hour including the value of elected benefits

95M
Meals donated or delivered to households in need

1.7B+
Units sold that were recognized by certifications in our Climate Pledge Friendly program, a 48% increase from 2023

34%
Improvement in Recordable Incident Rate (RIR) and 65% improvement in Lost Time Incident Rate (LTIR) among employees across our global operations over the past five years. RIR includes any work-related injury that requires more than basic first aid treatment and LTIR includes any work-related injury that requires someone to take time away from work (the most serious injuries)

3.6K+
Supplier audits including Amazon-branded products, third-party labor, service, and not-for-resale goods providers across our logistics, warehousing, and construction supply chain



49K
Hectares of land protected or restored through biodiversity and nature-related contributions and investments over the past five years

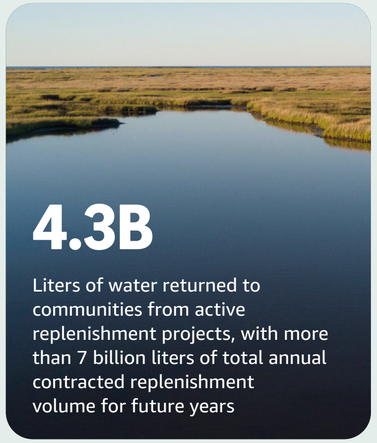
85%
Landfill diversion rate, up from 84% in 2023 and 82% in 2022

Launched Amazon Sustainability Exchange to help others take action, sharing our formerly proprietary guidelines, playbooks, science models, and other resources

100K+
Employees participated in Career Choice, our free education and skills training program

12%
Of packages globally shipped without additional Amazon packaging as part of the Ships in Product Packaging program

7.8M+
Students reached from underserved communities globally through Amazon Future Engineer programs



4.3B
Liters of water returned to communities from active replenishment projects, with more than 7 billion liters of total annual contracted replenishment volume for future years

Carbon and Energy

Our Approach

Amazon is investing in new solutions to decarbonize our business by using our size, scale, and resources to drive progress across our supply chain and the industries in which we operate.[1]

Through The Climate Pledge ↗, which we co-founded and committed to in 2019, our goal is to reach net-zero carbon emissions across our global operations by 2040, while inspiring and inviting others to take action. We recognize that progress will not always be linear, but we remain focused on serving our customers better, faster, and with fewer emissions.

Our strategy is aligned with climate science and embeds decarbonization initiatives and efficiency improvements across our business and supply chain. Teams across Amazon are accountable for setting decarbonization plans that map back to Amazon's worldwide strategy, as ownership and accountability are essential to operational success and managing complexity. We focus on four cross-cutting initiatives to decarbonize our business:

- **Driving efficiency across our global operations.** We identify and implement efficiency initiatives across Amazon, such as improving transportation routing, increasing pack and fill rates, improving cloud-computing chip efficiency, adding Low Power Mode to devices, and installing energy-efficiency solutions in buildings.
- **Deploying lower-carbon alternatives.** We use lower-carbon options when practicable, such as lower-carbon concrete and steel during construction, recycled and bio-based plastics in data center components, and lower-emission fuels and vehicles for transportation.
- **Investing in carbon-free electricity**. We invest in carbon-free energy, such as on-site solar, utility-scale solar and wind, nuclear, as well as battery energy storage to collect and store carbon-free energy.[2]
- **Engaging with suppliers.** We actively engage, support, and incentivize suppliers to join Amazon's decarbonization journey by setting credible goals, implementing emissions reduction strategies, and transparently sharing their progress, and we create industry solutions that our suppliers can utilize, like the Amazon Sustainability Exchange ↗.

Beyond our own operations, we are working to accelerate decarbonization across industries and with suppliers by:

- **Catalyzing industry-wide action.** We bring companies together from around the world through The Climate Pledge, driving collective action, cross-sector collaboration, and engagement in initiatives that encourage industry-wide measures to promote decarbonization.
- **Investing in innovation.** We adopt ready-to-scale solutions, and we evaluate and invest in emerging technologies through The Climate Pledge Fund ↗ — including those that can help address emissions from hard-to-abate sectors. We also provide direct funding to accelerate the widespread adoption of such emerging technologies.
- **Supporting policies that drive decarbonization.** We work with policymakers, governments, nongovernmental organizations (NGOs), industry associations, coalitions, and other organizations on regulatory and policy issues aimed at advancing and incentivizing decarbonization.
- **Catalyzing climate finance and market-based mechanisms.** We use mechanisms (e.g., insets and book and claim) to spur development of decarbonization technologies and transform the sectors in which we operate. This allows us to make progress on commodities where decarbonization solutions are not yet available within our direct supply chain.
- **Neutralizing remaining emissions.** While our first priority is to eliminate emissions within our value chain, we are also investing in climate mitigation solutions outside of our value chain as a contribution to global climate action. Our approach focuses on direct investment, advance purchase agreements, coalition building, new methodology development, and technological innovation.

Goal

Match 100% of the electricity consumed by our global operations with renewable energy by 2025—five years ahead of our original target of 2030[3]

100%

Of electricity consumed by Amazon was matched with renewable energy sources in 2024, for the second consecutive year

Our Progress

Our Carbon Footprint

Regular and transparent reporting is an important part of our decarbonization strategy and our Climate Pledge

Goal

Invest in wind and solar farm capacity equal to the energy use of all active Echo, Fire TV, and Ring devices worldwide by 2025

100%

Of energy used by active Echo, Fire TV, and Ring devices worldwide was matched with operational wind and solar capacity in 2024[4]

Goal

At least 100,000 electric delivery vans on the road by 2030, from Rivian and other manufacturers[5]

31.4K+

Electric vans deployed globally

Goal

Inspire and invite others to sign The Climate Pledge and join us on a mission to reach net-zero carbon emissions by 2040

549

Signatories, up from 473 in 2023

Goal

Deploy 10,000 electric vehicles in India by 2025

10K+

Electric vehicles deployed in India, surpassing our goal one year ahead of schedule[6]

commitment. We measure both absolute emissions and carbon intensity to provide a complete picture of our progress toward our 2040 goal. Absolute emissions are critical to our end goal, and carbon intensity helps us assess the effectiveness of our actions along the way. This type of comprehensive measurement is not only important for us, but it is also useful for our customers and partners, so they can understand how investments across our value chain are driving real progress.

After two years of decreasing absolute carbon emissions, we saw a 6% increase in 2024.[7] This is where carbon intensity helps us examine whether we're employing the right solutions in the near term, and decoupling emissions from business growth.[8] In 2024, we achieved a 4% reduction in carbon intensity compared to 2023, with 11% business growth during the same period. We have also seen a sustained reduction in carbon intensity year over year and have reduced our carbon intensity approximately 40% since committing to The Climate Pledge in 2019.[9] As we continue toward our 2040 goal, our progress will not be linear, but we will remain focused on investing in long-term solutions, optimizing for network efficiencies, helping our supply chain decarbonize, and innovating with our partners in the hard-to-abate parts of our business.

Direct Emissions

Amazon's direct emissions are primarily generated from the fuel used by our transportation and logistics fleet to deliver packages to customers, and refrigerants to keep buildings and products cool. One way we address this is by continually refining our strategy to reduce emissions generated during the full journey of an Amazon package—from its origins with the manufacturer to the doorstep of the customer.

We know that speed matters to our customers, which is why we invest in our logistics and delivery capabilities to optimize for faster deliveries while prioritizing sustainability. For example, we've optimized our inventory placement to shorten the distance products have to travel to our customers. By dividing our operations and transportation networks into smaller regions and stocking more of the products our customers want locally customers can get the products they want quickly and we can utilize more sustainable modes of transport to deliver those products to them. In 2024, we avoided millions of miles due to increased efficiency from this regionalization effort and expect to accelerate this progress in coming years. Additionally, we continue to optimize how we fill our trucks and are increasing the use of electric vehicles (EVs). And when we can't use EVs, we use lower-carbon transportation modes, such as alternative fuel vehicles, where possible. By the end of 2024, we had reduced the carbon emissions per shipped unit by roughly one-third since 2019. Specific examples include:

- Offering customers shipping options that improve routing, by combining products into one delivery. In 2024, Prime members in the U.S. saved an estimated 452 million delivery trips, which helped avoid the use of more than 494 million boxes and the generation of 335,000 metric tons of CO_2e. **Learn more** about how we are improving routing efficiency ›
- Expanding our electric delivery fleet by delivering 1.5 billion packages to customers using more than 31,400 electric delivery vans and other EVs. To support our expanding EV network, we installed 11,770 chargers at 50 delivery stations, creating the largest private charging network in the U.S. In early 2025, we also announced our largest order of zero-tailpipe-emission heavy goods vehicles, with more than 200 new Mercedes-Benz Trucks eActros 600 vehicles set to join our transportation network in Europe. These vehicles are expected to transport 338 million packages per year when fully operational. **Learn more** about how we are scaling up EVs ›
- Scaling lower-carbon fuels. In 2024, Amazon procured 3.7 million gallons of blended sustainable aviation fuel (SAF). In addition, we expanded our use of renewable

Actions

#1 Largest corporate purchaser of renewable energy in the world for the fifth consecutive year, according to BloombergNEF

3.7M Gallons of blended SAF procured

1.5B Packages delivered by EVs globally

1.15 Global Power Usage Effectiveness (PUE) for AWS data centers, compared to the industry average of 1.25

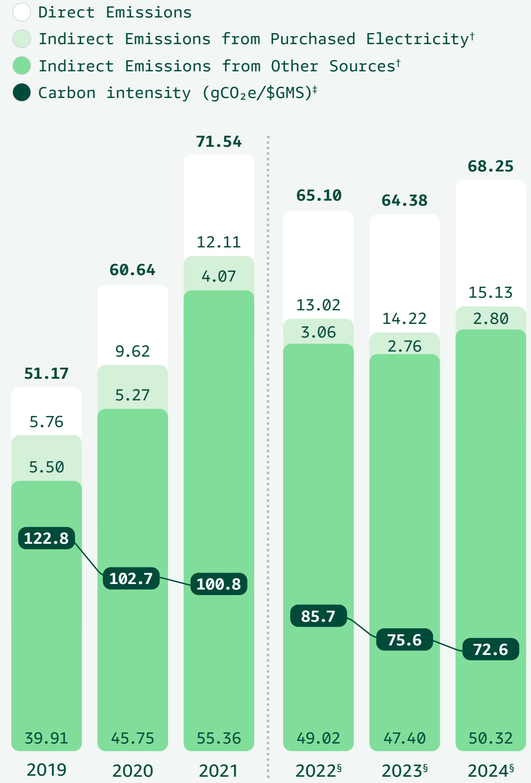
621 Total renewable energy projects globally—including 124 new projects—representing 34 GW of capacity

90% Of our highest-emitting suppliers have decarbonization plans in place

Launched Amazon Sustainability Exchange to help others take action, sharing our formerly proprietary guidelines, playbooks, science models, and other resources[10]

Goal Reach net-zero carbon emissions across our global operations by 2040

Amazon's Carbon Footprint (MMT CO_2e*)



*Million metric tons carbon dioxide equivalent.
† Scope 2 and 3 carbon emissions are calculated using a market-based method.
‡ Grams of carbon dioxide equivalent per dollar of gross merchandise sales.
§ We updated our Carbon Methodology used for our 2022, 2023, and 2024 carbon footprint

diesel—a lower-carbon fuel made from waste fats and oils—using 4.7 million gallons in middle and last mile operations, up from 286,300 gallons in 2023. **Learn more** about how we are scaling lower-carbon fuels ›

Our direct emissions increased 6% compared to 2023, as our business continued to grow and we navigated global supply constraints for EVs and low-carbon fuels. This reinforces the importance of our leadership in creating stronger demand signals for lower-carbon transportation solutions through buyers' alliances, partnerships with industry leaders, policymakers, and other companies.

Indirect Emissions from Purchased Electricity

Our indirect emissions from purchased electricity primarily come from electricity used to power buildings and charge EVs at our facilities. Two of the most effective ways we manage indirect emissions from purchased electricity are by transitioning to carbon-free energy sources and by improving energy efficiency.

Nuclear power is a key component of our carbon-free energy strategy, in addition to using renewable energy sources such as wind and solar. In 2024, we signed agreements to support nuclear energy projects, including the development of Small Modular Reactors (SMRs). SMRs feature a compact design that enables faster construction closer to power grids, which allows for more rapid deployment than traditional reactors. Additionally, as of January 2025, we had invested in 621 renewable energy projects—including 124 new projects in 2024 alone—representing 34 GW of carbon-free energy capacity. **Learn more** about how we are transitioning to carbon-free energy ›

Today, in virtually every corner of Amazon, we're using generative AI to make customers' lives better and easier—and while we've made a lot of progress, we're still at the relative beginning. One of the biggest challenges with scaling AI is increased energy demands for data centers. This increased energy demand is from AI chips, which are vital for machine learning models, but require more electricity and cooling than traditional chips given the higher speeds at which they complete mathematical calculations.[11] We are laser-focused on improving energy efficiency, which we measure through Power Usage Effectiveness (PUE). In 2024, AWS reported a global PUE of 1.15—better than both the public cloud industry average of 1.25 and 1.63 for on-premises enterprise data centers, as estimated by the International Data Corporation.[12] A lower PUE value indicates greater efficiency (with the theoretical minimum PUE being 1.0), and indicates that using AWS to power AI innovation is a lower-emission option than most. We achieved this success from optimized data center designs, energy-efficient custom chips, and advanced cooling technologies. For example, new AWS data center components introduced in 2024 deliver 12% more computing power and reduce peak cooling energy consumption by 46% compared to previous designs, all without increasing water usage. **Learn more** about how we're improving energy efficiency to power AI innovation ›

For the past two years, 100% of the electricity consumed by Amazon was matched with renewable energy sources. This helps us reduce carbon emissions, but doesn't eliminate them. We saw a 1% increase in our indirect emissions from purchased electricity in 2024, in part due to the higher electricity usage required to support advanced technologies. This underscores why it's important to scale carbon-free energy sources to continue to deliver the advanced technologies our customers need.

Indirect Emissions from Other Sources

Indirect emissions from other sources are from activities beyond our direct operations, including building materials and construction, third-party transportation, and the production of Amazon-branded products and their components by our suppliers.

We aim to reduce embodied carbon in building construction by using lower-emission concrete, lower-emission steel and aluminum, and mass timber. In 2024, 49 Amazon building projects incorporated lower-carbon building materials and finishes, avoiding at least 77,000 metric tons of embodied CO_2e.[13] **Learn more** about how we are reducing embodied carbon in our buildings ›

Reducing indirect emissions from other sources requires engaging our suppliers on their efforts to decarbonize. It is important that all suppliers understand their business and how they will decarbonize, and that they have a plan to do so. To enable that, we are open-sourcing information and making playbooks available through the Sustainability Exchange ↗, a free, publicly available website offering previously proprietary information to help other companies seeking to make meaningful progress toward net-zero carbon emissions. **Learn more** about how we are engaging suppliers ›

Indirect emissions from other sources, which made up 74% of our total carbon footprint in 2024, increased 6% from 2023, primarily from data center construction and fuel consumption by third-party delivery service providers. As we look forward, we will continue to focus on our supplier engagement programs and our investment in lower-carbon building materials, which help create scalable solutions for reducing indirect emissions across our business.

Engaging Others on the Path to Net-Zero Carbon by 2040

We recognize that addressing complex sustainability challenges—like enabling widespread electrification, scaling lower-carbon fuels, and increasing the availability of lower-carbon building materials—requires growing demand to expand supply and achieve lower costs through efficiencies of scale. We drive change through industry engagement and buyers' alliances like Zero Emission Maritime Buyers Alliance (ZEMBA) and the Sustainable Aviation Buyers Alliance (SABA), which help develop lower-carbon solutions for hard-to-abate sectors and commodities. Our partnerships with organizations such as the Clean Energy Buyers Association (CEBA), RMI's Sustainable Steel Buyers Platform, the Smart Freight Centre, and The Center for Green Market Activation support innovation and decarbonization across multiple industries. **Learn more** about how we are catalyzing industry action ›

This work extends through The Climate Pledge, which had reached 549 signatories by the end of 2024 and is working on 11 joint action projects to address critical climate challenges. The Climate Pledge Fund, which marked its fifth year of investing in 2024, enables us to invest in companies operating in hard-to-abate sectors. In 2024, the fund made 12 new and follow-on investments across transportation, energy, buildings, and carbon removal sectors. **Learn more** about how we are investing in innovation through the Climate Pledge Fund ›

Looking ahead, we remain committed to innovation and collaboration. We aim to deliver the best for our customers and communities while progressing toward our goal of net-zero carbon emissions across our operations by 2040. Ultimately, we strive to contribute to a better planet for all.

Embedding Decarbonization Efforts Across Our Business

Driving Efficiency Across Our Global Operations

From how we deliver packages and operate our cloud technologies to how we design buildings and products, we continually seek ways to use less energy and generate fewer emissions.

Enhancing Routing and Fleet Efficiency

Optimal routing and transportation network efficiency is one of our most impactful ways of reducing emissions. To optimize routing and transportation network efficiency, we deploy a multi-pronged strategy to reduce emissions during the full journey of an Amazon package from its manufacturer all the way through to the customer. We prioritize the lowest-emission delivery methods wherever possible, while balancing trade-offs in speed, cost, reliability, and convenience.

Where possible, we prioritize lower-emission transportation options, using a mix of road, rail, sea, and air. In 2024, we offered our customers shipping options that promote routing efficiency, further reducing the miles traveled and the average carbon emissions associated with delivery. In 2024, Prime members in the U.S. saved an estimated 452 million deliveries due to consolidating their Prime deliveries, which helped avoid the use of more than 494 million boxes and 335,000 metric tons of carbon dioxide equivalent ($MTCO_2e$). Ocean and rail transportation have a lower carbon footprint than air transportation, so we prioritize shipping our products via those modes, when feasible. In 2024, 90% of our imported transoceanic shipments were transported via ocean freight and 10% transported via airfreight, consistent with 2023. We increased our total rail load volume by 59% in Europe and 11% in the U.S. compared to 2023.

Amazon launched rail deliveries in the UK for the first time in 2024. Products are loaded onto train cars on the fully electric West Coast Main Line, which runs between Scotland and the Midlands. More than 5 million products are expected to travel on the UK's electric rail network in 2025, avoiding traffic congestion and reducing carbon emissions, with plans to expand across further electric rail routes before the end of 2025.

We are also exploring using inland waterways and passenger trains as part of our Intermodal City Injections program. For example, we collaborated on a pilot project to deliver packages using electric delivery vehicles to transport products from the distribution center to an electric tram followed by micromobility e-cargo bikes in Frankfurt, Germany—achieving zero tailpipe emissions from delivery station to customer. We have also continued to invest in lower-carbon fuels and deployment of electric and alternative fuel vehicles to reduce transportation-related emissions.

We aim to avoid unnecessary delivery packaging whenever possible, and select lighter, right-sized options, to ship products to customers with fewer associated emissions. We also aim to increase pack and fill rates to optimize truck and airplane space, which can also reduce the number of trucks needed to make deliveries. In addition, we provide customers with shipping options that reduce the emissions associated with the delivery of their packages.

Learn more about our more sustainable packaging approach ›

Implementing Efficiency Initiatives in Our Buildings

Building construction is a significant driver of carbon emissions in many industries, due to the associated embodied carbon that is emitted during the construction process. Amazon's buildings portfolio includes owned and leased facilities in 65 countries, encompassing a number of building types—including operations facilities, grocery stores, corporate offices, and data centers. As a result, implementing and scaling decarbonization solutions and processes to reduce the footprint of our built environment is a priority for Amazon.

Our building decarbonization work ↗ focuses on the materials and methods used in construction as well as the energy consumption and emissions associated with operations that occur throughout a building's lifecycle. Our standardized approach targets five areas: (1) prioritizing carbon-free energy; (2) increasing energy efficiency; (3) using lower-carbon refrigerants; (4) using lower-carbon construction materials; and (5) reducing on-site water consumption and waste generation. These efforts are supported by investments in innovative technology, as well as regular testing and learning to refine our approach and guide future development.

In 2024, we conducted 200 energy audits of our existing buildings to inform future upgrade programs and to help optimize operational performance. We also improved energy efficiency in our North America and Europe fulfillment centers through optimizing warehouse ventilation controls, updating heating and air conditioning scheduling, upgrading dock door levelers, and implementing intelligent materials handling equipment management. These system optimizations helped reduce energy consumption by 92 million kilowatt hours and helped avoid 24 million metric tons of CO_2e compared to 2023. We piloted a prototype of a new high-performance dehumidification technology, which decreases air conditioning energy consumption and associated emissions while improving air quality for occupants in buildings located in humid climates.

As we progress our building decarbonization efforts, we continue to obtain validation of our improvements through Zero Carbon certification by the International Living Future Institute (Living Future). In 2024, a sortation center in Melbourne, Australia, was certified, bringing our total Living Future-certified buildings to four.

Optimizing AWS Global Cloud Infrastructure

As the world's most comprehensive and broadly adopted cloud, AWS is committed to building a more energy efficient and lower-carbon business for our customers and the planet, especially as advancements in digital transformation and adoption of advanced technologies such as AI increase global demand for data center capacity. Research ↓ estimates AWS infrastructure is up to 4.1 times more efficient than on-premises computing, and when workloads are optimized on AWS, the associated carbon footprint can be reduced by up to 99%.

In 2024, AWS had a global PUE of 1.15. This was achieved through optimized data center designs, purpose-built chips, and innovative cooling technologies. Additionally, in 2024, we unveiled new AWS data center components, offering 12% more compute power with improved availability and efficiency. AWS also introduced a novel, direct-to-chip liquid cooling solution ↗ for high-density AI compute chips in new and existing data centers. These components reduce mechanical energy consumption by up to 46% during peak cooling—without increasing water usage.

Additionally, with increased computing power required for AI and other applications, investing in purpose-built chips that advance innovations in power efficiency continues to be an important part of our strategy. We offer a number of chips with energy-efficiency benefits. For example, Graviton-based instances use up to 60% less energy than comparable instances for the same performance. At the end of 2024, over 70,000 customers had adopted Graviton chips, achieving an estimated reduction of 12,000 $MTCO_2e$ due to increased energy efficiency. Amazon's own adoption of Graviton chips has achieved an estimated reduction of 71,000 $MTCO_2e$ in 2024. Other efficiency savings include Inferentia2-based instances, which offer up to 50% better performance/watt over comparable Amazon Elastic Compute Cloud (EC2) instances, and AWS Trainium3 chips are designed to be up to 40% more energy efficient than AWS Trainium2 chips.

Selecting Lower-Carbon Alternatives

Whenever possible, Amazon aims to select lower-carbon alternatives across transportation, buildings, and products, and we consider a range of factors, including cost, emissions reduction potential, and availability.

Scaling Use of Electric Vehicles

We are focused on a comprehensive transportation decarbonization strategy that includes optimizing our

network to minimize unnecessary transportation, promoting electrification where technologically and operationally feasible, and pursuing efficient lower-carbon fuel solutions.

We deliver packages to our customers every day, making vehicle electrification within our network a decarbonization priority for Amazon. We have set goals to have at least 100,000 electric delivery vans on the road globally by 2030 and more than 10,000 electric delivery vehicles deployed in India by 2025.

In 2024, we made progress toward these goals, with more than 31,400 electric vans deployed globally—including more than 24,000 from Rivian—up from 19,000 in 2023. To support this growth, we installed 11,770 chargers, bringing our total to 24,000 chargers at 50 delivery stations—now the largest private charging network in the U.S. We also achieved our India goal ahead of schedule, deploying more than 10,000 electric vehicles in 2024, a year earlier than planned. These initiatives enabled us to deliver 1.5 billion packages via EVs globally in 2024.

We continue to increase the usage of EVs that move shipments between Amazon facilities, which are called middle mile EVs and include light, medium, and heavy-duty electric goods vehicles (eHGVs). In early 2025, we announced our largest order of zero-tailpipe-emission heavy goods vehicles ↗, with more than 200 new Mercedes-Benz Trucks eActros 600 vehicles set to join our transportation network in Europe, which are expected to transport 338 million packages per year once fully operational. We expect these vehicles to join the 300 middle mile EVs deployed in our transportation network by the end of 2025 in the UK and by 2026 in Germany. We collaborate with others to advance the improvements in charging infrastructure and electricity grids required to enable more widespread use of eHGVs.

We are also focused on electrification of vehicles used on-site. In 2024, Amazon had 360 electric yard hostlers, vehicles that move truck trailers around fulfillment centers, in North America—one of the world's largest fleets.

While we aim to scale up our use of EVs globally, electrification at scale is a challenge. Our operations look very different across the globe, and within our transportation networks, we see different vehicle types from different suppliers. We need vehicles and chargers that can meet our operational needs, as well as our technical, cost, and sustainability requirements. Specific challenges include limited land availability, energy dependence, trade barriers, limited financing, power availability at competitive rates, and unfavorable policy environments. We are engaging with private and government partners to remove these barriers and enable broader access to electrification.

Sourcing Better Materials and Designing More Efficient Products

We know that producing more sustainable and efficient products starts with responsibly sourcing raw materials. Agricultural deforestation is a significant contributor to climate change, as it decreases carbon sequestration, thus increasing GHG emissions. We aim to reduce deforestation risk within our global grocery and commodities supply chains for commodities including palm oil, beef, coffee, and tea. When we develop Amazon devices, we aim for each generation to be more carbon-efficient than the last by integrating efficiency features directly into product design and incorporating recycled materials into our products where feasible. **Learn more** about how we are reducing deforestation risk and designing more-sustainable products ›

Increasing Use of Lower-Carbon Fuels and Alternative-Fuel Vehicles

Electrification is our primary strategy for decarbonizing logistics and transportation network vehicles. Where electrification is not yet feasible, we are scaling and encouraging the use of lower-carbon fuels, focusing on road transportation in the short term and ocean transportation and aviation over the long term. While these fuels are important to our strategy, they remain nascent, with industry challenges including supply constraints, high prices, and limited access. We are making investments to help lower costs and scale supply, and through industry collaborations, we aim to encourage the development and expansion of lower-carbon fuels, making these fuels more accessible and affordable for everyone. We engage in efforts that focus on:

- **Lower-carbon marine fuels:** As a member of the First Movers Coalition and co-founder of ZEMBA in 2023, we seek to expand the use of lower-emission fuels and technologies for ocean transportation. We support the First Movers Coalition goal of using maritime ships with zero-emission fuels for at least 10% of cargo shipped internationally by 2030, and ZEMBA's goal that freight buyers can purchase third-party verified zero-emission shipping for 100% of ocean cargo by 2040. In 2024, we purchased lower-emission biofuel services representing the maritime transportation of more than 10% of our ocean cargo. In addition, Amazon worked with dozens of companies to support ZEMBA's first tender for ocean shipping ↗ by committing to purchase Environmental Attribute Certificates (EACs) associated with over 1 billion 20-foot shipping container-miles.
- **Sustainable Aviation Fuel (SAF):** For air transportation, we source lower-carbon SAF and support the development of SAF EACs. We work with peers on innovative solutions to resolve the low volume and high cost of SAF. We co-founded the Sustainable Aviation Buyers Alliance and played a significant role in the launch of the (SAFc) Registry, which aims to increase transparency related to emissions reduction claims and accelerate overall SAF deployment. In 2024, Amazon procured 3.7 million gallons of blended SAF.
- **Renewable diesel:** In 2024, we increased use of renewable diesel—a lower-carbon fuel made from waste fats and oils—and used 4.7 million gallons in middle and last mile operations, up from 286,300 gallons in 2023. We also expanded use of renewable diesel from fulfillment and sort centers in California to Oregon and Washington. Amazon India Operations entered into a strategic partnership with Hindustan Petroleum Corporation Limited (HPCL) ↗ to push the development and adoption of Low Carbon Fuels (LCFs) produced from agricultural and agro-industrial waste, with the goal of decarbonizing long-haul transportation in India. We also transitioned AWS backup generators to renewable diesel in parts of Europe and the U.S. and piloted this fuel at our Amazon Air Hub in Cincinnati/Northern Kentucky in ground support equipment.
- **Hydrogen:** Hydrogen fuel vehicles are a promising alternative to other fuels, as they produce water vapor instead of carbon emissions when combusted. In 2024, we used 17,800 hydrogen-powered forklifts at more than 80 fulfillment centers in North America. In Japan and Europe, we began testing fuel-cell trucks to evaluate their operational efficiency compared to traditional diesel trucks.
- **Renewable Natural Gas (RNG):** In our transportation network, we have compressed natural gas vehicles (CNGs), which can reduce carbon emissions by at least 75% compared to diesel when refueled with RNG.[14] In 2024, there were more than 4,400 CNGs on the road in our transportation network—an increase of 12% compared to 2023—which used 39 million gallons of RNG.

Utilizing Micromobility Solutions

We are working to scale micromobility solutions—such as e-cargo bikes and on-foot deliveries—in our transportation network to bring packages to customers in more sustainable ways. In 2024, 170 million packages were delivered via micromobility solutions globally, up from 125 million packages in 2023.

In 2024, Amazon had 70 micromobility hubs—smaller, centrally located delivery stations in dense cities—in more

than 45 cities across Europe and in New York City in the U.S. We added micromobility hubs in London and Norwich in the UK, Paris in France, Naples and Florence in Italy, Barcelona and Santander in Spain, Berlin and Hamburg in Germany, and Belfast in Northern Ireland. In the U.S., we continued on-foot deliveries in Manhattan, New York City. Amazon also started piloting a new model of e-cargo delivery bike in Brooklyn, New York, in November 2024 that can carry up to 120 packages per trip.

Reducing Embodied Carbon in Our Buildings

We collaborate within the industries we operate to address embodied carbon emissions—the emissions generated from the manufacture, transportation, installation, maintenance, and disposal of building materials. By helping to advance innovative, scalable solutions, we aim to reduce embodied carbon emissions, which are part of our Scope 3 footprint.

We use lower-carbon building materials across our buildings portfolio where possible. In 2024, 49 building projects across Amazon, including data centers, grocery stores, fulfillment centers, and corporate offices, were constructed with lower-carbon building materials and finishes. These projects avoided at least 77,000 metric tons of embodied CO_2e in 2024.

- **Lower-carbon steel:** In 2024, Amazon joined the Sustainable Steel Buyers Platform, a coalition of leading corporations working to accelerate the availability of lower-carbon steel in North America, in particular lower-carbon iron making technologies. AWS constructed 36 data centers with lower-carbon steel in 2024, in addition to 31 in 2023. AWS also achieved an industry first by purchasing steel made using hydrogen direct reduction from SSAB, a Swedish steel company, and using it in one data center's facade. Hydrogen direct reduction is a key technology that could help decarbonize the 76.3% of global steel production that uses iron ore.[15]
- **Lower-carbon concrete:** We piloted lower-carbon concrete solutions with a number of manufacturers in 2024 to explore the use of calcined clay, natural pozzolans, as well as cement containing less than 25% clinker—a key concrete ingredient that accounts for a substantial portion of its embodied carbon emissions.[16] AWS used 9,600 cubic yards of less than 25% clinker concrete at a data center in South Bend, Indiana, in the U.S. This resulted in 1,500 tons of CO_2e avoided, which is a 60% reduction against a 2021 baseline. In March 2025, this work was recognized as "Slag Cement Project of the Year" by the Slag Cement Association, and won a "Concrete Innovations" award from the National Ready Mixed Concrete Association. We also used lower-carbon concrete developed by CarbonCure Technologies, which we invested in through our Climate Pledge Fund, in 46 Amazon building sites in 2024.[17] To date, we have used CarbonCure in 86 building sites. We continued to promote the use of lower-carbon concrete across our industry by working with the Center for Green Market Activation and RMI toward a proposed book-and-claim system for concrete to accelerate demand-side initiatives. In January 2024, AWS updated its design standards to require the use of concrete with 35% less embodied carbon than the industry average in new data centers around the world. In 2024, 38 data centers were constructed with lower-carbon concrete, in addition to 36 data centers in 2023.
- **Mass timber:** In 2024, we developed Mass Timber Sourcing Guidelines to inform our building materials suppliers and building partners about sourcing and deploying lower-carbon structural wood. In 2024, eight Amazon buildings integrated mass timber structural elements in design or construction. We are leveraging our learnings from these first mass timber projects and exploring additional mass timber opportunities across our operations and data center building portfolios.

We continue to track and report the embodied carbon of our building construction materials by using the Embodied Carbon in Construction Calculator, and we ask our key building contractors to do the same. In 2024, Amazon collaborated with the UK Chartered Institution of Building Services Engineers (CIBSE) and Introba to publish Technical Memorandum 65.3 (TM65.3) outlining embodied carbon baselining guidance for the design, construction, operation, and/or maintenance of logistics centers in Europe. Additionally, Amazon worked with the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) to adapt Technical Memorandum 65 for North American building construction and helped publish the TM65NA.

Implementing Lower-Carbon Approaches to Heating and Cooling

We strive to use lower-carbon options for heating and cooling of buildings to reduce our Scope 1 and 2 emissions. For example, we are switching more buildings to all-electric heat pump rooftop units (RTUs), which are more efficient than and eliminate on-site combustion. In 2024, we took part in the U.S. Department of Energy's Better Buildings Commercial Building Heat Pump Accelerator, which aims to drive the development and adoption of the next generation of heat pump packaged RTUs by 2027.

By the end of 2024, 24 Whole Foods Market stores were relying on natural refrigerants in a primary refrigeration system. Natural refrigerants refer to refrigerants such as ammonia, carbon dioxide, or propane, which are widely considered the most sustainable alternatives to HFC refrigerants. An additional 20 stores rely on a combination of natural refrigerants and other refrigerants in a primary refrigeration system. Where possible, we pushed to integrate as much natural refrigerant as possible.

Transitioning to Carbon-Free Energy

As the energy needs of our business and customers continue to grow, we are continuing to invest in renewables and new sources of carbon-free energy that can both help power our operations and bring new sources of energy to the grid. Our energy portfolio includes renewable energy sources such as solar and wind, as well as nuclear power, which can be brought online at scale, and has a decades-long record of providing a reliable source of safe, carbon-free energy for communities around the world. We are also expanding battery energy storage capacity to collect and store renewable energy to use when other energy sources may be unavailable—such as at night or during periods of high demand—and to help improve grid stability.

We recognize that making the transition to carbon-free energy will require embracing and advancing a range of technologies and innovations—there is not a one-size-fits-all approach. We need to consider all viable and scalable solutions. In addition to lowering emissions, the transition to carbon-free energy can create real economic growth in communities where energy projects are built and operate, while encouraging the modernization and better management of energy infrastructure. **Learn more** about our global renewable energy projects and our Renewable Energy Methodology.

Solar and Wind Projects

Our approach to expanding our renewable energy footprint includes robust investment in utility-scale wind and solar projects. We have a strong track record of enabling utility-scale renewable energy projects, as one of the first corporations to do so in India, Ireland, South Africa, Japan, and Indonesia. In 2024, Amazon invested in 302 utility-scale wind and solar projects globally, including 76 newly operational ones, in 29 countries. As of the end of 2024, we had announced 302 power purchase agreements (PPA).

Carbon-Free Energy Highlights

- 100% of electricity consumed by Amazon was matched with renewable energy sources in 2024, for the second consecutive year
- Since 2020, Amazon has been the world's largest corporate purchaser of renewable energy annually
- World's largest corporate buyer of offshore wind energy in 2024, according to BloombergNEF
- 100% of energy used by active Echo, Fire TV, and Ring devices worldwide was matched with operational wind and solar capacity in 2024
- 621 total renewable energy projects announced globally as of January 2025—including 124 new projects in 2024—representing 34 GW of carbon-free energy capacity, which can produce 91,000 GW hours of carbon-free electricity annually
- 219 solar projects and 83 wind farms, totaling 302 utility-scale wind and solar projects as of January 2025
- 319 on-site rooftop solar systems at our fulfillment centers and stores as of January 2025

Amazon became the world's largest corporate buyer of offshore wind energy in 2024.[18] One of the most impactful ways we have done this is by enabling nearly 1.3 GW of carbon-free energy across five offshore wind farms along the coasts of Germany, the Netherlands, and the UK. Once each project becomes operational, they are expected to produce 5.8 GW hours of carbon-free energy annually—enough to power 1.6 million average European homes. In total, Amazon has announced 52 new renewable energy projects in Europe as of the end of January 2025, adding 2.5 GW of renewable energy capacity to grid in the region, for a total renewable energy capacity of 9 GW.

In the U.S., we expanded our renewable energy footprint through 37 new solar and wind projects, bringing the total to 281 across 30 states. This included investing in projects that combine renewable energy with agriculture to bring economic benefits to farmers. We are collaborating with the renewable energy developer AES to use Maximo, an AI-powered robot, to support building Amazon-enabled solar farms, while enhancing safety and precision.

Across the Asia-Pacific region, Amazon has invested in 97 renewable energy projects, including 53 in India. In Japan, Amazon announced our first onshore wind farm and stand-alone utility-scale solar project—a 33 megawatt (MW) wind project located in Rokkasho, Aomori Prefecture, as well as a 9.5 MW solar farm located in Kudamatsu, Yamaguchi Prefecture. Amazon is the largest corporate purchaser of renewable energy in Japan, with a total of 25 projects at the end of 2024.

At the end of 2024, Amazon had 319 rooftop solar projects at our fulfillment centers, sortation centers, and stores around the globe. These projects avoid roughly 19.3 million metric tons of CO_2e each year. We brought 51 new on-site rooftop solar energy systems online in 2024, for a total capacity of 61 MW. These on-site rooftop solar energy systems are estimated to generate 45 GWh annually and avoid the equivalent of nearly 17,000 metric tons of CO_2e annually.

Data Center Electricity Use Matched by Renewable Energy

In 2024, we continued to match 100% of electricity consumed in all data center regions with renewable energy sources and worked with utilities and regulators on green tariffs so that more companies can buy carbon-free energy directly from renewable energy projects. In 2024, as part of a $10 billion investment for building two new data center complexes in Mississippi, AWS announced a first-of-its-kind agreement with utility company Entergy Mississippi to enable 650 MW of new renewable energy projects in the state over the next three years. This investment, along with Amazon's prior investment in Delta Wind, a utility-scale wind farm along the Mississippi Delta, is expected to bring a total of 834 MW of new carbon-free energy to Mississippi, the equivalent of powering over 200,000 U.S. homes.

Battery Storage Solutions

We invest in energy storage to collect and store renewable energy for use when other energy sources may be unavailable—such as at night or during periods of high demand—and to enhance grid stability. By the end of 2024, Amazon had eight solar energy projects paired with battery energy storage systems, representing 2.1 GW of capacity, up from 1.9 GW in 2023. In 2024, Amazon powered nearly 4,000 hours of our operations from energy stored in these batteries.

In 2024, Amazon invested in the Baldy Mesa battery storage system, which is monitored through machine learning powered by AWS and is used to predict when and how the project's battery unit should charge and discharge energy back to the grid, optimizing its performance. We signed the first European Union (EU) Battery Energy Storage System (BESS) PPA that includes a 4 MW rooftop solar photovoltaic system paired with a BESS in Spain. This BESS initiative is expected to yield nearly 500 metric tons of CO_2e avoided annually and enhanced energy resilience.

Nuclear Energy Sources

Nuclear power is an important part of our carbon-free energy strategy, as it can be brought online at scale and has a decades-long record of providing reliable, safe, and abundant carbon-free energy for communities globally.

In 2024, we signed agreements to support the development of nuclear energy projects, including enabling the development of Small Modular Reactors (SMRs)—advanced nuclear reactors with a small physical footprint. This smaller size allows them to be built closer to the grid, with faster build times, allowing them to come online sooner than traditional reactors. Through the Climate Pledge Fund, Amazon led an approximately $500 million Series C-1 financing round in X-energy to support nuclear technology development. X-energy is targeting deployment of up to 960 MW of carbon-free energy to the U.S. grid by 2039—which would be the largest SMR implementation in the industry. X-energy's Xe-100 SMR technology delivers scalable, cost-effective carbon-free energy generation for high-demand industrial customers and aims to establish a commercial framework for advanced nuclear energy deployment in the private sector. We also began working with Energy Northwest on a project to develop SMRs.

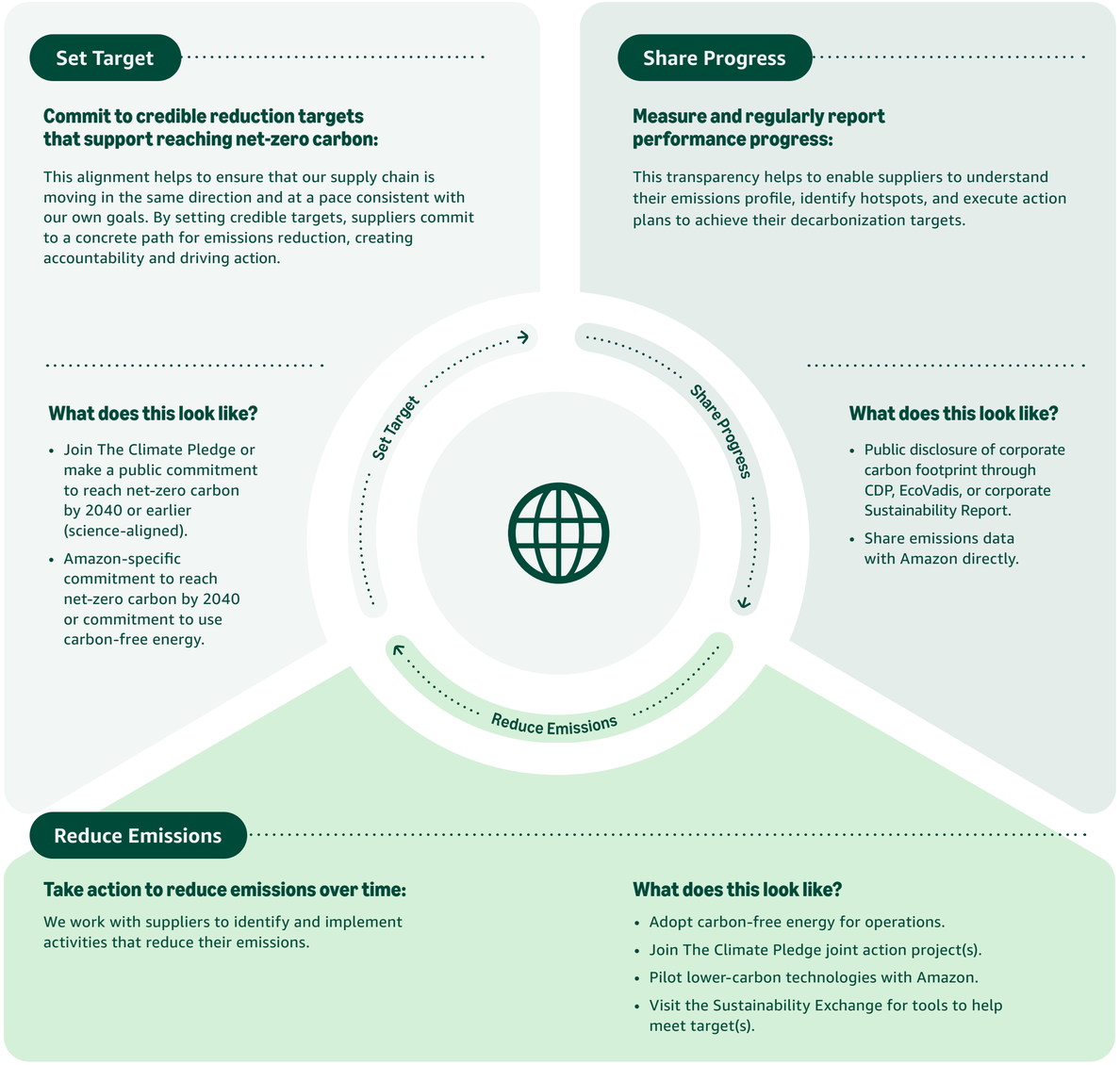
We complement this work by seeking opportunities to support existing nuclear operations. We have signed an agreement to build a data center facility near Talen Energy's nuclear facility in Pennsylvania, which will help power our operations with carbon-free energy.

Engaging With Suppliers

Working with suppliers to help them reduce emissions is critical to addressing climate change. We've identified our high-emitting suppliers, which represent 50% of our Scope 3 emissions, and mobilized our business units to drive key supplier decarbonization actions—such as setting credible targets, measuring and sharing progress, and actively reducing emissions. These suppliers are in a number of industries including transportation, building construction, IT hardware and devices, as well as products and packaging.

We recognized the need for practical tools to accelerate implementation and to help support Amazon's suppliers and value chain partners in their own decarbonization efforts. That's why in July 2024, we launched the Sustainability Exchange. The Exchange is a free resource hub designed to help organizations of all sizes advance their sustainability initiatives. Through the Exchange, Amazon is publicly sharing playbooks, case studies, tools,

Engaging Our Suppliers on Our Decarbonization Journey



and resources that have helped us progress toward our own climate goals. Topics include carbon measurement, transitioning to carbon-free energy, decarbonizing buildings and transportation, reducing operational waste, and how to purchase high-quality carbon credits. We continue to expand and update it regularly—in 2025, we included access to content in eight languages, and will soon add new regional- and industry-specific content.

We announced a carbon credits service on the Sustainability Exchange ↗ in early 2025 to offer high-quality carbon credits to suppliers with decarbonization goals. Credits are only available to companies that have set a net-zero carbon emissions target for no later than 2050, covering Scope 1, 2, and 3 emissions; measure and publicly report their carbon footprint on a regular basis; and commit to implementing decarbonization strategies in line with climate science.

In addition, we work to advance industry collaborations and engage suppliers across our business. In 2024, highlights included:

- We developed pilot projects to make it easier for suppliers to purchase renewable energy certificates and make progress toward their decarbonization goals. IPG, a packaging and protective solutions provider, matched 100% of the electricity to power the majority of products sold to Amazon in 2024. Pregis, a packaging supplier and Climate Pledge signatory, matched 100% of the electricity consumed to power operations that produce recyclable paper mailers provided to Amazon in 2024.
- We worked with our top suppliers on carbon measurement and reporting to improve the accuracy of emissions calculations and help enable suppliers and procurement professionals to manage carbon performance quantitatively alongside other performance metrics.
- Whole Foods Market encouraged suppliers to adopt climate-smart farming methods by partnering with Wolfe's Neck Center, funding and recruiting stakeholders to implement regenerative and organic agriculture practices that reduce emissions and improve soil health.
- Whole Foods Market collaborated with Windfall Bio, a Climate Pledge Fund recipient, to successfully pilot its methane-eating microbes with dairy suppliers to convert manure emissions, which can be up to 80 times more potent than CO_2 emissions, into organic fertilizer.[19]
- Amazon Private Brands held carbon abatement workshops for suppliers focused on discussing challenges, identifying abatement opportunities, as well as collaboratively solving problems across materials, energy, sourcing, and packaging. We increased participation from 10 suppliers in 2023 to 35 in 2024.
- Amazon Private Brands held a carbon-free energy forum with suppliers in China and Vietnam to promote increased use of carbon-free electricity within the Amazon Private Brands supply chain.
- Amazon Devices received commitments from 93 suppliers in 2024, up from 49 suppliers in 2023, to reduce their manufacturing emissions. We also supported 38 Device suppliers—representing 80% of our direct manufacturing spend for Echo, Kindle, Fire tablet, Fire TV, Ring, Blink, and eero devices and accessories—in developing renewable energy plans.
- AWS partnered with suppliers across semiconductor and electronics manufacturing industries to set emission reductions roadmaps and increase the adoption of carbon-free electricity. AWS is also a member of SEMI's Semiconductor Climate Consortium (SCC) and worked to increase access to carbon-free power and decarbonization standards and tools for the semiconductor industry.

The Climate Pledge by the Numbers

At the end of 2024, The Climate Pledge represented:

549 signatories

46 countries

60 industries

See a full list of signatories at theclimatepledge.com ↗

Accelerating Decarbonization beyond Our Own Business

Catalyzing Industry Action and Innovation through The Climate Pledge

The Climate Pledge

The Climate Pledge, which we co-founded in 2019, is a commitment to reach net-zero carbon emissions across our global operations by 2040. It brings together companies from around the world to drive collective action, cross-sector collaboration, and engagement in initiatives that encourage industry action toward decarbonization. Signatories commit to regular GHG reporting, making operational changes to decarbonize their business, and neutralizing remaining emissions with credible offsets.

In 2024, two of Amazon's high-emitting suppliers, Crane Worldwide Logistics and Shorr Packaging, signed The Climate Pledge, along with STS Group. The Pledge also welcomed 76 new companies, including Stella McCartney, DL1961, Saie, and Dr. Bronner's. In total, The Pledge included 549 companies in 46 countries and 60 industries as signatories at the end of 2024.

With a growing number of signatories, the focus of the Climate Pledge shifted in 2024 to working on joint action, small working groups, and addressing shared industry challenges. The Science Club Cohort, for example, addresses measurement challenges. In 2024, The Climate Pledge supported the launch of six new joint action projects ↗, with participation from 16 signatories.

Laneshift ↗, a public-private initiative under The Climate Pledge, was launched in 2023 with C40 Cities through a $10 million investment. This initiative aims to accelerate the transition to zero-tailpipe-emission electric trucks and charging infrastructure across cities in India, Brazil, and Mexico—and help decarbonize the road freight industry, which currently accounts for 5% of global emissions.[20]

In 2024, Laneshift-Latin America worked with the International Finance Corporation ↗ on market sounding and with regional multilateral development banks to accelerate deals in the EV freight sector. Also, Laneshift-India launched a 370 km EV freight corridor ↗ project between Bengaluru and Chennai, marking the first step toward a network of connected EV freight highways in India. Electrifying the trucking sector in India is essential, since trucking represents 3% of vehicles on India's roads but is responsible for 34% of CO_2 tailpipe emissions. Laneshift-India expects to use the data from six months of route testing to create an EV freight roadmap business case, in an effort to reduce tailpipe emissions in the region.

The Climate Pledge joined with the Center for Green Market Activation and RMI in 2024 to launch a new lower-carbon concrete buyers alliance.[21] The alliance aims to use a book-and-claim system to decouple the physical product from its environmental attributes, allowing companies to claim those benefits in advance of delivery. In 2024, nine signatories, along with several industry partners, committed to co-design the alliance, which aims to send demand signals to concrete producers to adopt new technologies for companies to procure lower-carbon concrete at scale.[22]

The Climate Pledge announced project JOULE ↗ (Joint Operations Unifying Last-Mile Electrification) in 2024, aiming to build a network of electric vehicle (EV) charging stations in Bengaluru, India. By 2030, all the electricity used by the charging stations is expected to be matched with renewable energy, amounting to an estimated 6.2 MW of renewable energy capacity. Over the same timeframe, the project is expected to support 5,500 EVs and spur an investment of $2.65 million into the sector.

Advancing Industry Decarbonization

To catalyze collective action on decarbonization, we share the expertise and resources we have developed as part of our own decarbonization efforts.

In 2024, we launched the Amazon Science Exchange ↗, to address the critical technology gaps that impede Amazon and our collaborators from meeting our sustainability goals. Our current work focuses on packaging materials, building materials, and alternative fuels. Through our Amazon Science Exchange website, we share science-based models to help others identify the most promising technological solutions and guide decision-making.

Through the Amazon Sustainability Data Initiative (ASDI) ↗, we enhance access to data to accelerate sustainability research, innovation, and collaboration by reducing the cost and time required to acquire and analyze high-value datasets. These datasets are from public and private sectors, including those related to weather, climate, water, agriculture, air quality, and more, empowering organizations to drive real world sustainability progress. One such example is OCEARCH ↗, which shares its satellite telemetry information about shark movements through ASDI to advance global research on ocean health.

In addition, AWS's Customer Carbon Footprint Tool ↗ allows customers to track, measure, review, and forecast the estimated carbon emissions generated from AWS usage. The tool helps our customers monitor the estimated carbon emissions generated by AWS resources across a number of services, regions, and time periods, and this transparency allows customers to identify areas of higher emissions and implement targeted optimizations to reduce their footprint.

We continued to advocate for updated carbon accounting guidelines for the Greenhouse Gas Protocol as a co-founder of the Emissions First Partnership, a coalition committed to modernizing GHG accounting standards for the power sector. This work aims to accelerate grid decarbonization to mitigate the worst effects of climate change by supporting high-impact energy projects and driving investments in renewable energy, battery storage, or other mitigation solutions. We have also contributed to the Advanced and Indirect Mitigation Platform, a coalition working to formalize accounting standards for market-based emissions reductions.

Investing in Innovation through The Climate Pledge Fund

We are accelerating and scaling new decarbonization technologies that will help enable Amazon—and other companies—to achieve net-zero carbon emissions by

adopting ready-to-scale solutions, investing in emerging technologies, and through direct funding.

The Climate Pledge Fund ↗, a $2 billion venture investment program that specifically targets companies operating in hard-to-abate sectors, is central to our approach. The goal of The Climate Pledge Fund is to support solutions that could accelerate and lower the overall cost to decarbonize Amazon and the broader economy. In 2024, The Climate Pledge Fund reached a milestone of five years of investments, making 12 new and follow-on investments ↗ in multiple industry sectors that affect climate change: transportation and logistics; energy generation, storage, and utilization; buildings; manufacturing and materials; the circular economy; food and agriculture; carbon removal; and water. This brings The Climate Pledge Fund's total investment portfolio to 32 companies. Recent investments include:

- Forum Mobility, which provides accessible zero-tailpipe-emission trucking solutions for drayage in California, including charging infrastructure and Class 8 zero-tailpipe-emission electric trucks. Forum Mobility is developing a network of charging depots around the Ports of Oakland, Los Angeles, and Long Beach in California, and Seattle, and Tacoma in Washington state, and along common trucking routes to warehouse destinations. Forum Mobility also provided the charging infrastructure for Amazon's first electric heavy-duty trucks in our ocean freight operations.
- Glacier, an AI and robotics company, uses AI-powered robots to automate sorting recyclable materials and collect real-time data on recycling streams for recycling companies and consumer brands. Glacier also supports Amazon in testing new biomaterials in applications where we have more limited sustainability solutions, such as some flexible plastics, and then recycling them.
- Subeca, a company that offers a simple and secure device that uses wireless networks such as LoRaWAN and Amazon Sidewalk to assist Amazon, AWS, and utilities in gathering timely and reliable data to manage water use without relying on traditional cellular or building network infrastructure. As a result, users can more easily monitor and control resources and detect water leaks. By utilizing Subeca's single-device ultrasonic smart water meter, Amazon can improve the efficiency of its water use and reduce water loss across its fulfillment centers, grocery stores, offices, and data centers.

As part of The Climate Pledge Fund's broader commitment to invest $50 million in climate initiatives led by women, we invested in three new female-founded and female-led companies in 2024, one of which is Paebbl. Paebbl converts CO_2 into carbon-storing building materials, transforming the built environment into a carbon sink. Concrete is the world's second most used material, and Paebbl aims to future-proof its global supply chain by locking carbon into everyday structures. AWS intends to trial Paebbl's material in the construction of one of its European data centers.

Supporting Policies That Drive Decarbonization

Public policy can accelerate the deployment of emerging lower-carbon technologies necessary to achieve global decarbonization. A stable regulatory environment supports long-term progress. Our global public policy team works with policymakers, multilateral organizations, industry associations, coalitions, and other partners to accelerate decarbonization by scaling lower-emission fuels, advancing zero-tailpipe-emission vehicle deployment and associated infrastructure, driving the deployment of carbon-free energy, modernizing the grid, accelerating lower-carbon technologies, advancing circular economy policies, and more.

In 2024, we continued our advocacy for expanding the deployment of carbon-free energy and creating pathways for corporate procurement of carbon-free energy. We collaborate with organizations such as CEBA, Asia Clean Energy Coalition (ACEC) and RE-Source to encourage these policy changes around the world. For example, we worked with regulators in Indonesia and Thailand to pioneer utility green tariffs. In Europe, we supported ambitious carbon emission reduction targets for newly registered heavy-duty vehicles to accelerate deployment of zero-tailpipe-emission vehicles at scale. In the U.S., we worked with the Low Carbon Fuels Coalition to continue our support for low-carbon fuels. Further, we engaged in joint action with organizations such as the Center for Climate and Energy Solutions (C2ES), the Cambridge Institute for Sustainability Leadership (CISL) Corporate Leaders Groups in the UK (CLG UK) and Europe (CLG Europe), and Japan Climate Leaders' Partnership (JCPL) to support innovation and decarbonization.

Learn more about how we advocate for issues that matter ›

Carbon Neutralization

Amazon's carbon neutralization efforts are currently focused on three priorities: reducing deforestation, advancing the removal of carbon from the atmosphere with nature-based solutions, and scaling up carbon removal technologies. Across these areas, Amazon is using a range of strategies, including direct investment, advance purchase agreements, coalition building, new methodology development, and technological innovation, to scale outcomes and advance carbon credit quality.[23] Our approach is detailed in our Carbon Neutralization Methodology ⭳.

Reducing Deforestation

Tropical forests, which cover 45% of the world's forested areas, play a crucial role in regulating global climate patterns, according to the International Panel on Climate Change.[24] As a result, mobilizing financing to enable countries to protect their tropical rainforests is a key focus of our carbon neutralization and broader biodiversity efforts.

In 2021, we made an ambitious pledge to protect nature and mitigate climate change through co-founding the Lowering Emissions by Accelerating Forest Finance (LEAF) Coalition ↗. The proceeds support curbing deforestation and share the economic benefits with Indigenous peoples, traditional communities, and family farmers.

Learn more about how we preserve biodiversity › and source better materials in our commodities supply chains ›

Advancing the Removal of Carbon from the Atmosphere with Nature-Based Solutions

Nature-based carbon removal projects involve the extraction and retention of atmospheric CO_2 by natural and managed ecosystems. When effectively implemented, these projects can create benefits such as wildlife habitat, promote biodiversity, improve water quality, and reduce flood risk.

As part of an independent working group composed of carbon market experts, scientists, and conservation professionals, representatives from Amazon contributed to the development of the ABACUS ↗ label. It identifies credits that reflect a rigorous set of principles and requirements for quantifying the climate benefits of restoration projects. In 2024, the label was formally approved and released by Verra, the mission-driven nonprofit that serves as a leading standards-setter for the voluntary carbon market.

Scaling Up Carbon Removal Technologies

Direct air capture (DAC), which chemically scrubs CO_2 from the air and then stores it deep underground or uses it in applications such as building materials and lower-carbon fuels, is an important technology in the fight against climate change. Amazon is accelerating and scaling the development of DAC solutions ↗ by investing in and committing to purchase carbon removal credits produced by DAC technology.

Waste and Circularity

Our Approach

Our waste hierarchy sets our guiding principles for preventing, managing, and reducing waste. Amazon has programs in place to optimize our inventory, reduce food surplus, and source materials that help us prevent waste from the start. Where possible, we look for ways to reduce, reuse, recycle, or compost these materials. When waste is unavoidable, our priority is to recycle it, minimizing what is sent to landfill and incineration.

We work hard to make it easy for customers to discover products they love. They usually do, but as with any retailer, sometimes customers want to return something that they purchased from us. When returns happen, Amazon strives to give items a second life through resale, donation, or recycling—in that order of priority. Returned items undergo inspection to determine whether they can be resold. We aim to donate items that cannot be sold, but when they are not suitable for sale, resale, or donation, often due to damage or expiration, we prioritize their recycling.

We know that avoiding waste is an ongoing process and that we cannot do it on our own. We engage with suppliers to reduce waste related to our products, partner with other organizations to scale efforts to transition to a more circular economy, and work with local municipalities to improve recycling infrastructure where we can.

Our Progress

Waste Prevention

We view waste as a defect, aiming to prevent it whenever possible. We implement a variety of waste prevention efforts across Amazon—from our retail sites and grocery stores to our corporate offices, data centers, and fulfillment centers. This includes a focus on improving product handling to reduce damage and supporting customers in setting up, using, and repairing the products they buy. We also integrate circular practices to extend the useful life of products and assets, and when products are returned, we assess, grade, and repair them as needed to be relisted, resold, or redistributed.

Preventing Product Waste in Our Fulfillment Centers

When it comes to product inventory, Amazon prioritizes waste prevention by enabling customers to make more informed shopping decisions—which can reduce customer returns—and lowering the number of products damaged in handling. Specifically, our efforts include:

- **Reducing overstock:** Before removing overstock from our inventory, we try to sell it at a discount on Amazon Outlet ↗. If we can't, we return the inventory to vendors or sell it to wholesalers to be offered on secondary markets. In 2024, we sold 68 million retail sellers' items on Amazon Outlet.
- **Reducing damage:** We take proactive measures to safeguard products from damage during transportation and handling. In 2024, we reduced the percentage of damaged items within Amazon's operations by 29% compared to 2023.
- **Expanding our repair programs:** When possible, we send damaged products for repair to enable resale.

Goal Reduce food waste by 50% across U.S. and Europe operations by 2030[25]

81M Meals-equivalent donated globally–60M in the U.S. and 21M in Europe

In 2024, our top repair categories included laptops, tablets, robotic vacuums, and espresso machines.

- **Continuing our product lifecycle support:** This program provides customers with the support needed to use the products they purchased, including how to configure products or repair tips when necessary. In 2024, we avoided 14 million product returns with this program, a 25% increase compared to 2023.
- **Reselling customer returns:** We carefully inspect products that are returned at our Amazon return centers. If a returned product meets Amazon's high bar for sale as new, we relist it.
- **Redistributing through Amazon Resale:** Items that are ineligible for relisting as new are graded, tested, and assessed to be offered on Amazon Resale ↗. Amazon Resale offers a range of high-quality, used products at reduced prices, from tech like computers, tablets, Amazon devices, unlocked phones, and TVs to home essentials like furniture, kitchen appliances, lawn and garden care, home improvement tools, and pet supplies. Customers see a condition (e.g., Like New, Very Good, Good, or Acceptable) and reason(s) for the condition (e.g., missing a user manual or cosmetic damage), allowing them to make an informed purchasing decision.
- **Providing ReCommerce Services for independent third-party sellers:** Through our ReCommerce Services, we offer resale, liquidation, and donation services to independent third-party sellers. We grade sellers'

Actions

85% Landfill diversion rate, a measure of the waste we successfully divert to recycling and what is sent to incineration with energy recovery and away from landfill, which was up from 84% in 2023 and 82% in 2022[26]

83% Waste diversion rate, a measure of the waste that we successfully divert to recycling or other material-recovery processes (such as composting) and away from landfill and incineration, which was up from 82% in 2023 and 79% in 2022

68M Retail sellers' items sold on our Amazon Outlet storefront

14M Returns avoided, a 25% increase compared to 2023

166M+ Items we donated or supported our sellers in donating worldwide

16% Of spare parts sourced by AWS were from its own reuse inventory

returned items and enable recovery through programs such as grade and resell or donation. In 2024, we helped sellers resell or donate nearly 391 million of their items in the U.S. and Europe.

- **Donation:** We donate items that are safe to use but that remain in our inventory if we are unable to repair or resell them. In 2024, we donated or supported our sellers in donating over 166 million items worldwide.

Learn more about our efforts to provide more sustainable products › and optimize packaging ›

Preventing Food Waste in Grocery Stores and Distribution Centers

Food waste represents lost natural resources and nutrition and is a significant contributor of greenhouse gas emissions.[27] That's why Amazon has set a goal to reduce food waste by 50% by 2030 across our U.S. and Europe operations. We prioritize reducing surplus inventory, and when that is not possible, we focus on donation to reduce waste generated. In 2024, the equivalent of 81 million meals were donated globally—60 million in the U.S. and 21 million in Europe. Any remaining food waste follows the hierarchy and as much is diverted to organic waste treatment as possible.

We continue to explore new ways of reducing food loss and waste as we work toward our 2030 goal. To continue driving progress at scale, Amazon Fresh and Whole Foods Market became members of the U.S. Food Waste Pact ↗, a joint initiative between ReFED and World Wildlife Fund. In joining this national agreement, we are accelerating progress toward our goals under a proven framework. This year, we actively contributed food waste data to ReFED for inclusion in the U.S. Food Waste Pact's "Progress In Reducing Food Waste: A Data Report from the Pacific Coast Food Waste Commitment and the U.S. Food Waste Pact" as part of our commitment. This collaboration supports our ongoing efforts to optimize inventory management and prioritize sustainable practices in food retail.

In 2024, Whole Foods Market launched a program with Too Good To Go ↗, a social impact company that has created a marketplace app for surplus food. Through this program, Too Good To Go's app enables customers to access high-quality food at discounted prices at 536 Whole Foods Market stores across the U.S. Whole Foods Market diverted an equivalent of 636,000 meals from waste in the U.S. as part of this effort in 2024, and we are expanding this service to Amazon Fresh locations in the U.S. Additionally, we maintain strong relationships with food charities across our grocery stores, fulfillment centers, and other retail sites to support ongoing donation programs for surplus food.

When food cannot be donated or offered to customers at a discounted price at Amazon Fresh and Whole Foods Market stores, we aim to divert it via organic waste treatment programs, such as composting. In 2024, we continued to implement and expand these efforts at 612 locations and diverted 108,300 tons of food waste.

Learn more about how we support food donations, delivery, and distribution ›

Preventing Office and Operational Material Waste in Buildings

To run our operations, we use operational materials and equipment such as packaging to transport products between fulfillment centers, pallets to move products within fulfillment centers, office furniture, storage racks, electronic equipment, and conveyor systems. We aim to prevent the waste associated with these materials and equipment through the following methods:

- **Implementing circular design practices:** We focus on developing modular equipment and components that enhance operational efficiency while extending the useful life of assets. We use innovative design principles to create versatile equipment that can be easily repurposed for multiple uses, reducing material waste and potential losses. This modular approach can also enable easier maintenance, repairs, and adaptability for different operational needs. This results in more resilient infrastructure where components can be efficiently reused, repaired, or reconfigured, rather than replaced.
- **Reducing single-use items and materials:** We take a systematic approach to reducing single-use materials across our operations. Cross-functional working groups collaborate to identify replacement opportunities and source more environmentally efficient, lower-waste solutions that meet our operating requirements. We also use a detailed waste stream analysis to evaluate the environmental impact of single-use materials and prioritize circular solutions. In 2024, we expanded the use of universal plastic pallets and GoCarts (a reusable cart system that replaces pallets and cardboard containers) and avoided the use of 85 million wood pallets. Across our corporate offices, we are increasingly transitioning away from single-use cutlery, plates, and cups and replacing them with reusable alternatives.
- **Extending asset life through reuse and donations:** We have established programs and built tools to enable the repurposing, donation, and responsible management of unused assets across Amazon. These programs and tools facilitate the storage, tracking, and transfer of idle assets between Amazon sites, as well as coordination with charities interested in items no longer used by our teams. In 2024, we repurposed 310,000 assets and materials from these programs.

Preventing Hardware and Server Waste in Data Centers

In 2024, AWS enhanced its circular economy strategy, which focuses on three core pillars:

- **Design better:** AWS unlocks its greatest potential for circularity through better design practices—including avoiding excess materials, enabling repair and reuse, and integrating recycled content from the start. In addition to using 30% recycled or bio-based plastics in server rack components, AWS is also exploring ways that better design can help extend the lifespan of hardware and equipment, further scale repair and reuse, and increase materials recovery at end of use.
- **Operate longer:** AWS seeks to use equipment for as long as operationally efficient. AWS prioritizes keeping functional drives in use for as long as possible, avoiding early retirement of healthy and working hard drives. This helps AWS power fewer racks with optimized performance, replace aging hardware, and save water and energy. As a result, AWS only needs to send broken drives for recycling, avoiding early retirement of healthy and working hard drives on the same rack. Since 2023, AWS has avoided the purchase of more than 500,000 new hard drives, reducing the associated carbon footprint, costs, and waste.
- **Recover more:** AWS aims to continually improve repair, reuse, and recycling practices to recover more value from decommissioned assets. AWS uses Amazon's re:Cycle Reverse Logistics hubs ↗ to assess, repair, and recirculate used equipment into inventory or sell it to third parties for reuse. To drive circularity and increase landfill diversion, AWS sends racks to these hubs for secure decommissioning of the hardware in the racks before recirculation into AWS inventory, resale into the secondary market, or recycling. In 2024, 11.5 million components were sold on the secondary market through our re:Cycle Reverse Logistics hubs. Additionally, these reverse logistics hubs have enabled AWS to source 16% of spare parts from its own reuse inventory, abating 110,000 tons of carbon emissions by avoiding purchase of new parts. In October 2024, Amazon announced an expansion of the re:Cycle Ireland Hub ↗ to continue scaling this program. In 2024, the facility also earned UL Solutions' highest Zero Waste certification (Platinum level) by diverting 100% of processed equipment from landfills, including 99% through reuse by AWS, resale into the secondary market, or recycling, and 1% to Thermal Processing with Energy Recovery.

How We Manage and Prevent Waste

This hierarchy is an industry framework that guides our approach to managing and preventing waste. It moves from the most preferred option at the top to the least preferred at the bottom. Materials in this hierarchy may be recycled, reclaimed, or otherwise reused in some way and thus, may not end up as waste in landfills. We use this framework to better manage our waste, pursuing opportunities that are more preferred before moving down the hierarchy.

Prevent
We improve product and packaging design, inventory management, materials sourcing, and resource use to help prevent waste from the start.

Reduce
We pursue avenues such as increased product durability and resale to reduce waste. We also work to prevent waste generation by helping customers make informed decisions, which reduces product returns, and offer several ways for them to support product circularity.

Reuse
We repair, repurpose, and donate usable items where possible.

Waste

85%
Landfill Diversion Rate

83%
Waste Diversion Rate

Recycle
We recycle and compost to recover raw materials where possible, including food waste.

2%
Incineration with Energy Recovery

Incineration with Energy Recovery
Where prevention, reduction, reuse, or recycling are not possible, we target energy recovery.

15%
Landfill and Incineration without Energy Recovery

Landfill and Incineration without Energy Recovery
Both landfill and incineration without energy recovery are disposal methods strictly used as a last resort for waste that is either ineligible for or cannot be diverted to better recovery pathways.*

*For example, some regulated waste streams, like hazardous waste and medical waste, may be ineligible for recovery pathways, due to risks to human health and the environment.

Waste Diversion

When we are unable to prevent waste, we seek to divert it to the highest recovery option available. In doing so, we reduce the amount of waste sent to landfills and incineration. Our retail operations cover our largest materials footprint, with transportation and handling materials (such as cardboard, plastic, pallets, racks, totes, etc.) representing our main waste streams. Cardboard and wood represent 65% of Amazon's operational waste footprint, and almost 100% is recycled.

We track our waste diversion rate to measure progress in waste management efforts. This metric reflects waste diverted from landfills and incineration through recycling, composting, and other material recovery processes. In 2024, we achieved an 83% diversion rate, up from 82% in 2023 and 79% in 2022.

We also measure our landfill diversion rate, which tracks materials diverted from landfill via recycling and incineration with energy recovery. In 2024, our landfill diversion rate was 85%, up from 84% in 2023 and 82% in 2022.

Our progress is driven by four focus areas:

- **Establishing on-site materials separation and recovery programs:** We offer comprehensive employee training and clear sorting guidelines in an effort to maximize waste separation potential. Our systems are designed to separate and consolidate materials into their respective collection locations to optimize pick up and recycling by our service providers.
- **Working with specialized waste service providers that offer recycling and recovery solutions:** We aim to select service providers that prioritize recycling over landfill and incineration, and we have established contractual requirements for waste diversion and data reporting to support our overall waste management objectives.
- **Conducting frequent waste characterization audits**: We seek to enhance waste management through comprehensive characterization programs on unknown/mixed waste materials that limit recyclability. These assessments provide crucial insights into waste streams and inform priority areas for recycling improvements.
- **Collaborating with service providers and industry experts to scale innovative solutions:**
  - **Hard-to-recycle materials:** We actively work to develop solutions for hard-to-recycle materials through industry collaborations and innovative pilots. In 2024, we collaborated with UPM Raflatac's RafCycle service to launch a recycling solution for the paper backing from our adhesive labels used throughout operations across our North American fulfillment sites. It is also in place in several of our European facilities. Implementing this solution increased recycling of this material by 16% compared to 2023. We plan to scale it further across our North American operations in the future.
  - **Waste sortation:** We engage with waste technology companies developing artificial intelligence (AI) and computer vision solutions to improve waste sortation and avoid contamination of different waste streams, which can block recycling efforts. One example is our investment in the AI and robotics company Glacier > through The Climate Pledge Fund. In 2024, we worked with Glacier to test its AI-enabled waste sorting technology for contamination monitoring in cardboard streams, to drive optimal recycling of cardboard waste at Amazon fulfillment centers, and the identification of newly developed bio-based packaging materials, to enable future sortation of these materials from mixed streams.

Packaging

Our Approach

Amazon delivers millions of packages every day, and we prioritize getting orders into the hands of our customers as quickly, safely, and with the least amount of packaging possible. Using a science-based approach, we strive to provide right-sized, recyclable, and scalable packaging solutions that reduce waste.

Our packaging strategy is guided by ongoing learning and innovation, and rooted in four pillars:

- **Avoid:** We avoid additional packaging whenever possible by shipping products in their original packaging.
- **Optimize:** When we need to use supplemental packaging, we prioritize lighter, right-sized options and use artificial intelligence (AI) to identify additional optimization opportunities.
- **Transform:** We prioritize materials that are household recyclable and reduce single-use plastic packaging.
- **Innovate:** We work across the public and private sectors to create and scale more sustainable packaging solutions and improve recycling infrastructure globally.

Our Progress

Avoid

When it comes to packaging, we start with protecting the product to ensure it arrives undamaged. From there, we find ways to use less packaging, while prioritizing household recyclable materials. Many products can be shipped safely without protection from additional Amazon delivery bags or boxes, which is the intention of our Ships in Product Packaging program. Through this program, we deliver eligible items in the manufacturers' original packaging without supplemental Amazon delivery packaging, allowing us to avoid unnecessary material use and reduce the weight of deliveries.

For a product to qualify for Ships in Product Packaging, it must first meet our standards for safety and customer experience. We continually work to increase the number of eligible products that can be shipped through this program, including some of the most complex products to transport—such as TVs, appliances, and furniture. In 2024, 12% of Amazon packages globally were shipped without additional packaging, the same as for 2023. Since 2020, over 6 billion shipments have been delivered with only their original packaging and a shipping label in North America and Europe. This progress reflects our continued efforts to expand product eligibility through identifying new qualifying products; collaborating with selling partners to test and design new packaging; and implementing our regionalization approach, which shortens delivery routes and lessens the potential risk of damage, where possible.

In February 2024, we allowed Fulfillment by Amazon sellers to self-enroll in Ships in Product Packaging program in North America and Europe, in line with Amazon's own retail practices. This led to nearly 2 million new seller products becoming certified to ship in their own product packaging in North America and Europe through seller engagement, machine learning, and product testing in 2024. In total, nearly 18 million unique products qualified and were shipped to customers in 2024 in North America and Europe.

As this program expands, we are creating incentives in certain regions to shift to packageless delivery and working with others to improve packaging. In 2024, Amazon collaborated with leading brands including Nestlé, Unilever, and SC Johnson to advance sustainable e-commerce packaging. These partnerships focused on identifying opportunities to reduce packaging complexity and eliminate unnecessary materials, supporting shared goals around environmental responsibility and innovation. In 2024, we partnered with SC Johnson to redesign its Method body wash packaging to make it eligible for the Ships in Product Packaging program. The redesign reduced the number of packaging components from three to one, eliminating secondary plastic packaging in the process. The redesign also helped decrease the overall packaging volume by 63%.

Optimize

We strive to keep our packaging lightweight and minimal while ensuring deliveries reach customers undamaged. Lighter, more flexible, and right-sized packaging reduces delivery emissions per package by using less material and taking up less space in delivery vehicles, which enables us to make more deliveries with fewer trucks. When possible, Amazon uses lightweight packaging by prioritizing flexible paper bags and envelopes. In the U.S. and Europe, these flexible options are up to 90% lighter than similar-sized, rigid cardboard boxes, and since 2015, we have avoided 4.2 million metric tons of packaging materials in North America and Europe.

We collaborate with organizations throughout our value chain to accelerate the creation of optimized packaging solutions. For example, Amazon collaborated with Mondi, a leading innovator of more sustainable packaging and paper products, to develop a fully paper-based, recyclable mailer with a protective paper lining, which scaled across our European operations in 2024. The newly designed envelope provides an alternative to plastic-based bubble wrap and can offer protection for a single product or multiple items.

Actions

12% Of packages globally shipped without additional Amazon packaging as part of the Ships in Product Packaging program[28, 29]

Nearly **18M** Unique products certified for the Ships in Product Packaging program and shipped to customers, with nearly 2 million new products becoming certified

37% Of shipments in North America contained single-use plastic delivery packaging, an improvement from 65% in 2023

134M Single-use plastic bags avoided from automated packaging machines across North America fulfillment centers

4.2M Metric tons of packaging materials avoided since 2015

16.4% Reduction in single-use plastic delivery packaging globally

Amazon 2024 Delivery Packaging by Type and Region

Packaging Types

Ships in Product Packaging

Flexibles
Plastic or Paper

Cardboard boxes

Global Breakdown

Breakdown by Region

Europe*

North America

Rest of World

*Amazon has removed single-use plastic delivery packaging from its European distribution network.

We also utilize AI machine learning to determine the safest and most efficient packaging for the hundreds of millions of products we sell and the near-infinite number of order combinations possible. This includes an AI model that analyzes a variety of product features, including shape and durability as well as customer feedback, to determine the optimal packaging for different shipments.

Transform

Amazon is working to transform our delivery packaging by reducing our use of single-use plastic packaging in favor of household-recyclable alternatives. Our packaging engineers have been researching and experimenting for years to identify alternative packaging solutions that are easier for customers to recycle at home. In finding and applying these solutions, we can systematically reduce our use of single-use plastic. In addition, we are further supporting the circular economy by increasing the use of post-consumer recycled content in our delivery packaging.

Through these efforts, we have avoided 152,062 metric tons of single-use plastic globally since 2020. In 2024, we reduced our total plastic packaging globally by 16.4%, from 88,698 metric tons in 2023 to 74,137 metric tons in 2024. This progress stems from reductions in single-use plastics products at our biggest fulfillment sites, including the removal of 100% of plastic air pillows from delivery packaging at all North American fulfillment centers and an overall increase in our use of paper packaging solutions. We also continue to retrofit our automated packing machines to create made-to-fit paper bags across fulfillment centers in the U.S. and Europe. In North America in 2024, we avoided 134 million plastic bags, and 56% of fulfillment centers in North America did not ship plastic delivery packaging. As a result, we saw a significant year-over-year decrease in the number of shipments that contained single-use plastic delivery packaging in North America, from 65% of shipments in 2023 to 37% in 2024.

We also consider localized, country-specific challenges and how to solve them as part of our ongoing approach to reduce the use of single-use plastics in favor of recyclable materials. We are continuing to extend these efforts to shipments from Brazil, Egypt, Mexico, Saudi Arabia, Singapore, South Africa, and the United Arab Emirates. Where we cannot yet eliminate single-use plastic, we are working to increase the percentage of recycled content in our plastic consumables.

We also work with suppliers to incorporate more post-consumer materials in our paper-based packaging suite. For example, we are working with several packaging suppliers in North America and Europe that use 100% recycled content. The rest of our paper is sourced based on paper grade and performance needs, prioritizing local sourcing where possible.

Increasing the Recyclability of Device Packaging

Amazon's strategy to optimize and increase the recyclability of packaging extends to our products and devices. We are committed to increasing our use of recyclable device packaging and finding recyclable solutions for items that require additional protection during shipping. **Learn more** about our approach to product and product packaging design ›

Innovate

We work with industry peers and collaborators to accelerate the innovation and deployment of more sustainable packaging solutions, such as our work with the Sustainable Packaging Coalition and The Recycling Partnership. These collaborations improve and scale recycling infrastructure, design new materials, and discover ways of recycling them.

Single-Use Plastic Packaging by Region*

Single-Use Plastic Packaging Used (MT)			
Region	**2023**	**2024**	**% Change YoY**
Europe	877	894	1.9%
North America	83,513	68,679	-17.8%
Rest of World	4,308	4,564	5.9%
Global Total	88,698	74,137	-16.4%

Single-Use Plastic Packaging Avoided since 2020 (MT)			
Region	**2023**	**2024**	**% Change YoY**
Europe	14,600	20,660	42%
North America	41,600	90,932	119%
Rest of World	24,300	40,470	67%
Global Total	80,500	152,062	89%

% Outbound Shipments That Contain Plastic			
Region	**2023**	**2024**	**% Change YoY**
Europe	0%	0%	0%
North America	65%	37%	-28%
Rest of World	14%	16%	1%
Global Total	45%	26%	-18%

*The scope of these metrics includes inbound prep packaging, which includes some plastic, as well as outbound delivery packaging. In Europe, we have eliminated plastic from outbound delivery packaging.

We are developing new, circular plastic packaging alternatives—especially for hard-to-recover and recycle plastic materials—that can be collected, sorted, recycled, and ultimately returned to the value chain for new uses. Progress in this work means rethinking the plastics value chain, toward a lower-carbon, circular process that can be scaled to meet the needs of our business and industry. We are currently focused on:

- **Testing:** In 2024, we began early-stage testing on bio-based bags made from organic sources with Amazon Fresh in Spain. These bio-based bags have the best attributes of conventional plastic and paper, in that they are easily recyclable, biodegradable, lightweight, and have both water and oxygen barriers. Through this testing, we confirmed that these bio-based bags can be used for several harder-to-recycle, fossil fuel-based plastic applications. We also collaborated with Novamont to test a biopolymer derived from starch and vegetable oils, called Mater-Bi.
- **Sorting:** We are engaging with Glacier to use the company's AI-powered robots for sorting recyclables. This will help us determine if bio-based bags can be identified in mixed-material waste streams.
- **Recycling:** We developed a novel recycling technology in collaboration with the U.S. Department of Energy's BOTTLE Consortium that can break down both bio- and fossil fuel-based materials with ester bonds, allowing us to keep both in circulation.[30]

We recognize the significant investments needed to fund early-stage innovations, which is why we collaborate with those developing lower-carbon and lower-waste materials and improve recycling infrastructure around the world. For example, Shorr Packaging joined The Climate Pledge in 2024, the first of our cardboard suppliers to do so, while the packaging material provider Pregis became our first supplier to obtain Amazon-provided renewable energy credits to support the decarbonization of its converting operations.

In addition, through the Amazon Sustainability Accelerator, we support startups tackling some of the world's biggest sustainability challenges. In 2024, we collaborated with two startups focused on reusable delivery packaging—Hipli and RE-ZIP—to trial their innovative technologies with Amazon across Europe.

Lightweight, protective paper helps us to create custom, right-sized packages.

Water

Our Approach

Amazon aims to be a good water steward in every way we operate, including cooling servers in data centers, preparing food in grocery stores, and providing sanitation for associates in our buildings. Climate change, population growth, and economic development are increasing global water demand and affecting water availability in many regions of our operations. As a result, responsible and efficient water management is an important part of Amazon's overall sustainability strategy. Amazon has public commitments to return more water to communities than we use in AWS direct operations globally by 2030, and in the direct operations of all Amazon facilities in India by 2027. To meet these commitments and support a more resilient and water-secure future, we are working to reduce our global water footprint and prioritizing action to address water scarcity, access, and quality in the most high-risk regions of our operations. We drive progress through the following strategies:

- **Reduce:** We increase our water use efficiency and reduce local withdrawals by installing water-conserving measures in buildings and tracking water use in real time to help minimize water loss.
- **Reuse:** We strive to source water from more sustainable sources, such as recycled and/or harvested rainwater, to minimize demands on public water supplies.
- **Replenish:** We invest in water replenishment projects that increase community water access, availability, and quality by restoring watersheds and bringing clean water, sanitation, and hygiene services to water-stressed communities.

Our Progress

Water Positive in Data Centers

In 2022, AWS announced its commitment to being water positive by 2030. To meet this goal, AWS is focused on improving liters per kilowatt-hour (L/kWh) water use effectiveness (WUE), using more sustainable sources, and delivering water replenishment. In 2024, AWS was 53% of the way toward meeting its water positive by 2030 goal, up from 41% in 2023. Progress is calculated using AWS's Water Positive Methodology.

Reduce

Amazon is continually working to optimize water consumption and reduce the amount of incoming water we use. Within our direct operations, reduction efforts focus on increasing operational efficiency and resilience to limit water loss and enhance water conservation. We improve water use efficiency across Amazon operations by scaling real-time leak detection, innovative treatment technologies, and water-conserving fixtures.

AWS Data Centers

Amazon seeks to minimize water use across our global data centers. Within AWS, global teams deploy water monitoring technology in data centers to determine where they need to take action to maintain or improve WUE.

In 2024, AWS began implementing integrated liquid cooling components to more efficiently manage artificial intelligence (AI) workloads at new data centers. These novel solutions combine air and liquid cooling capabilities for both powerful AI chipsets and AWS's network switches and storage servers. This flexible design is expected to reduce mechanical energy consumption by up to 46% compared to previous designs during peak cooling conditions. The system also helps enable our direct evaporative cooling systems to meet generative AI demands without increasing water use per kWh.

In 2024, AWS reduced cooling water needs by 946 million liters in North America. Partially enabled through improved server chip technology that can operate at higher temperatures, AWS also uses cloud technologies to monitor real-time water usage and automatically flag leaks for operators to resolve.

The implementation of these new technologies contributed to AWS's global data center WUE of 0.15 liters of water per kilowatt-hour (L/kWh) in 2024—a 17% improvement from 2023 and a 40% improvement since 2021.

AWS Water Use Effectiveness

	2021	2022	2023	2024	% Change from 2023
Water use effectiveness (L/kWh)	0.25	0.19	0.18	0.15	17%

Amazon Grocery, Logistics, and Corporate Buildings

Amazon seeks to implement water efficiency best practices across our global logistics and grocery operations, along with our corporate offices. In 2024, we scaled our global water metering and leak detection program to logistics and Whole Foods Market sites in highest-risk regions. Through this program, "smart" meters send data to a common dashboard and Amazon-developed leak detection software, allowing our engineering teams to respond to suspected leaks remotely and in real time. Additionally, this program enables our teams to analyze changes in water use patterns under different circumstances, such as fluctuations in seasonal demand, to improve forecasting and track the progress of our water conservation strategies.

Goal

AWS will be water positive by 2030, returning more water to communities than it uses in its direct operations[31]

53%

Of the way toward meeting its water positive goal

Goal

Amazon will return more water to communities than it uses in direct operations across India by 2027

Amazon set this goal in December 2024 and will begin reporting progress in our 2025 Sustainability Report

Actions

0.15

L/kWh water use effectiveness (WUE) for Amazon's data centers, a 17% improvement from 2023

23

Water replenishment projects globally invested in by Amazon

4.3B

Liters of water returned to communities from active replenishment projects, with more than 7 billion liters of total annual contracted replenishment volume for future years

We also incorporate water conservation into building plans. For example, in 2024, we obtained third-party certifications for our fulfillment centers in Cairo, Egypt, and Abu Dhabi, United Arab Emirates, assuring water savings of 28% and 53%, respectively, as compared to certification baselines. We also reached 90% completion of our effort to install low-flow aerators at logistics sites in India, which is expected to save 4.6 million liters of water annually.

Across our corporate office footprint, we work to reduce indoor water use and design new buildings to comply with low-flow design standards. In 2024, we assessed 7.5 million square feet of corporate office space in water-stressed regions in Brazil, Egypt, Mexico, Spain, South Africa, and the U.S. Based on this assessment, we installed low-flow faucet aerators at 17 U.S. sites to achieve water savings in line with our standards. We will expand this retrofit program to our other locations in water-stressed regions in 2025.

Reuse

In 2024, AWS had 24 data centers using recycled water for cooling and is working to quadruple the number of data centers using recycled water by 2030. AWS has agreements with seven utilities, enabling more than 4 billion liters of fresh water to be preserved for community use. As of the end of 2024, five data centers have operational rainwater capture systems in place, which reduces our demand on community water resources and reduces the adverse effects of stormwater runoff, which is a leading source of water pollution globally.

In India, Amazon is using on-site sewage treatment plants at 27 logistics sites to recycle greywater for toilet flushing and irrigation, which is expected to save an estimated 279 million liters of water per year. We also have rainwater harvesting systems at fulfillment centers in Sydney and Melbourne, Australia. These facilities use roof-collected rainwater to supply restrooms and irrigate landscaped areas alongside water-conserving plumbing fixtures to improve water efficiency.

Replenish

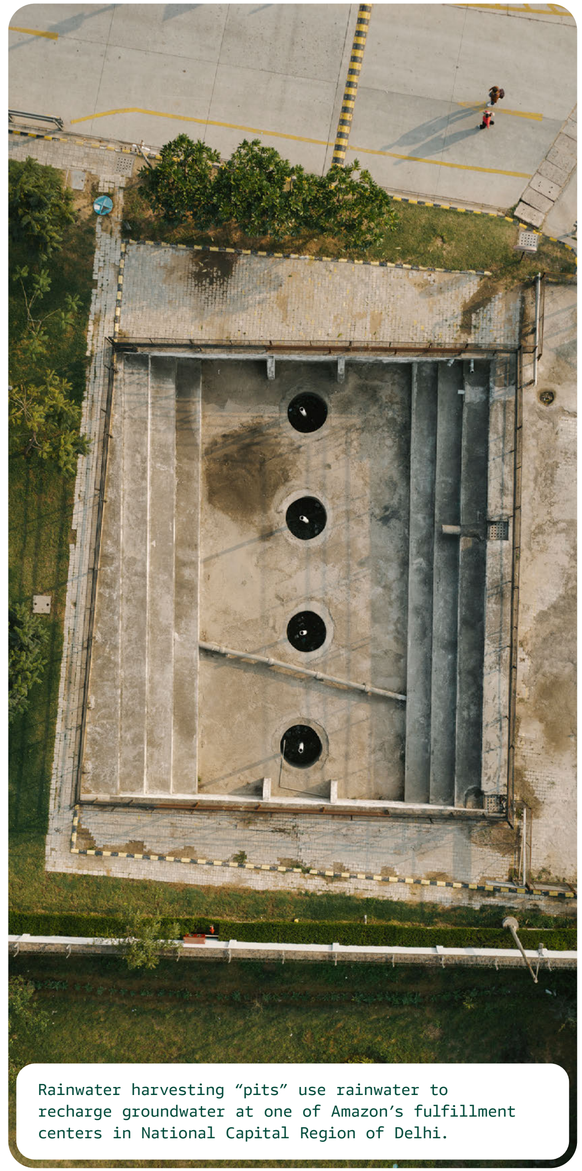
AWS invests in water replenishment projects in the communities where we operate. These projects improve community water access, availability, and quality by restoring watersheds and bringing clean water, sanitation, and hygiene services to water-stressed communities. By the end of 2024, Amazon had announced 23 water replenishment projects globally. These projects are expected to return more than 7 billion liters annually to communities once completed. In 2024, these projects returned 4.3 billion liters of water to communities.

We expanded water replenishment activities ↗ to Chile and China in 2024, and funded additional projects in the U.S. and Brazil. These projects included leveraging AI to promote water savings through more responsible irrigation practices, treating and filtering water through the creation and restoration of wetlands, repairing ecosystems, and improving flood management.

In late 2024, Amazon launched new water replenishment projects as we work toward returning more water to communities in India than we use by 2027. Working with the environmental organization SayTrees, Amazon is undertaking a comprehensive restoration ↗ of two once-vital water sources transformed by urbanization and erosion—Yamare Lake near Bengaluru and Sai Reddy Lake near Hyderabad. The restoration will include removing silt and sediment from the lake bottoms, restoring bund formations (embankments used to reduce erosion), and repairing inlet and outlet structures to enable proper drainage and regulate water flow. These projects, which are specifically focused on regions of highest water stress, are expected to increase the combined water volume capture potential of the two lakes by more than 571 million liters once completed.

Water.org Water & Climate Philanthropic Fund

In 2022, Amazon committed $10 million to help Water.org ↗ launch the Water.org Water & Climate Philanthropic Fund, which has a goal of deploying $1 billion to deliver climate-resilient water and sanitation solutions to 100 million people worldwide. By the end of 2024, Water.org's investment arm, WaterEquity, had raised nearly $460 million and reached 7.1 million people. With Amazon's support, Water.org also empowered 1 million people in India with access to safe water and sanitation solutions in 2023 and 2024.



Rainwater harvesting "pits" use rainwater to recharge groundwater at one of Amazon's fulfillment centers in National Capital Region of Delhi.

Biodiversity

Our Approach

Biodiversity, which is defined as the variety of living species on Earth and the habitats, ecosystems, and natural processes that support them, is declining globally due to land use change, direct exploitation, climate change, pollution, and the proliferation of invasive species. Since 1970, global wildlife populations have dropped by an average of 73%, signaling severe stress on the natural systems that support life.[32] Amazon recognizes the critical importance of biodiversity to the health of the planet, communities, and our business.

Amazon's approach to biodiversity follows a mitigation hierarchy that prioritizes avoidance and reduction of habitat loss above other actions. We are focusing on three areas to help avoid and minimize land use change within our own operations and enhance biodiversity beyond our business activities:

- **Commodities in our supply chain.** We aim to reduce deforestation and responsibly source agricultural and mineral commodities for our own products and delivery packaging.
- **Buildings where we operate.** We seek to avoid and minimize biodiversity loss related to the siting, construction, and operations of the buildings that support our businesses. We are beginning to measure habitat value at building sites and develop design standards that prioritize biodiversity enhancement.
- **Beyond our value chain.** We contribute to nature conservation and restoration through collaborative investments between private and public entities, especially in regions with sensitive ecosystems. This includes our commitment of $100 million to protect and restore nature through the Right Now Climate Fund. Amazon also enhances biodiversity through broader sustainability initiatives. For example, we are investing in nature-based climate solutions that reduce and remove carbon from the atmosphere › as part of The Climate Pledge and in watershed replenishment projects › that protect and restore natural fresh water sources to support our water positive goals.

Our Progress

Commodities in Our Supply Chain

The loss of natural habitat due to land conversion for activities such as agriculture and forestry is one of the primary drivers of biodiversity loss worldwide. Our business activities can indirectly affect biodiversity through the production of agricultural commodities used in Amazon's own-branded products and delivery packaging. Our strategy to address this focuses on measuring and seeking opportunities to reduce the land footprint and the risk of habitat conversion from our agricultural commodity supply chains.

One way we are minimizing impact is by continuing to make progress on Amazon's responsible sourcing commitments › and enhancing them over time. These commitments often aim to achieve leading product certifications, such as those provided by the Rainforest Alliance, Forest Stewardship Council, and Better Cotton Initiative.

Within agricultural lands, Whole Foods Market works to improve the farms it sources from through promoting and supporting "climate-smart agriculture"—an approach to farming that supports environmental health, including the promotion of biodiversity, while considering both the impact agriculture has on the climate and the climate's impact on agriculture. Whole Foods Market has a long-standing commitment to organic and regenerative agriculture, two approaches that employ climate-smart strategies. In 2024, 34% of all products sold at Whole Foods Market were organic, and over 61% of all fresh produce sold in 2024 was organic. To further promote on-farm biodiversity, Whole Foods Market joined Mad Agriculture's Wilding initiative in 2024. This effort supports the strategic integration of native perennial vegetation planted in and around agricultural fields to enhance farm viability, protect pollinators, improve soil health, and support water retention. Through this partnership, Mad Agriculture and participating farmers are planting and maintaining 113 acres of reconstructed prairie, most of which are on farms that supply ingredients to brands we sell, reflecting a shared commitment to regenerative agriculture and environmental stewardship.

Whole Foods Market also supports pollinator health through its industry-leading Quality Standards ↗. Under the Whole Foods Market Pollinator Health Policy ⭳ for Fresh Produce and Floral, all fresh produce and floral suppliers must implement an integrated pest management system, which reduces the need for chemical pesticides. In recognition of its ongoing work, Whole Foods Market was 2024's top-ranked retailer on Friends of the Earth's Bee Friendly Retailer Scorecard, which ranks retailers on pollinator protection from pesticides in food and beverage supply chains.

Buildings Where We Operate

To address potential natural habitat changes associated with buildings in our retail operations and data centers, we are establishing metrics, guidance, and tools that support best practices for preventing habitat loss and creating on-site enhancements. At 24 building sites across Europe, North America, and India, we are evaluating habitat conditions and developing site designs that help avoid and reduce loss of habitat, such as retaining and adding native

Actions

24 Amazon building sites in Europe, U.S., and India, where habitat conditions and site designs are being evaluated to help avoid and minimize habitat loss

$67.4M Disbursed to nature conservation projects across the world through the Right Now Climate Fund in the past five years

49K Hectares of land protected or restored through biodiversity and nature-related contributions and investments over the past five years

5 New Right Now Climate Fund projects added to our portfolio in 2024

#1 Ranking as top retailer for Whole Foods Market on the Friends of the Earth's Bee Friendly Retailer Scorecard ↗

plant varieties and reducing impermeable surfaces. We are also piloting artificial intelligence and machine learning tools that can more rapidly appraise on-site biodiversity values, to scale these processes across more buildings. These tools will support our work to avoid biodiversity loss and inform mitigation actions, where needed.

Beyond Our Value Chain

Amazon contributes to preservation and restoration activities that enhance biodiversity and natural habitats beyond our direct business activities, which includes the following:

- We invest in high-quality nature-based carbon credits › such as those that contribute to reducing deforestation at scale in the Amazon rainforest. While primarily aiming to reduce and remove carbon emissions, these programs are designed to protect and restore natural habitats in sensitive ecological regions in collaboration with local communities.
- We invest in water replenishment projects › that restore natural fresh water sources, thereby enhancing fresh water availability while improving natural habitats to benefit local communities.
- The $100 million Right Now Climate Fund supports nature conservation and climate resilience in communities around the world. Since 2019, we have disbursed $67.4 million to finance 19 projects across 14 countries, protecting and restoring 49,000 hectares of land area. In 2024, we expanded our portfolio in four countries with five new community projects.

Right Now Climate Fund

Learn more about our Right Now Climate Fund projects around the world in our interactive map ↗

Human Rights

Our Approach

Amazon's operations impact millions of people worldwide, including employees, suppliers and their workers, customers, and communities. With this reach, we can play a critical role in respecting and promoting human rights.

We believe every individual deserves to have their fundamental dignity respected. To achieve this, we embed respect for human rights throughout our business activities, and we work to engage with partners and suppliers that align with our values.

Amazon is committed to respecting internationally recognized human rights as defined by international standards and frameworks developed by the United Nations (UN) and the International Labour Organization (ILO), including the UN Universal Declaration of Human Rights; the Core Conventions of the ILO; and the ILO Declaration on Fundamental Principles and Rights at Work.

Our approach is built on five pillars:

- Developing and maintaining strong human rights policies and standards
- Embedding human rights into our business activities and decision-making
- Identifying, assessing, prioritizing, and addressing risk
- Engaging with stakeholders
- Improving access to effective grievance mechanisms and remediation

Our Progress

We regularly strengthen our policies, programs, and resources to help ensure that our employees and workers everywhere we operate are treated with respect, understand their rights, and feel empowered to speak up. As outlined in more detail below, we continuously evaluate our operations and value chain, engaging stakeholders to identify, assess, prioritize, and address salient human rights risks, specifically those related to workers, customers, and people who live in communities connected to our business.

Developing and Maintaining Strong Policies and Standards

Amazon's Global Human Rights Principles outline our commitment to embed respect for human rights throughout our business activities. We published an update to our Global Human Rights Principles in January 2025 to better align with evolving business needs, international standards, and industry best practices. In addition, Amazon's Supply Chain Standards outline our expectations for suppliers.

In 2024, to mitigate human rights risks that may occur during supplier disengagement, we adopted responsible disengagement guidelines. We prioritize working with suppliers to encourage remediation whenever possible, using disengagement only as a last resort, because terminating business relationships removes the incentive for improvement and can negatively impact workers and communities.

Learn more about how we engage our suppliers ›

Embedding Human Rights into Our Business Activities and Decision-Making

Respect for human rights is everyone's responsibility at Amazon. We embed this responsibility into our policy and governance framework and develop resources, guidance, and tools to help implement Amazon's human rights strategy. We have a central team that works across the company to conduct human rights due diligence and integrate human rights considerations into business decisions. In addition, we strive to embed our human rights principles in employees' everyday work by offering training and resources to help drive accountability at all levels.

All employees have access to online training on the company's human rights commitments. We also offer modern slavery training, available in seven languages, which helps employees identify warning signs and report concerns to the appropriate authorities, as well as training on responsible purchasing practices for our sourcing and procurement teams.

Learn more about our human rights governance ›

Assessing, Prioritizing, and Addressing Risk

We continue to refine our approach to assess, prioritize, and address human rights risks across our business activities. Our teams work to understand risks, strengthen prevention strategies, and integrate human rights and environmental considerations into everyday business decisions.

In 2020, Amazon conducted an enterprise-wide human rights saliency assessment to identify salient human rights risks under international standards.[33] Since then, we have conducted an increasing number of business-specific due diligence assessments, including an Amazon Devices human rights impact assessment (2020), a Twitch human rights impact assessment (2023), an Amazon Private Brands human rights saliency assessment (2023), and a due diligence management systems review of Whole Foods Market (2023).

In 2024, we expanded our human rights and environmental due diligence (HREDD) work to encompass a broader range of key businesses and enterprise segments, including 10 business units such as AWS, Operations, Stores, Grocery, and Corporate Real Estate. Our methodology is grounded in international standards and combines country, sector, and product data with internal insights from worker feedback, among other sources.

The results of these HREDD assessments strengthen our understanding of systemic and business-specific risks and inform action plans to mitigate future risks. In 2024, we strengthened Amazon Private Brands' responsible sourcing practices by supporting suppliers in mitigating human rights risks and promoting continuous supply

Actions

- Updated our Global Human Rights Principles
- Adopted guidelines on responsible supplier disengagement
- Hosted BSR's third annual Tech Against Trafficking Summit
- Conducted human rights and environmental due diligence for 10 businesses across Amazon

chain improvements. Following Amazon Private Brands' 2023 Human Rights Saliency Assessment, we prioritized areas such as chemicals management and fair wages, conducting deep-dive assessments including a fair wage benchmarking exercise across targeted sites in Bangladesh. We also used supplier feedback collected through Better Buying to improve sourcing and procurement strategies.

Engaging with Stakeholders

Addressing human rights challenges requires collaboration with stakeholders and industry partners who share our priorities. Our human rights due diligence strategy includes stakeholder engagement to promote accountability and to engage in collaborations.

We collaborate with credible and innovative organizations to help improve working conditions across our supply chain. For example, in 2024, Amazon:

- Supported the Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI) in launching a Fair and Ethical Recruitment Initiative. This initiative aims to advance migrant worker rights through stakeholder engagement and specialized training programs in the Asia-Pacific region.
- Hosted and sponsored BSR's third annual Tech Against Trafficking Summit ↗, bringing together 162 experts, including individuals from technology companies, governments, human rights nonprofits, and those with lived experience, to explore technology-driven solutions both for improving supply chain transparency on forced labor and accelerating the efforts of local and global anti-trafficking organizations.
- Facilitated discussions with multiple companies to discuss ways to protect young workers and eliminate child labor in American supply chains.

Learn more about our human rights partnerships ↗ and supply chain partnerships ↗

Amazon's Sustainability Exchange ↗, a free, publicly available website offering previously proprietary information to help other companies seeking to make progress toward their sustainability goals, includes human rights as a focus area. Through the Amazon Sustainability Exchange, stakeholders can find fundamental steps for establishing a human rights program, case studies that showcase how others are implementing more sustainable practices across their operations, and resources and tools to empower businesses to take action. **Learn more** about how the Sustainability Exchange supports suppliers in advancing decarbonization efforts ›

Improving Access to Effective Grievance Mechanisms and Remediation

We empower and encourage our employees to share their concerns and communicate candidly with us through employee engagement and communications channels ›. These include grievance mechanisms and avenues for effective two-way dialogue with leadership through platforms like MyVoice, Connections, and the Amazon Ethics Line. These various channels and processes enable us to review and address suggestions, concerns, and grievances.

Beyond our employees, we expect our suppliers to provide their workers access to effective grievance mechanisms in our supply chain ›. Amazon works with our suppliers to help them develop these mechanisms and to support the resolution of issues that are reported.

We also welcome anyone—including employees, contractors, suppliers, customers and community members—to share concerns directly with us through our Human Rights and Environmental Complaints Form ↗, which is available in 19 languages and dialects and can be accessed globally. **Learn more** about our ethical business practices ›

We hosted and sponsored BSR's third annual Tech Against Trafficking Summit in London.

Responsible Supply Chain

Our Approach

With a network of thousands of suppliers around the world, we embrace our ability to support safe and healthy working conditions throughout our supply chain. Our dedicated supply chain engagement teams are focused on building long-term relationships and fostering ongoing improvement. We engage directly with suppliers that support safe working conditions, fair pay, and environmental protection in their own businesses. We also collaborate with industry peers that maintain high standards and drive progress through new initiatives.

Amazon's Supply Chain Standards, available in 23 languages and dialects, detail our expectations for all suppliers of goods and services for Amazon, including service providers, vendors, selling partners, contractors, and subcontractors.[34] Products sold in Amazon stores, as well as products and services provided to us, must be manufactured, produced, or provided in accordance with these standards. Suppliers are responsible for communicating these standards to their own suppliers.

In 2024, to promote awareness of the Supply Chain Standards, we developed and deployed online trainings to 500 suppliers, including a new course on child labor prevention. Additionally, we made 38 third-party online trainings covering 14 human rights topics—such as anti-harassment and responsible recruitment—accessible for our businesses to offer to their suppliers. To complement our online training efforts and further support our suppliers, we hosted 20 in-person workshops across 11 countries, which engaged 718 participants from 351 suppliers.

Whole Foods Market Seafood Code of Conduct

In 2024, Whole Foods Market developed its new Seafood Code of Conduct, which was published in early 2025. The Code establishes clear standards to safeguard the human rights and welfare of workers throughout its global seafood supply chain. All Whole Foods Market seafood suppliers—from vessel owners to processors and distributors—are expected to follow these standards. The Seafood Code of Conduct builds on Whole Foods Market's broader Supplier Code of Conduct and is part of the company's long-term mission to promote social responsibility and continuous improvement in its supply chain.

Our Progress

Assessing Our Suppliers

Our supplier assessment approach includes auditing our suppliers, working with them when issues arise, and managing supplier risk in Amazon-branded product manufacturing and our global logistics network.

Audits

Supplier audits help us to assess supplier compliance with our Supply Chain Standards, identify issues, and take corrective actions when needed.[35] We audit suppliers in four categories: Labor Rights, Ethics, Environment, and Health and Safety.

Audit findings are flagged as high-, medium-, or low-level, depending on severity. A high-level finding is an issue that has caused or is likely to cause immediate harm to workers or communities or demonstrates egregious unethical behavior. A medium-level finding is an issue that poses significant risk of harm to workers or communities or demonstrates unethical or exploitative behavior. When high-level issues are identified, suppliers must develop corrective action plans to address identified issues as well as long-term plans to prevent recurrence. As necessary, suppliers must also undergo follow-up audits to confirm the sufficient remediation of identified issues. For medium-level issues, we track and confirm meaningful progress toward resolution through corrective action plans, while we monitor low-level issues for continuous improvement through maintenance audits.

Risk Management

We seek to identify, assess, and prioritize risk across our supply chain through a centralized methodology that combines external data, worker feedback, and audit findings aligning with international standards. This central methodology allows us to more systematically assess our supply chains to better understand the highest risks to workers. Our approach includes identifying country-specific risks and implementing site-level requirements to build suppliers' capacity to meet our Supply Chain Standards. For example, in countries identified as at the highest risk for modern slavery, we require eligible suppliers to join Better Work, a program that collaborates directly with factories, workers, and their representatives to support greater compliance with national labor laws and international labor standards.[36] In countries where Better Work is unavailable or not applicable to a product category, we require participation in an Amazon-managed audit and Amazon's advisory services, a tailored supplier-level intervention with enhanced oversight to improve working conditions and maintain continuous improvement.

Actions

3.6K+ Supplier audits including Amazon-branded products, third-party labor, service, and not-for-resale goods providers across our logistics, warehousing, and construction supply chain

5.8K Female workers completed training through i4Equality, an Amazon-owned capacity-building program for suppliers

Nearly **88K** Workers at supplier sites across Asia participated in safe and healthy workplace industry programs

Broadened Amazon Private Brands' fair wage benchmarking program to the apparel sector

Participated in the Harvesting the Future – Cotton in India initiative, a unique multisector collaboration coordinated by the Fair Labor Association

Collaborated with the Life and Building Safety (LABS) Initiative to support the development of workplace safety programs in our supply chain

Expanding Our Supplier Audit Program

In 2024, we strengthened our global human rights risk management by expanding our supplier audit program to reach more of Amazon's global logistics network. While our audits have traditionally focused on Amazon-branded product suppliers, we recognize risks to workers exist throughout our supply chain. By broadening our scope to include third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain, we demonstrate our commitment to making human rights risk mitigation central to our logistics business strategy and daily decisions. Given the scale and complexity of our global logistics supply chain, we began by auditing suppliers operating within our facilities, building upon our established processes and tools. Over the next several years, we plan to expand these audits to our global transportation supply chain, developing approaches tailored to different businesses and supplier categories, to enhance our assessment of third-party service providers' compliance with Amazon's Supply Chain Standards.

In 2024, we performed 3,639 audits of suppliers of Amazon-branded products, third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain. Of these, 1,695 audits specifically focused on third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain. These include initial audits with new suppliers to our audit program, maintenance audits for sites we have already audited and supported, and verification audits to confirm sufficient remediation of identified issues.

Remediation

Remediation services are available for all Amazon businesses, and required when third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain have high- or medium-risk findings in their audits. Remediation managers, who are strategically placed globally where Amazon operates, support suppliers in developing corrective action plans, verify their progress, advise on how to mitigate risks going forward, and conduct follow-up audits as needed. Failure to take corrective action can result in suppliers losing their ability to conduct business with Amazon. While the remediation varies based on the nature and scope of the issues, we prioritize working with suppliers to respond quickly, remove harm, act in the best interests of workers, and commit to preventing similar issues in the future.

Supplier Audits by Type[37]

Mapping Our Supply Chain

We work within our supply chain to identify risks and collaborate on systemic issues. Our supplier list and interactive supply chain map ↗ provides details on finished product suppliers of Amazon-branded apparel, consumer electronics, food and beverage, and home goods products. Recognizing the need for further transparency beyond finished product suppliers, we have been working toward greater visibility in upstream supply chains. In 2024, we began expanding our public supplier list and supply chain map to include apparel component suppliers. Updated

Supplier Audits by Risk Ratings[38]

● Medium-Level Findings ● High-Level Findings

Subcategory	2022 (manufacturing audits only)		2023 (manufacturing audits only)		2024[39]	
Labor Rights						
Freedom of Association	● 0.2%	● 0.0%	● 0.2%	● 0.0%	● 0.1%	● 0.0%
Freely Chosen Employment	● 2.5%	● 0.4%	● 5.6%	● 1.3%	● 6.4%	● 1.0%
Humane Treatment	● 0.2%	● 0.0%	● 0.2%	● 0.0%	● 0.3%	● 0.1%
Nondiscrimination	● 0.1%	● 0.1%	● 0.1%	● 0.1%	● 0.1%	● 0.0%
Subcontractor and Next-Tier Supplier Responsibility	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%
Wages and Benefits	● 40.8%	● 0.0%	● 27.1%	● 0.0%	● 17.0%	● 0.0%
Worker Grievance/Complaint Mechanism	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%
Working Hours	● 3.8%	● 0.0%	● 6.6%	● 0.0%	● 8.1%	● 0.0%
Young Workers	● 0.1%	● 0.0%	● 1.0%	● 0.0%	● 0.2%	● 0.1%
Ethical Behavior						
Business Integrity	● 1.3%	● 0.1%	● 3.0%	● 0.0%	● 2.9%	● 0.0%
Transparency	● 0.4%	● 0.9%	● 0.5%	● 1.8%	● 0.8%	● 2.9%
Environment						
Hazardous Substances	● 0.0%	● 0.0%	● 0.1%	● 0.0%	● 0.1%	● 0.0%
Pollution Management and Prevention	● 0.2%	● 0.0%	● 0.1%	● 0.0%	● 0.1%	● 0.0%
Health and Safety						
Emergency Preparedness and Response	● 6.7%	● 0.7%	● 11.7%	● 2.9%	● 14.1%	● 3.5%
Industrial Hygiene	● 15.3%	● 0.0%	● 8.1%	● 0.0%	● 4.2%	● 0.0%
Machine Safeguarding	● 0.2%	● 0.0%	● 0.3%	● 0.1%	● 0.5%	● 0.1%
Sanitation, Dormitory, and Canteen	● 1.0%	● 0.2%	● 1.1%	● 0.4%	● 0.6%	● 0.5%
Occupational Safety	● 11.9%	● 0.1%	● 10.5%	● 0.1%	● 8.6%	● 0.1%

yearly, this information provides customers and external stakeholders visibility into where we source our products. Our 2024 supplier list included nearly 2,300 finished-product suppliers and component suppliers.

We share our supplier list to Open Supply Hub (OS Hub), an open supply chain mapping platform used across sectors to increase supply chain transparency and collaboration. Amazon also serves on OS Hub's Technical Steering Committee, a multi-stakeholder group that supports the technical direction and development of the hub.

Advancing Our Supply Chain Commitments

To build a responsible supply chain, we focus where we can have influence both directly and indirectly through our work with industry and other partners.

Responsible Recruitment and Freely Chosen Employment

We do not tolerate child labor, involuntary or forced labor, human trafficking, or modern slavery in any form. We continually work to improve our efforts to identify, prevent, and address the risks of all forms of modern slavery. We work to provide individuals from vulnerable and marginalized communities access to clear, transparent information on working conditions including pay, hiring practices, and contract terms.

In 2024, Amazon strengthened our detection and prevention capabilities; we established robust reporting mechanisms and enhanced monitoring systems designed to identify and address potential risk indicators quickly and efficiently. Through our comprehensive awareness program, we delivered specialized training to over 2,500 security associates across our U.S. operations. In 2025, we plan to expand this training globally. We also launched training on identifying and preventing child labor in supply chains for our grocery suppliers in 2024.

We engage and collaborate with relevant stakeholders—including nongovernmental organizations (NGOs), law enforcement and other agencies to reinforce and advance our efforts to prevent risk. In 2024, we worked with the Mekong Club, a nonprofit organization that partners with the private sector to help prevent modern slavery. The Mekong Club provided a training series on responsible recruitment practices for 172 suppliers in Saudi Arabia and the United Arab Emirates. As a corporate sponsor of TAT (Truckers Against Trafficking), we support its mission to educate, equip, empower, and mobilize members of key industries and agencies to combat human trafficking. Through TAT's training modules, we have equipped 10,100 active Amazon transportation associates to identify and respond to potential instances of human trafficking, including 4,100 associates trained in 2024.

We continue to support a systems-change approach through industry collaboration. In 2024, Amazon announced participation in the Harvesting the Future – Cotton in India initiative, a multisector collaboration coordinated by the Fair Labor Association. This three-year effort connects Amazon and 23 other global brands with Indian garment and textile producers and several local implementing partners to enhance working and living conditions for cotton farmers and their families across 32 villages in Madhya Pradesh, India. After a comprehensive scoping study, the brand group focused on specific efforts to create improvements in the cotton sector, such as establishing child labor-free zones, initiatives to help ensure legal wages, and monitoring of working conditions. In 2024, we also collaborated with The Centre for Child Rights and Business to conduct child labor risk assessments for strategic suppliers in the U.S., develop risk management tools and training materials that reached 344 suppliers, and engage with stakeholders including business representatives, NGOs, and workers to strengthen our child labor prevention framework.

Learn more about responsible recruitment and remediation in our Modern Slavery Statement.

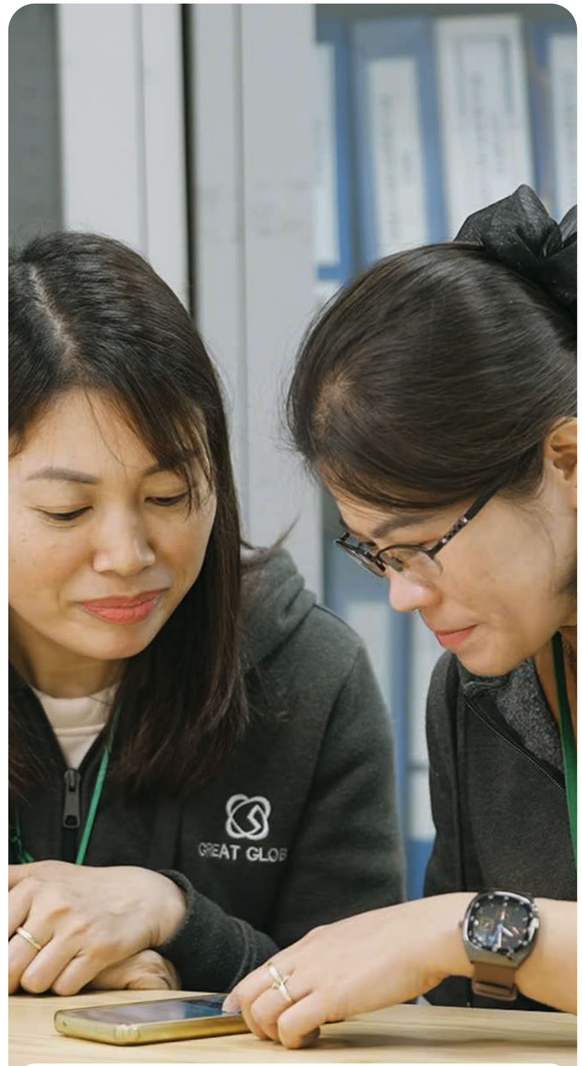
Access to Effective Grievance Mechanisms

We encourage workers across our value chain to voice their concerns, whether directly to us, through supplier-managed tools, products, and systems that we support, or by connecting our suppliers to third-party grievance mechanisms.

For example, through our Worker Voice program, we assist suppliers to improve their own internal systems, conduct supplier and worker training, triage cases, and help improve management of the grievance process. In 2024, we developed a worker grievance tool for contracted associates at Amazon facilities in Saudi Arabia so that worker voices could be heard by both our suppliers and Amazon.

We also connected suppliers and service providers with supplier-managed grievance mechanisms that we support to hear directly from workers about their experiences and support the resolution of issues from workers' perspectives. In 2024, we helped connect supplier sites in eight countries with third-party grievance mechanisms. One example is the Amader Kotha Helpline, which is a partner of Nirapon, an industry-led nonprofit that works with global brands, retailers, manufacturers, and other NGOs to create and sustain a culture of workplace safety in factories in Bangladesh. Another example is Ulula, a worker-centric platform that enables workers to participate in surveys and access a remedy-centered helpline to raise their concerns with specialized support in Cambodia, China, India, and Pakistan. In Japan, we partner with JP-MIRAI to provide workers at certain supplier sites access to JP-MIRAI's independent grievance mechanism.

Our Human Rights and Environmental Complaints Form allows supply chain workers, among others, to share concerns directly with us. It is available in 19 languages and dialects and can be accessed globally. Complaints are evaluated in accordance with Amazon's Global Human Rights Principles and Supply Chain Standards. Amazon's central human rights team



We collaborate with PATH Wellness4All on programs offering hands-on and e-learning tools to improve workplace health and safety.

manages and tracks the complaints. If a violation is identified, relevant parties are responsible for collaborating to implement remedial actions. In 2024, we addressed 100% of the 826 complaints that were filed that year.[40]

Learn more about our grievance mechanisms › and other ways to report concerns ›

Safe and Healthy Workplaces

Everyone has a right to a safe and healthy workplace. Across the globe, we work with suppliers and global organizations to support workers' rights to safe and healthy workplaces. For example, our work with Nirapon extends beyond grievance mechanisms to foster workplace safety in Bangladesh through monitoring and overall safety oversight and training.

We are also members of the Life and Building Safety (LABS) Initiative, an industry-driven program which works to mitigate preventable fire, electrical, and structural building safety risks in key apparel-, footwear-, accessories- and home-textile-producing countries. Since 2024, Amazon has actively contributed to the LABS program through participation on the Steering, Technical, and Communications committees. In addition, through our Building, Electrical, and Fire Safety (BEFS) program, we go beyond traditional audits in countries not covered by Nirapon or LABS. In 2024, Tier 1 supplier sites in Bangladesh, Cambodia, China, India, Indonesia, Malaysia, and Vietnam participated in safe and healthy workplace industry programs including LABS (sites nominated by peer brands), Nirapon, the ILO's Sustaining Competitive and Responsible Enterprises (SCORE), Social Accountability International (SAI)'s TenSquared, and PATH Wellness4All, covering nearly 88,000 workers.

Fair Wages

We believe everyone has a right to be paid fairly for the work they perform, and ensuring workers receive fair pay remains a global, cross-industry issue. Wage transparency is critical to assist us in addressing wage disparities in our supply chain, and we support our suppliers in evaluating whether workers earn enough to meet their basic needs and the needs of their families.

In 2024, Amazon Private Brands expanded its fair wage benchmarking program to the apparel sector for worker compensation at Tier 1 factories and Tier 2 mills in high-risk areas. In Bangladesh, the assessments enabled suppliers to measure their progress toward fair compensation, as we work closely with our suppliers to support their implementation of Bangladesh's updated wage regulations.

We also supported the Anker Research Institute, a global research initiative that has developed a methodology for estimating living wages and living incomes around the world. By annually updating its publicly available global database of living wage and living income estimates, all stakeholders can access information on the cost of living in regions where products are manufactured or harvested, so that they can make informed decisions, support advocacy efforts, and contribute to the promotion of decent wages and incomes. In 2025, we plan to support key suppliers to assess worker compensation and develop response plans, including enhanced wage training and remediation support.

Environmental Protection

We strive to source products and services that avoid unnecessary environmental harm. In 2024, we continued our collaboration with the Institute of Public & Environmental Affairs (IPE), a nonprofit environmental research organization in China that promotes environmental disclosures and environmental governance. We use IPE's public database to assist in screening our supplier sites in China for environmental issues. In 2025, we plan to integrate IPE's data with other sources, including grievance mechanisms, to strengthen our ability to identify potential environmental compliance issues that may not be detected through traditional supplier assessments.

Amazon also encourages suppliers to evaluate their sustainability-focused practices using the Higg Facility Environmental Module (FEM), which assesses performance and helps prioritize opportunities for improvement across seven environmental impact areas, such as carbon emissions, waste, and water. In 2024, 61% of Amazon's Private Brands Tier 1 apparel suppliers completed the Higg FEM, to better understand their environmental performance and practices.

Learn more about how we engage suppliers to achieve net-zero carbon emissions by 2040 ›

Equal Opportunity

Amazon serves on the advisory board of the Resilience Fund for Women in Global Value Chains, supporting women-led organizations in Southeast Asia through flexible grants for sexual and reproductive health programs or the prevention of gender-based violence.

In 2024, we completed the implementation of BSR's HERproject, a legacy program now part of RISE (Reimagining Industry to Support Equality), to support workers in Vietnam with health care training. Further, our i4Equality training program covers gender inclusion and the prevention of sexual harassment in the workplace, as well as women's health, workplace dialogue, and financial literacy for suppliers in China, India, and Sri Lanka. By the end of 2024, 5,800 female workers had completed training in Sri Lanka.

i4Equality is an Amazon-owned capacity-building program that helps suppliers' efforts on gender inclusion.

Sustainable Products

Our Approach

Amazon's commitment to our customers means offering products that align with our customers' values and expectations. This includes providing customers with opportunities to discover and purchase more sustainable products. We work across our brands to embed sustainability principles and focus on three themes:

- **Sourcing better materials:** We are improving our materials and sourcing standards and continuing to make progress on our sourcing goals for Amazon- and Whole Foods Markets-branded products.[41] This entails sourcing minerals, commodities, and agricultural products responsibly; using safer chemicals; and incorporating recycled materials where possible.
- **Designing more sustainable products:** We aim to reduce the emissions and waste associated with the design, development, and delivery of Amazon- and Whole Foods Market-branded products.
- **Providing more sustainable shopping choices:** We create and offer programs that enable our customers to purchase more sustainable products—both Amazon and non-Amazon products—across our various channels. This includes Climate Pledge Friendly ↗, through which customers can discover products that are recognized to have at least one sustainability feature.

Our Progress

Sourcing Better Materials

Creating more sustainable products starts with sourcing raw materials responsibly. We focus on improving the materials and sourcing standards for our Amazon Private Brands and Whole Foods Market products.

Materials and Agricultural Commodities Sourcing

To support the elimination of deforestation linked to raw materials and ingredients within our global grocery and commodities supply chains, Amazon has made commitments for the use of palm oil, paper and paper packaging, beef, soy, cocoa, coffee, and tea. We have also established goals and ambitions related to more sustainable seafood, animal welfare, and apparel for our Whole Foods Market and Amazon Private Brands in North America and Europe.

In 2024, Whole Foods Market and Amazon Private Brands achieved 22 of 38 sustainability commitments, which cover 11 different commodities. Whole Foods Market achieved 11 sourcing commitments, consistent with progress achieved in 2023. Amazon Private Brands North America and Europe achieved 12 out of 27 goals and ambitions, including our paper sourcing goal for 100% of paper products in North America. We have identified opportunities to hit 100% in Europe in 2025. Amazon Private Brands North America also increased the percentage of bagged tea products it sourced from Rainforest Alliance, Fairtrade International, or Fair Trade USA-certified suppliers to 75% in 2024, up from 18% in 2023.

Amazon remains committed to mitigating deforestation in our soy supply chains. Private Brands in North America and Europe partnered with a third-party consultant in 2023 to assess deforestation risks. Findings showed that most soy used in North American Amazon and Whole Foods Market private brand products comes from domestic sources, presenting minimal deforestation risk. In Europe, we made progress increasing the percentage of verified Deforestation- and Conversion-Free soy in our European supply chains throughout 2024. However, industry-wide challenges mean we will likely not be able to achieve our full commitment without change. To help drive industry-wide change, Amazon Fresh Private Brands in Europe has joined the Retail Soy Group, demonstrating our ongoing commitment to making sustainable soy the market standard.

Amazon became a member of the Roundtable on Sustainable Palm Oil (RSPO) in 2024, reinforcing our commitment to source RSPO-certified palm oil in our Private Brands products. As a result, we achieved substantial progress on our goals to source palm oil and its derivatives from sources certified to the RSPO supply chain standard, reaching 100% in-scope products for Whole Foods Market and 97% and 100% for Amazon Private Brands North America and Europe, respectively.

We also updated our Amazon Fresh Animal Welfare Position ↓ to refine and improve our species-level practices.

Learn more about our progress in our Materials and Agricultural Commodities Sourcing table ›

Designing Amazon Products More Sustainably

Creating Amazon products to be more sustainable, while maintaining high quality and affordability, starts with their initial design and extends throughout their lifecycle—from shipping, use, and ultimately end of life. We consider factors such as raw materials, recyclability, and energy efficiency in creating Amazon products.

Actions

22 Of 38 responsible materials and commodities sourcing goals and ambitions achieved early

1.7B+ Items sold that were recognized by certifications in our Climate Pledge Friendly program, a 48% increase from 2023

2.2M+ Products recognized by certifications in our Climate Pledge Friendly program available to customers for purchase, a 59% increase from 2023

143.8M Customers switched from a conventional product to a product recognized by certifications in our Climate Pledge Friendly program since 2020[42]

29% Of Amazon Private Brands non-food sales were from products recognized by certifications in our Climate Pledge Friendly program

8 New countries where Climate Pledge Friendly is available, now serving customers across 14 international stores

Amazon Grocery

Amazon seeks to sell high-quality grocery products made with responsibly sourced ingredients and ethical production practices. At Whole Foods Market, our rigorous Quality Standards ban many ingredients commonly found in other stores, and numerous farming, ranching, fishing, and manufacturing practices. Amazon Fresh in North America is also one of a few grocery retailers nationally that offers only cage-free egg selection. Additionally, Amazon Private Brand shell and liquid eggs must meet cage-free or higher animal welfare standards, and all stand-alone coffee and teas must be certified by the Rainforest Alliance, Fair Trade USA, or Fairtrade International.

In 2024, we measured carbon emissions, soil health, and water usage of Whole Foods Market and Amazon Fresh private label food products. As of the end of 2024, we had measured the carbon footprint of 69% of our food-related private label products, which allows us to identify and prioritize carbon abatement projects. Projects implemented in 2024 include manure management with dairy farmers, increasing climate smart practices on dairy farms and with leafy green growers, and enhancing process electrification and feed efficiency with seafood suppliers.

We also explore ways to improve grocery packaging to lower associated emissions, reduce food waste, and divert waste from landfills. Amazon Fresh Private Brands' and Whole Foods Market's packaging guidelines help merchants, procurement teams, and suppliers to make more sustainable packaging choices and reduce material use. In 2024, our North America Grocery Private Brands business avoided 8.85 metric tons of plastic.

In addition, Whole Foods Market is expanding its carbon reduction efforts beyond stores to its supply chain and working with suppliers to reduce the carbon impact of products in its supply chain. In 2024, Whole Foods Market launched a pilot program to reduce emissions in shrimp farming through more sustainable feed initiatives, improved delivery efficiency, and by reducing operational energy use with the installation of solar panels.

Amazon Private Brands

We continuously work to decarbonize Amazon Private Brands' supply chain and product materials and set a high bar for responsible sourcing. As of the end of 2024, we had measured the carbon footprint of 75% of our non-food related products. This exercise confirmed the largest carbon abatement opportunities for Amazon Private Brands guiding our decarbonization efforts for 2025 and beyond. In 2024, we also used the Higg Facility Environmental Module to assess our apparel suppliers' product manufacturing activities and identified engagement opportunities with more carbon-intensive suppliers, such as fabric mills.

We regularly evaluate Amazon Private Brands' environmental and responsible sourcing standards, and, in 2024, we enhanced our lower-carbon material standards for new products. We also regularly seek opportunities to collaborate with our suppliers on developing more sustainable materials. For example, we worked with a home textiles supplier to recycle polyester scraps from its production lines to reduce the use of virgin polyester in Amazon Private Brands' products. We also strive to reduce packaging for Amazon Private Brands products, including by collaborating with suppliers on packaging optimization, and we prioritize the development of Amazon Private Brands products that have certifications recognized by our Climate Pledge Friendly program. As of the end of 2024, 29% of Amazon Private Brands product sales were recognized by certifications in this program. In addition, we publish a Formulated Products Restricted Substances List and a Packaging Restricted Substance List outlining the materials we seek to avoid in specific products. Amazon enforces these restricted substances lists with our suppliers individually and through industry groups.

Amazon Devices

We aim for each generation of Amazon devices to be more carbon-efficient than the last. One way we do this is by incorporating recycled materials in our products. By the end of 2024, various components across Echo, Fire TV, Fire tablets, and Kindle were made from a majority of—or all—recycled materials. These included 58% recycled plastic, 100% recycled yarn, 100% recycled aluminum, and 90% recycled magnesium. In 2024, we also launched 25 new devices and accessories with a SCS Recycled Content or a Carbon Trust certification, which are certifications recognized by our Climate Pledge Friendly program.

While we do not source directly from mine sites and smelters, we are committed to avoiding the use of minerals that have fueled conflict. We aim to have 100% of tin, tungsten, tantalum, and gold smelters and refiners in our supply chain conform with a recognized minerals certification program. In addition, we aim to use more recycled materials when sourcing minerals for our electronic products. In 2024, we introduced the new Kindle Colorsoft Signature Edition e-reader with a battery made from 100% recycled cobalt and the Echo Hub Smart Home Control Panel with magnets made from 100% recycled rare earth elements. We also engage our suppliers and supply chain partners on responsible mineral sourcing mechanisms and collaborate to advance industry-wide progress. **Learn more** about our approach to avoiding conflict minerals in our Conflict Minerals Report

We set a goal to invest in new renewable energy capacity to match the electricity used by our customers' Echo, Fire TV and Ring devices by 2025. By 2022, we had contracted enough renewable energy capacity to match our 2025 projections. In 2024, when this capacity was brought online, we matched the electricity used by active Echo, Fire TV and Ring devices—a full year ahead of our goal. By the end of 2024, over 71% of Echo devices and Fire TVs featured Low Power Mode, compared to 67% in 2023. We continue to issue over-the-air updates so that older devices can also use this feature. We also strive to use best-in-class practices to make our products more resilient and last longer, so they do not need to be replaced as often.

In 2024, 89% of new devices and accessories featured 100% recyclable packaging in the U.S., now at 42 devices in total, but down from 90% in 2023, due to the types of devices released in 2024. Some products, large Fire TVs for example, require non-recyclable packaging components (e.g., expanded polystyrene (EPS) foam) to meet shipping and storage product protection requirements. We also introduced redesigned packaging for Echo, Kindle, and Fire TV devices that replaces, on average, 30% of the fiber content with recycled fiber, and has 60% less ink compared to previous packaging. This new packaging also reduces our reliance on virgin tree-based and bleached fibers, resulting in an average of 98% wood fiber-based materials from responsibly managed forests or recycled sources used in packaging across our device product lines.

We work with our suppliers to reduce waste throughout our supply chain. In 2024, 62 supplier sites achieved UL Solutions' Zero Waste to Landfill (ZWTL) certification at Silver level or better, up from 10 sites when we launched our ZWTL program in 2021.[43] This includes all final assembly sites and packaging sites worldwide for Echo, Kindle, Ring, Fire tablets, Fire TV devices, cables, and adapters.

We publish carbon footprints and product sustainability fact sheets assured by the Carbon Trust for all latest Echo, eero, Ring, Fire TV, and Fire tablet devices on our website to enhance transparency around the sustainability of our devices. In 2024, we updated these fact sheets to include carbon footprint comparisons against previous-generation models. We also launched our first carbon footprint fact sheet in the UK for our latest Echo device. We plan to roll these fact sheets out in more countries in 2025.

Providing More Sustainable Shopping Choices

Through our Climate Pledge Friendly program and its associated green leaf icon—visible across the online shopping experience on product display pages and in search—we highlight products certified as having one or more sustainability features. Our pre-owned programs enable customers to purchase products secondhand, giving products another life, and our product recommendation and augmented reality tools enable more informed purchasing decisions, improving the likelihood that products have a long useful life. Our repair services provide customers a chance to fix products they have already purchased, and our trade-in program allows customers to exchange items they are looking to replace. We continue to evolve the shopping experience to make more sustainable choices even easier.

Our Climate Pledge Friendly Program

Climate Pledge Friendly enables customers to discover products with sustainability features through badging and detailed product information across 60 trusted certifications. These certifications span features from recycled materials and organic contents to worker well-being and energy efficiency.

In 2024, the program continued to grow, with 38.8 million customers switching to certified products, bringing the total to 143.8 million switches since the program launched in 2020. In 2024, customers purchased over 1.7 billion certified units—a 48% increase from 2023. Business adoption also expanded in 2024, with 75,200 Amazon Business customers implementing preferential buying policies for certified products, up from 18,000 in 2022.

The program expanded to eight new countries in 2024 (Australia, Belgium, Brazil, Canada, Japan, Mexico, Poland, and Sweden) now serving customers across 14 international stores. We engaged nearly 272,000 selling partners, including approximately 41,000 new ones in 2024, to qualify products that could be recognized by certifications in the Climate Pledge Friendly program. Based on research conducted with the University of Southern California Marshall School of Business, Climate Pledge Friendly products see a 12.5% sales lift on average within the first year of joining the program.[44] We routinely assess the certification landscape, adding and developing new certifications in collaboration with trusted third parties and reviewing our existing ones against our high bar for transparency, credibility, and customer trust. In 2024, we added three new certifications to support our international expansion, including Eco Mark, Orgánico México, and Orgânicos do Brasil.

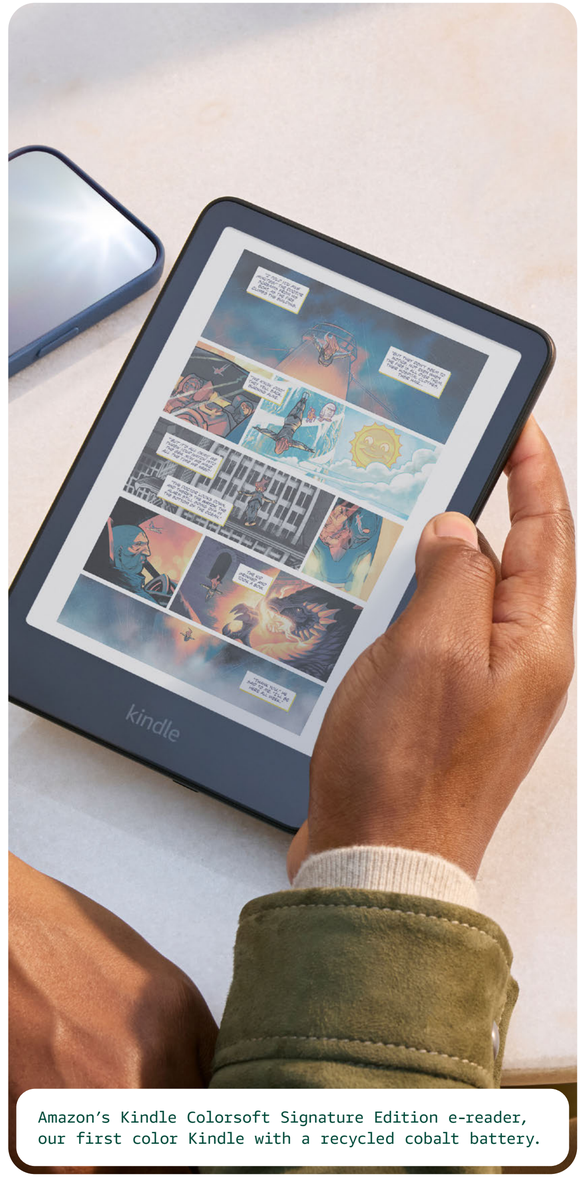
Number of Products Recognized by Our Climate Pledge Friendly Program

250K	550K	1.4M+	2.2M+
in 2021	in 2022	in 2023	in 2024

Pre-owned, Product Recommendations, Repair, and Trade-In

We enable customers to make more sustainable choices by giving used inventory a second chance, providing tools to support customer decision-making, and offering repair and trade-in services, when possible. Our programs include:

- **Ensuring customers buy the right products:** To enable customers to find furniture or clothing accessories that complement their style, we provide augmented reality widgets that allow them to view an item in their home or even on themselves before physically receiving it. In 2024, customers viewed more than 660,000 furniture, clothing, and clothing accessory items in augmented reality prior to making a purchase. These widgets have helped us reduce returns related to style for viewed items by more than 40%. Additionally, our deep learning-based algorithm provides real-time best-fit recommendations, allowing shoppers to find the right fit without needing to try them on first. In 2024, our size recommendation system analyzed millions of data points every day and generated billions of size recommendations each month for millions of customers across 20 locations around the world, including the U.S., India, and the UK.
- **If products break, we provide options to get them repaired:** We maintain a number of repair and product support programs that customers can utilize to keep their products in functioning order.
- **Alternatives to buying new products:** We offer customers the option to purchase previously used versions of 16% of the products they view. One program is Amazon Renewed, which has options that range from refurbished cellphones to espresso machines to secondhand books.
- **If you're done with your product, you can trade it in for a new one:** Amazon Trade-In lets customers trade in qualifying Amazon or non-Amazon devices in the U.S., the UK, and Germany for a gift card or promotional discount. All devices that are traded in by customers are evaluated and either recycled or refurbished for resale. In 2024, customers traded in more than 1 million devices.



Amazon's Kindle Colorsoft Signature Edition e-reader, our first color Kindle with a recycled cobalt battery.

Employee Experience

Our Approach

With more than 1.5 million full- and part-time employees around the globe, we recognize the critical role our people play in our success. We strive to prioritize the physical, mental, and financial well-being of each Amazon employee, and take meaningful steps to support their work lives and their families' needs.

We strive to be Earth's best employer, offering more than just competitive wages and inclusive benefits. We also want our employees to develop their careers with us, and we offer upskilling opportunities that support individual goals. We listen to employees through a variety of feedback channels, using the insights to improve the employee experience and empower them to deliver for customers.

Our Progress

Prioritizing Compensation and Pay Equity

Amazon is one of the largest private employers in the U.S. Our pay practices affect our employees and their families as well as the local economies where they live. In the U.S., more than 800,000 of our employees work in hourly frontline operations roles. In 2024, we invested an incremental $2.2 billion in pay for our employees, bringing average hourly pay to over $22 and average total compensation to over $29 per hour when including the value of their elected benefits. This represents an average increase of $1.50 per hour from 2023, our largest annual investment in pay to date.

Amazon invested $653 million in international wage increases in 2024. In the UK, we increased compensation for frontline operations employees to at least £13.50, a 9.8% increase since April 2024. Since 2022, we invested £550 million in our UK operations employees, representing a 35% increase in hourly pay in just two years. In Germany, we increased the starting hourly wage for logistics employees to at least €15.00, a 39% increase over the last five years. On average, logistics employees in Germany receive an annual salary of €39,000 plus benefits after two years of service.

Pay Equity

Amazon is committed to compensating all employees equitably for comparable roles, responsibilities, and skills. We conduct an annual review of employee compensation, including base pay, cash bonuses, and stock shares. Our 2024 review found that women we employ in the U.S. earned 99.9 cents and globally earned 99.9 cents for every dollar men earned performing comparable jobs. This review also showed that racial/ethnic minorities in the U.S. earned 99.4 cents for every dollar that white employees earned performing comparable jobs.

Offering Inclusive and Flexible Benefits

We offer a range of competitive benefits that are designed to meet the evolving needs of our employees and eligible family members, including their children and domestic partners. Our robust benefits program ↗ is structured to prioritize physical and mental health, financial wellness, family-building support, and workplace and commuter

Goal

Invest $1.2B to provide education and skills training to over 300,000 U.S. employees by 2025

439K

U.S. employees have participated in upskilling programs since we announced our Upskilling Pledge in 2019

Pay Equity by Country

Group	Country	Percentage Earned by Comparison
Women in Jobs Comparable to Men	Global	99.9
	France	100.0
	Germany	99.7
	Italy	99.4
	Spain	98.8
	UK	99.9
	U.S.	99.9
Racial and Ethnic Minorities in Jobs Comparable to White Employees'	U.S.	99.4

Actions

$2.2B

Incrementally invested in pay for U.S. employees in frontline operations roles, bringing average pay to over $22 per hour and average total compensation to over $29 per hour including the value of elected benefits

$653M

Invested in international wage increases

$37M

Saved for emergencies by employees through our paycheck-linked savings program

Nearly **$1B**

In supplementary retirement benefits provided to over 1 million U.S. employees

100K+

Employees participated in Career Choice, our free education and skills training program

benefits. We make it easy for employees to discover and access benefits through our A to Z app and website, which 96% of employees visited each month in 2024. In total, we invested $10.8 billion in employee benefits in 59 countries, a 7% increase over 2023.

For regular full-time and reduced-time employees, benefits start on their first day of employment and include health care insurance coverage, up to 100% paid prepartum and postpartum leave, ways to save for the future, and health and well-being resources.[45] We also offer valuable benefits to seasonal employees.

Health and Well-Being Benefits

We look at our employees' full range of health and well-being needs and provide medical coverage, mental health and wellness support, and life, disability, and other types of insurance. Amazon health insurance covered approximately 1.6 million employees and family members globally in 2024.

We integrate whole person care into our approach to promote health and wellness for enrolled members. In the U.S., we offer integrated primary care clinics providing affordable health care services, including primary care, behavioral health, and physical therapy. We have expanded access to 90-day prescriptions for chronic non-specialty medications across our pharmacy network, including Amazon Pharmacy, which offers same-day delivery, automatic price comparisons, and automatic drug discount card application at checkout. Additionally, all U.S. Amazon employees have access to a free 24/7 Medical Advice Line from their first day, regardless of medical plan enrollment, allowing them to talk with a registered nurse whenever and wherever they need medical advice.

Amazon continues to support initiatives to fight cancer. To that end, members enrolled in a self-insured plan who are 45 years or older may request a free at-home colorectal cancer screening kit to increase early detection. Additionally, the Amazon Cancer Advocacy, Resources, Education, and Support (CARES) program provides high-touch, one-to-one support for employees and their family members who have been diagnosed. In 2024, CARES supported over 4,000 employees in 63 countries.

We prioritize comprehensive mental health support through two key programs. Our Employee Assistance Program (EAP) serves nearly 1.7 million employees, their families, and household members across 62 countries, offering up to six free counseling sessions per issue annually and a globally accessible therapeutic app for daily mental health support. It is available 24/7 in most major world languages, 100% confidential, and free of charge. Additionally, in 2024, we launched a custom mental health network through Lyra Health for employees enrolled in Amazon health plans. This service provides specialized mental health services on average within two days.

We design our EAP benefits globally as an essential resource for employees and their families seeking daily guidance or support. In 2024, we expanded our wellness offerings by adding coaching in all countries outside the U.S. (except Ireland) to help employees manage weight, nutrition, physical activity, smoking/vaping cessation, and stress reduction.[46] U.S. employees enrolled in a health plan, along with their spouses and dependents ages 15 or older, can access Pelago, a digital clinic offering personalized, confidential treatment for substance use. Pelago's physician-led program combines medication-assisted treatments with health goal-tracking tools, an on-demand library, and additional resources. Separately, Amazon broadened access to evidence-based cognitive behavioral therapy and trauma-focused counseling services in additional regions around the world.

Financial Benefits

Amazon offers a number of benefits that help employees carve out a path to financial security. In 2024, we expanded the financial assistance program we began offering last year through Brightside Financial Care to all 50 U.S. states. Customer fulfillment and transportation employees can use Brightside to reduce or consolidate debt, and personal coaches can recommend customized plans to improve financial health. The program provided $27 million worth of financial solutions and resources to hourly employees in 2024, up from nearly $14 million in 2023. More than 52,000 employees engaged in this program in 2024, an 82% year-over-year increase.

Our paycheck-linked savings program helps employees prepare for unexpected expenses and achieve personal financial goals through automatic payroll elections. In 2024, employees allocated $37 million in emergency savings and over $5 million toward other financial goals through this program.

In 2024, we launched a new home purchase benefit to support employees, simplifying the process of obtaining a mortgage. We also added a tax-advantaged 529 educational savings benefit to assist employees in saving and investing for their children's qualified post-secondary education expenses. We continued to support our employees with charitable giving through our Donor-Advised Fund benefit, which drove over $26 million in giving during the past year. We also offer supplementary retirement benefits in 37 countries and provided nearly $1 billion in such benefits to over 1 million U.S. employees in 2024.

Family-Building Benefits

All U.S. employees enrolled in our self-insured medical plans—regardless of their gender, sexual orientation, or relationship status—have access to family-building benefits including in vitro fertilization, egg freezing, genetic testing, access to fertility specialists, adoption assistance and reimbursement, and more. In the U.S., we offer up to 20 weeks of paid leave for birthing parents, up to six weeks of paid parental leave for partners, and a reduced schedule for up to eight weeks after the birth or adoption of a child. Over 30,000 U.S. full-time and hourly Amazon employees utilized these family-building benefits in 2024. Employees in 55 other countries can access fertility navigation services. In 2024, we also expanded our contraception benefit for U.S. employees and dependents, allowing them to receive a 12-month supply of birth control pills.

Commuter Benefits

In 2024, we offered flexible commuter subsidies in 94% of countries where our employees live or work, regardless of how employees prefer to get to work—by car, public transportation, or bicycle. In the U.S., employees can also apply their subsidy toward vanpool, carpool, and rideshare.

Investing in Upskilling Programs for Our Employees

We want Amazon employees to grow meaningful careers, whether they stay with us or eventually work elsewhere. We believe that Amazon is one of the best places for career development because we are committed to skill building no matter an employee's aspirations. Upskilling is key to our talent development approach, empowering employees to build the skills they need to remain competitive, grow their careers, and move into higher-paying roles. These efforts also assist in building a strong pipeline to fill current and future in-demand jobs, both at Amazon and elsewhere. We announced our Upskilling Pledge in 2019, and have used our allocated spend of $1.2 billion to invest in nine U.S. programs to fund education and technical skills training for Amazon employees. Since 2019, approximately 439,000 employees have participated in the U.S. and 710,000 participated globally.

Career Choice

Launched in 2012, Career Choice ↗ is our longest-standing upskilling program. It offers a variety of training benefits for 41 career pathways in 14 countries through our global

network of 652 educational partners. Over 100,000 employees worldwide—more than 12% of all eligible associates—participated in Career Choice in 2024. By the end of 2024, the program had reached nearly 244,000 participants since its launch in 2012.

Below are just some of our many Career Choice offerings:

- Prepaid tuition for associate and bachelor's degrees in the U.S. and certificate programs globally. Nearly 1,300 employees have earned their bachelor's degrees since we launched this offering in the U.S. in 2022.
- 41 industry certifications for in-demand roles in technology, health care, transportation, mechanical and industrial systems, and business and administration. We continue creating new pathways to in-demand roles for our employees.
- English and local language learning globally and U.S. high school completion and GED programs. Nearly 1,700 participating employees have now earned their high school credential GEDs.
- Coaching to support employee career goals no matter where they are in their journey. Approximately 35,500 employees in the U.S. participated through 2024.

Health care roles are in high demand, and Amazon's Career Choice is helping associates move into new careers and fill vital positions through our pharmacy technician career pathway. Launched to support both internal Amazon hiring needs in Amazon Pharmacy as well as to fill the growing health care needs in our communities, this pathway creates meaningful career advancement for our associates. In 2024, 93% of participants completed the program, and 67% achieved certification.

Career Choice continues to evolve based on employee feedback. For example, in 2024, we removed the 90-day waiting period for new employees to enroll in the popular English- and local-language classes. Employees wanted access to this resource sooner after joining Amazon, and this change means that 108,000 more employees are now eligible for Career Choice language programs from the first day of employment. Approximately 10% of those who enroll do so in their first 90 days.

In-Demand Skills

Among our other upskilling programs ↗, our Mechatronics and Robotics Apprenticeship program has trained 4,930 people for careers as electromechanical technicians since 2019. Graduates of this program, which is registered with the U.S. Department of Labor, make an average of $21,500 per year more than the typical starting wage for an entry-level fulfillment center role. In 2024, 100% of program graduates have found employment in the field.

Employee Engagement and Communications

Amazon uses various communication channels to maintain awareness of and responsiveness to changing dynamics, questions, concerns, and ideas across our large global workforce. This includes direct engagement, such as all-Amazon meetings with general managers, stand-up meetings with direct supervisors, and other one-on-one meetings.

Amazon's Ethics Line allows employees to voice concerns and anonymously report violations of Amazon's Code of Business Conduct and Ethics ›. We provide other communications channels as well for employees to express concerns, share feedback, offer suggestions, and ask questions. For example, MyVoice—Amazon's primary Voice of the Associate platform—provides a two-way communication channel between our global associates and their site leadership and is integrated within our A to Z app for a user-friendly mobile experience. In 2024, employees provided over 945,000 comments in MyVoice.

Connections is our real-time, companywide feedback mechanism, available in 62 countries and 29 languages. Each day, employees receive Connections questions via their computers, workstation devices, or hand scanners. Connections improves the employee experience by identifying obstacles to meaningful work, surfacing issues before they become acute problems, and highlighting strengths so they do not become missed opportunities. In 2024, employees generated more than 1.7 million Connections responses per day. Connections analyzes and aggregates individual response data, sharing it with managers at the team level to maintain confidentiality. Managers can then take relevant actions for improvement to build trust with their teams.

We also host Associate Roundtables, Forums, and Safety Committees. Associate Roundtables offer employees a meaningful opportunity to discuss issues, ask questions, and get immediate feedback from their managers and site leaders. Amazon hosts these meetings around the globe, with their exact cadence varying by business line and site.

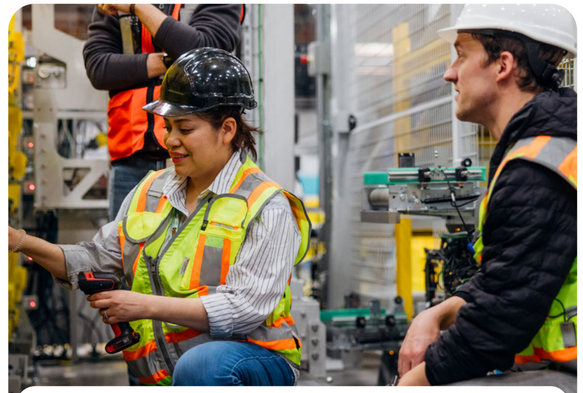
In Associate Forums, employees elected by their peers meet directly with site management at regular intervals to share ideas, concerns, information, and feedback on key decisions that affect the site or the employee experience. Topics may include working practices, shift schedules, and employee well-being. At the end of 2024, we had 158 active Associate Forums.

Associate Safety Committees provide an opportunity to describe new safety initiatives and gather employee feedback on relevant safety matters at various sites globally.

Communication to our employees through safety training is also foundational to safety excellence. All operations employees receive safety training on their first day of employment, and it covers a variety of topics such as ownership of safety, incident reporting and investigation, and stop work authority. Training continues with routine reminders delivered through daily stand-up meetings, notifications in the A to Z employee app, messages on TV screens in our buildings, alerts when logging on to a workstation, e-learning modules, and wall posters in restrooms, break rooms, and other common areas. We also coach small groups of employees on body mechanics, proactive wellness, and safety through our Huddles program. Every employee and manager is expected to participate in annual safety training as well.

Learn more about health and safety at Amazon ›

We respect the rights to freedom of association and collective bargaining ↗ as well as workers' 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. Globally, Amazon applies or is party to dozens of collective bargaining agreements at national, regional, sectoral, and enterprise levels. In 2022, we established a European Works Council, which is composed of workers and employer representatives and meets regularly to discuss transnational company issues.



We offer a variety of training benefits for our workforce through Career Choice, one of our upskilling programs.

Health and Safety

Our Approach

With an organization of more than 10,000 safety professionals dedicated to keeping over 1 million operations employees safe every day, nothing is more important than ensuring our people's safety. We know that every person is someone's mother, father, sibling, child, or best friend, and that's why we've set an ambitious goal to become the benchmark of safety excellence across all industries in which we operate.

In 2024, we focused on expanding and executing an effective strategy to improve safety across our global operations, and it led to meaningful, measurable progress. While we're encouraged by our continued progress, we know there's more work to do, and we're committed to further improvement as we work toward our goal.

Our Progress

Evaluating Our Safety Performance

We have made meaningful progress on global safety since 2019. Our Recordable Incident Rate (RIR), which encompasses any work-related injury requiring more than basic first-aid treatment, has shown measurable improvement. Over the past five years, we've seen a 34% reduction in RIR, with a 6% decrease year over year. Our Lost Time Incident Rate (LTIR), which accounts for the most serious injuries requiring time away from work, has improved by 65% over the last five years, with a 13% reduction year over year.

Learn more about how Amazon's safety performance improved year over year ↗

Safety in the United States

In the U.S., we report our operations data to the Occupational Safety and Health Administration (OSHA) under various industry codes that reflect the kind of work we do across our network. The majority of our data is reported under the General Warehousing and Storage and Courier and Express Delivery Services codes. As seen on the following page, we continued making year-over-year progress across all categories, building on our meaningful progress over the past five years.

In the U.S. General Warehousing and Storage industry, our RIR improved by 27% over the past five years and 5% year over year.[47] Within the same sector, LTIR showed a 79% improvement over the past five years and a 9% year-over-year reduction.

In the U.S. Courier and Express Delivery Services industry, we achieved a 50% improvement in our RIR over the past five years and a 16% reduction year over year.[48] Our LTIR in this sector improved by 74% over the past five years, with a 25% reduction year over year.

These graphs illustrate our progress year over year and how we stack up against industry averages calculated by the Bureau of Labor Statistics (BLS). The BLS calculates these averages using data from selected employers and releases them each November, so the most recent averages available are for 2023.

We're continuing to make steady and meaningful progress. That said, we've never aspired to be average because when it comes to safety there is no such thing as "good enough." We want to be the safest company in the industries in which we operate, so we're consistently innovating and investing in safety measures. In 2025 alone, we've allocated hundreds of millions of dollars to invest in technologies, resources, training, and programs to further our safety efforts.

Understanding Our Operations and Workforce

Globally, our operations network has more than doubled in size since 2019—to more than 1 million operations employees across more than 2,500 sites around the world. Alongside that growth, we've worked hard to further build and evolve our culture of safety.

We know that we can't get safety right without our employees' feedback. We've created several ways for employees to give us feedback on how to improve, but one tool we're especially proud of is Dragonfly. Available on employees' devices or at on-site kiosks, Dragonfly enables employees to provide suggestions from the palm of their hand and notifies their site managers, who then take appropriate action as needed. In 2024, over 130,000 employees used Dragonfly to provide suggestions. Some recommendations include small changes like repositioning a package scanner so it isn't accidentally knocked over, while others involve more complex safety measures like adding laser motion sensors to alert forklift drivers when people are nearby. Whether simple or sophisticated, these improvements make a big difference at scale in creating a safer, simpler employee experience.

Auditing and Inspecting Our Sites

We consider both employee feedback and data when we're identifying opportunities for improvement and developing proactive safety measures. This approach allows us to not only evaluate overall injury rates but also analyze the types and frequencies of injuries to help prevent them from happening in the first place. It's why we rigorously audit and inspect our sites to make sure our resources and protocols are effectively helping us identify, eliminate, or reduce safety hazards. In 2024, we conducted 7.8 million inspections globally—a 24% increase from the 6.3 million conducted in 2023—and we audited 331 sites across Amazon.

These audits and inspections also help us determine how to address the various types of injuries. The most common

Actions

34% Improvement in global operations Recordable Incident Rate (RIR) over the past five years and over 6% improvement from 2023. RIR includes any work-related injury that requires more than basic first aid treatment[49,50]

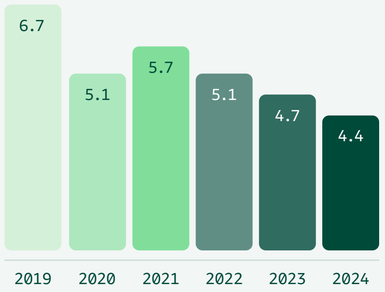
65% Improvement in global operations Lost Time Incident Rate (LTIR) over the past five years and 13% improvement from 2023. LTIR includes any work-related injury that requires someone to take time away from work (the most serious injuries)

7.8M Internal inspections conducted globally—a 24% increase from the 6.3 million we conducted in 2023

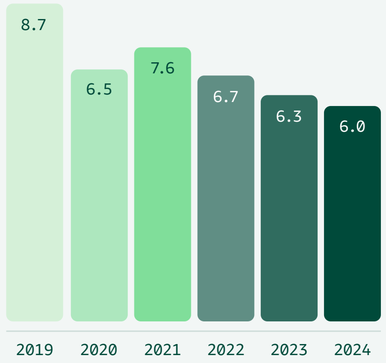
$2B+ Invested in our safety efforts since 2019

Comparative Safety Data

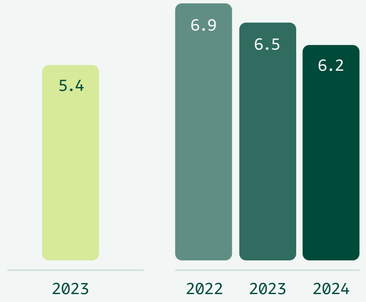
Worldwide RIR*:
34% improved (over the past five years)



U.S. RIR:
31% improved (over the past five years)



U.S. RIR Comparison Data for General Warehousing and Storage



BLS Average***
(For companies greater than 1k employees)

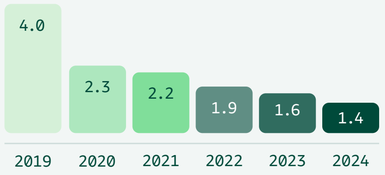
Amazon U.S. Only

U.S. RIR Comparison Data for Courier and Express Delivery Services

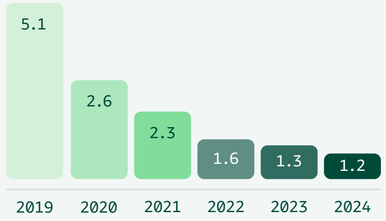
BLS Average
(For companies with 250-999 couriers)

Amazon U.S. Only

Worldwide LTIR:**
65% improved (over the past five years)



U.S. LTIR:
76% improved (over the past five years)

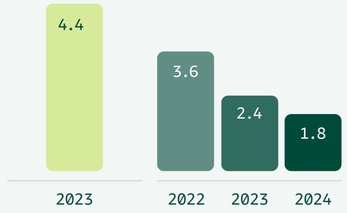


U.S. LTIR Comparison Data for General Warehousing and Storage

BLS Average
(For companies greater than 1k employees)

Amazon U.S. Only

U.S. LTIR Comparison Data for Courier and Express Delivery Services



BLS Average
(For companies with 250-999 couriers)

Amazon U.S. Only

*Recordable Incident Rate (RIR) **Lost Time Incident Rate (LTIR) ***Bureau of Labor Statistics (BLS)

injury in any workplace—across all industries—is what's called a musculoskeletal disorder (MSD), more commonly known as a strain or sprain. Over the past five years, the rate of MSD recordable incident rates at Amazon has improved 32%, but they still make up about 57% of all recordable injuries at Amazon. To continue reducing MSD injuries, we've devoted considerable resources to improve ergonomic conditions as part of our ongoing investments in safety improvements.

Investing in Safety Improvements

Since 2019, we've invested more than $2 billion in our safety efforts, including new technologies and programs to protect our employees. A key part of this investment is our focus on reducing MSD injuries. Across our operations network, we are retrofitting our sites with adjustable height workstations and carts, and implementing our proprietary, award-winning ErgoPick technology to ensure employees pick packages within their ergonomic power zone—the area between the shoulder and mid-thigh. We've also increased the use of robotics in our warehouses to handle repetitive tasks and heavy lifting that can lead to MSDs, supporting a safer workplace. Robot systems like Robin and Cardinal help sort, lift, and place packages. They handle repetitive tasks so our employees can work more comfortably. Additionally, one of our newest robotics systems, Sequoia, transports inventory directly to employees' workstations at an ergonomically friendly height, eliminating the need for them to reach above their heads or squat. These are just a few examples of the innovations we've created to provide a safer work environment for our employees so they can focus on more engaging tasks.

In addition to investing in new technology, we also plan for things like extreme weather that can impact our employees' and partners' safety, and our policies and procedures for addressing the heat and cold are robust and often exceed industry standards. For example, Amazon-branded vans

come equipped with air conditioning, which is above industry standards, and if it isn't working, the vehicle is taken out of service immediately. We also prioritize understanding emerging safety trends to help create safer working environments. As an example, while we hope to never have to use it, we stocked naloxone, an over-the-counter opioid overdose reversal medication, in our U.S. and Canada fulfillment centers to proactively strengthen our emergency response procedures.

We're also proud that last year, we received eight different safety awards from respected organizations including the National Safety Council, Verdantix, and the Network of Employers for Traffic Safety. These awards recognized safety innovations like our proprietary ErgoPick, our AI-enabled sensor technology that helps reduce risks when loading trailers, our cutting-edge employee training programs, and our world-class safety professionals.

Working Safely with Our Operations Partners

Within our operations network, we work with partners around the world to deliver packages to our customers safely and efficiently. For example, we work with small business owners called Delivery Service Partners (DSPs) and independent contractors called Amazon Flex delivery partners to deliver packages to customers' doorsteps. We also work with independent, long-haul trucking companies to move products across our network. We're committed to helping our partners keep their employees safe by offering them access to industry-leading safety technologies, resources, and training.

Delivery Network

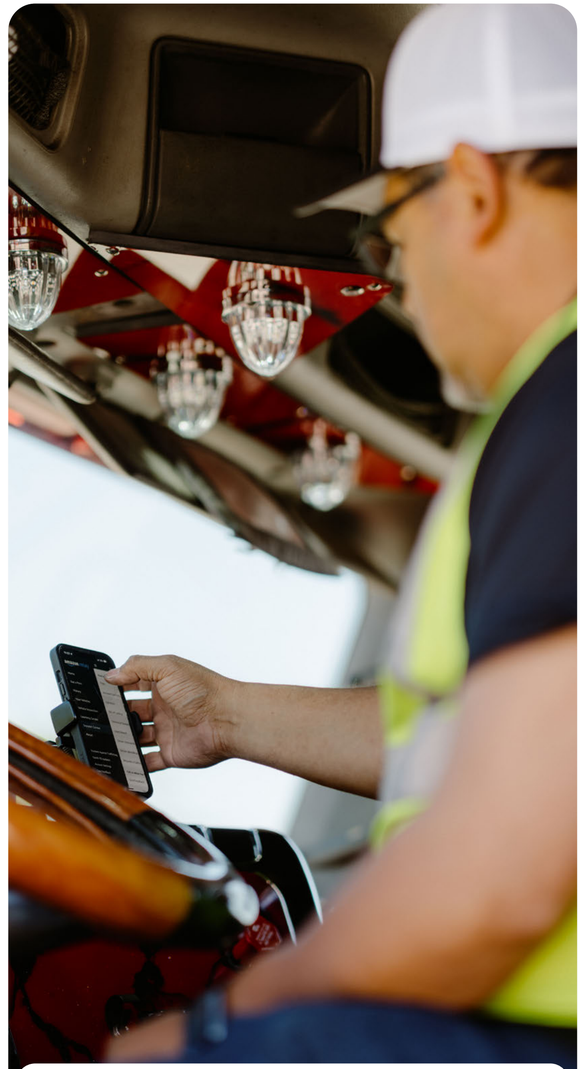
To help keep drivers and communities safe, we're constantly designing and implementing new safety improvements to our branded vans used for last mile delivery. For example, all Amazon-branded vans are equipped with camera-based technology that helps monitor safe driving behaviors. The system provides real-time feedback on key safety behaviors including speed control, maintaining focus, proper seat belt use, and adherence to road signs. If unsafe behaviors are detected, drivers receive coaching notifications during their delivery stop, and if the behaviors do not improve, the driver's employer—the DSPs—are notified so they can further coach the driver. We're also introducing live safety cues (audible and visual) for drivers that proactively inform them of low-clearance bridges, railroad crossings, unpaved roads, and areas where they need to have additional awareness, such as school zones. We've enhanced the Amazon Flex app for delivery partners using their own vehicles with safety-focused features. These include alerts for potential roadway hazards and the presence of pets at delivery locations, as well as a new chat feature that lets delivery partners notify customers when they're approaching.

Last year, we also began rolling out our latest invention: Vision-Assisted Package Retrieval (VAPR) technology. VAPR reduces time drivers spend looking for packages in their van. Based on early tests, results yielded a 67% reduction in perceived physical effort, and we're excited to continue this rollout.

Freight Network

For long-haul transportation, we've made investments in safety through our Relay technology, which carriers use to book and execute work for Amazon. This includes implementing stringent driver ID verification for every load to ensure we know exactly who is handling our shipments. We've also enhanced our safety guidance and trip planning features that provide drivers with route-specific weather forecasts, in-app alerts, and satellite imagery for safe navigation. We also improved our fleet of more than 50,000 branded trailers by adding flashing auxiliary lamps and reflective tape to ensure trailers are more visible to help drivers on the road maintain a safe distance.

Ultimately, we recognize that our scale demands exceptional road safety—a commitment recently acknowledged by the Fédération Internationale de l'Automobile's (FIA) highest rating. It's why we're relentlessly creating and iterating new safety improvements for our partners to help keep them and the communities where they operate safe.



Amazon enhances long-haul safety with our Relay app, adding driver verification, route planning, and weather alerts.

Inclusive Experiences

Our Approach

Amazon is committed to creating a diverse and inclusive company that helps us provide the best range of products and services for our vast and varied customer base. We build pathways for employees, partners, and customers from all backgrounds to work, collaborate, and shop with us.

Over the last several years, we've proven that this work is most effective when it is built into our business and into the way we work from the start, rather than through a "bolted-on" program. Our focus is on integrating inclusive practices into core business processes and fostering a truly inclusive culture. Whether it's through the way we hire, develop talent, design our products, or serve our communities, we will continue driving our "built-in" strategy, creating scalable programs and technologies that serve our globally diverse customers.

Our Progress

Our Employees

We believe that technology provides us with the best path to reach more than 1.5 million full- and part-time employees. We use a comprehensive, data-driven approach to evaluate employee programs based on their demonstrated impact.

Our efforts are constantly evolving as we continue to measure outcomes and learn how we can further improve.

Since evolving to our "built-in" approach in 2022, we've made significant strides in identifying programs that deliver meaningful impact for our employees. In 2024, we continued to invest in the programs that demonstrated measurable results and had the potential to scale. For example, we expanded Amazon Huddles—micro-discussions that help build an inclusive culture—to reach tens of thousands of employees globally, seamlessly integrating it into everything from new-employee onboarding to ongoing team meetings. Employees have responded positively to these 15- to 30-minute conversations on topics such as culture, well-being, and personal and professional growth. When an employee participates in Amazon Huddles, we see durable improvements in job satisfaction, managerial skills, and team connectivity.

The following are just a few additional examples of where we've built inclusive systems that are working better, at scale, for people across our ecosystem. They help us create an environment where people have the resources they need to do their best work.

- **Promotions for our frontline employees.** We learned that our promotion process for frontline operation roles was primarily being sourced from referrals by their managers. While that approach had good intentions, the focus on local site presence resulted in varying levels of access and opportunity across locations. To minimize the potential for bias, we built a tool called Fluid to surface opportunities to all employees who meet the minimum criteria for a frontline operation role. They can easily apply through an app and are then evaluated on their tenure and merit. This means that more people, from more geographies and backgrounds, have the best shot toward a frontline operation promotional opportunity based on their accomplishments.
- **Hiring.** Like most companies, we have a referral program where existing Amazonians can recommend someone who may be qualified for an open role. We have a recruiting team that will search the market for the best talent for individual roles. And we have also built a tool that works alongside those efforts to ensure we find talent from a wide range of backgrounds and life experiences. It sorts through the qualifications of tens of millions of applicants, surfacing the best talent based on eligibility requirements. This means that anyone, from any background, can be fairly evaluated if they're interested in joining our team.
- **Benefits.** As we looked at who used our benefits, we saw that many eligible people weren't using them. We dug into the reasons and realized that a root cause was a lack of awareness. Those who knew about the benefits used them, so we focused on raising awareness among all populations to ensure that when someone needs help—no matter who they are or where they are in the company—they know how to get it.
- **Upskilling.** Career Choice ↗ has helped nearly 244,000 employees pursue education with prepaid tuition, flexible schedules, and on-site classes. Similarly, our Apprenticeship ↗ programs have created hundreds of paths into technical roles since 2017—in cloud computing, software development, robotics, and mechanical maintenance—by focusing on potential over prerequisites.

  Learn more about Career Choice ›
- **Together at Amazon.** We launched Together at Amazon in August 2024 to bring together participants in our employee-led groups, including affinity groups and informal employee networks. Self-led by Amazonians, these groups are open to all employees and offer community and support. Together at Amazon invites employees across operations sites, data centers, and corporate offices to actively participate in building a culture where each individual can connect, grow, and thrive. Together at Amazon also helps to guide employees toward proven, high-impact company programs, ranging from career development and upskilling resources to mental health support and community engagement opportunities. Among them is Growth Conversations, a resource we created to support meaningful career discussions between employees and managers. Growth Conversations is an optional, employee-led experience that provides a dedicated space for employees to explore and discuss goals, plan next steps, and check in on progress over time with their manager.

Actions

Tens of thousands of employees have participated in Amazon Huddles, micro-learning conversations that help build an inclusive culture

Hundreds of thousands of employees belong to volunteer-led groups that foster community and support and are open to all at Amazon

Our Customers

Amazon launched new product features and initiatives in 2024 to help reach a broader audience and make it easier for customers with disabilities to enjoy our products.

Streaming Services and Product Accessibility

We added Dual Audio to the Fire TV, which allows users to stream audio through speakers and hearing aids simultaneously, making TV watching with hard-of-hearing

friends more enjoyable. We also expanded Fire TV's hearing aid compatibility beyond Cochlear and Starkey, adding WS Audiology (WSA) in 2024. On Prime Video, the new Dialogue Boost feature lets viewers increase the volume of dialogue relative to background music and effects to create a more comfortable and accessible viewing experience. In 2024, we also expanded the number of languages and audio-described titles across U.S. streaming services.

For the Kindle app on iOS, Android, and the Fire tablet, we added Assistive Reader to support customers who are blind or have low vision. This feature allows customers the flexibility to listen to their books—and read along with real-time highlighting. To improve access to product information, we rolled out new tactile-marked QR codes on inbox documentation for Kindles, Echo devices, and most Fire TVs. These QR codes link to comprehensive accessibility documents and quick-start guides, helping customers who are blind or have low vision access online content.

Amazon has relied on a major project collaboration tool to meet the needs of a wide range of assistive technology users at our company, including those who use screen readers, screen magnifiers, or alternative navigation. In 2024, we leveraged our global reach to extend use of this tool to more than 100,000 third-party sellers, making it a requirement as part of their enterprise licenses.

In January 2025, we also launched enhanced product summary functionality to make online shopping more accessible for screen reader users and those relying on keyboard-only navigation. This feature identifies and presents critical product information in a streamlined interface. As a result, blind- or low-vision shoppers can find the most relevant information about the products they're browsing and more quickly make informed purchase decisions.

Inclusive Access in TV, Film, and Music

Amazon continues to invest in strategic partnerships and programs to support the development of talent across TV, film, and music. In 2024, Amazon MGM Studios remained the primary sponsor of the Latino Film Institute's Youth Cinema Project Alumni Program, which connects students to industry mentoring and assistance with college applications. Our collaboration with the Cherokee Nation provided full-ride scholarships to Cherokee Film Institute's inaugural 2025 class. In the UK, our Prime Video Pathway partnership with the National Film and Television School expanded career opportunities in TV and film nationwide. We also sponsored the 2025 ReelAbilities Film Festival, the largest showcase for stories from the disability community, as well as the 2025 Easterseals Disability Film Challenge. In the music sector, Amazon Music renewed its collaboration with the Recording Academy's Black Music Collective through the Your Future Is Now scholarship program. Additionally, we supported the MusiCares Humans of Hip-Hop program, a multi-year initiative that provides access to under-represented communities for financial, medical, and mental health services, and partnered with the Association of Independent Music and Women in CTRL to launch the Amplify apprenticeship for women and non-binary talent in the UK music industry.

Reliable Access to Broadband

Project Kuiper ↗ is among our most ambitious initiatives to expand access to reliable broadband. Through a constellation of 3,200 satellites in low Earth orbit, we will bring fast, affordable service to unserved and underserved communities around the world. This effort will benefit a wide range of customers, including schools, hospitals, businesses, government agencies, and others that operate in places without reliable connectivity or that need more flexible, resilient communications capabilities. We began deploying our satellite constellation in early 2025, and expect to roll out service later in the year.

Our Communities

With our size, speed, and innovative culture, Amazon's philanthropic and volunteering initiatives are driving change on a global scale. We are active in neighborhoods around the world, creating inclusive experiences that offer more opportunities to succeed. For example, education initiatives around Science, Technology, Engineering, and Mathematics (STEM); engagement with institutions that support people from all backgrounds; and direct exposure to work at Amazon through our JumpStart ↗ program, all help create paths to employment across our communities.

Among our latest initiatives, In This Together (ITT) helps us respond to community needs through targeted economic and technological advancement opportunities. ITT provides access to a curated list of Amazon resources for civic organizations, professional associations, and educational institutions globally. It covers a few key areas, including career and hiring opportunities, supplier development, business ownership pathways, seller education and resources, training and certifications, discount programs, and accessibility solutions.

Amazon products also help make our communities safer through programs such as Ring Home, where we donated Ring Home security cameras over the last two years to domestic violence survivors through our collaboration with TechSoup and the National Network to End Domestic Violence.

Learn more about Amazon's outreach efforts in our Community Impact section ›

In This Together

In This Together (ITT) helps us respond to community needs in these key areas:

Discover
Hiring and career building programs such as Career Choice

Supply
Supplier development programs like Impact Initiative

Own
Business ownership opportunities like Road to Ownership (R2O)

Sell
Seller University and resources such as Amazon Partnered Carrier

Learn
Training and certifications through AWS Educate, AWS Academy, and Amazon Future Engineer

Access
Discount programs and accessibility solutions through Amazon Access

Community Impact

Our Approach

We aim to make our customers' lives better and easier every day and to have a positive impact on our local communities all around the world, using our scale and abilities to take on some of society's most pressing challenges. We work side by side with local community partners and nonprofits to create and drive programs that help advance access to affordable housing, alleviate hunger, strengthen education, and build skills for the future, and we mobilize our infrastructure and technology to support communities impacted by natural disasters. We're also focused on providing employees with volunteering opportunities so they can give back directly to communities where they work and live.

We also support nature conservation and climate resilience in communities around the world >.

Learn more in our 2024 Community Impact Reports:

- Puget Sound
- National Capital Region

Our Progress

Expanding Access to Critical Social Needs

We focus our time and resources on expanding access to critical social needs like affordable housing, food, and education, so that individuals and families can thrive.

Affordable Housing

We believe everyone should have access to housing they can afford. However, the possibility of homeownership remains out of reach for many in the U.S., especially for low-income families. In January 2021, we launched the Housing Equity Fund with the goal of increasing access to affordable homes. When the Fund started, we committed $2 billion to help create and preserve 20,000 affordable homes across three of our hometown communities—Washington State's Puget Sound region; the Arlington, Virginia/National Capital region; and Nashville, Tennessee. We exceeded this original goal two years early by providing $2.2 billion to create and preserve more than 21,000 affordable homes. In 2024, we announced an expanded commitment of $1.4 billion to create and preserve an additional 14,000 homes, bringing Amazon's total commitment to $3.6 billion to help create or preserve 35,000 affordable homes in these three communities.

Addressing Food Security

We use our logistics, technology, and infrastructure to innovate on behalf of people facing food insecurity. This includes mobilizing our transportation network to provide bulk food transport, as well as free meal deliveries to households in need. In addition, we are increasing collaboration with food rescue and redistribution organizations across the U.S. In 2024, Amazon donated or delivered 95 million meals to food banks, nonprofits, and households in need:

- Delivered 56.5 million meals on behalf of food banks and nonprofits across 13 countries worldwide, including 12.5 million meals to U.S. households
- Donated 38.5 million meals through Amazon Fresh product and cash donations to the Feeding America network, reaching over 40 local partner food banks in the U.S. to redistribute surplus food to people experiencing hunger[51]

Beyond donations, our efforts to be a socially responsible grocer extend to making grocery shopping more affordable for the community. In 2024, we launched Temporary Assistance for Needy Families ("Cash EBT") payment acceptance in 21 states through Amazon Access, a program for low-income individuals that also enables Supplemental Nutrition Assistance Program benefits

Goal Add $1.4 billion to the Housing Equity Fund to create and preserve an additional 14,000 affordable homes

$2.2B Invested to create or preserve more than 21,000 affordable homes, supporting more than 44,700 residents

Goal Distribute up to $60 million in AWS cloud computing credits to support global health by the end of 2024

$60M In cloud computing credits awarded to 403 organizations since 2021

Goal Help 29 million people globally grow their technical skills by providing free cloud computing training by 2025

31M People helped in 2024

Actions

250K+ Amazon employees from over 55 countries volunteered with 7,000 organizations

$350M+ Contributed to support 2,600 community partners globally

95M Meals donated or delivered to households in need

39 Natural disasters responded to across 19 countries

7.8M+ Students reached from underserved communities globally through Amazon Future Engineer programs

acceptance for groceries. We also partner with organizations like Partnership for a Healthier America to improve nutrition accessibility.

In partnership with Food Donation Connection, Whole Foods Market donates millions of pounds of perishable and nonperishable food annually to local food banks and food rescue agencies across the U.S. In 2024, over 28 million meals were donated to 1,030 unique food rescue and redistribution programs across the country through Whole Foods Market. To further promote access to quality food, the Nourishing Our Neighborhoods program has donated 54 refrigerated vans to help community-based programs distribute food. **Learn more** about how we increase access to healthy food in the Whole Foods Market's 2023 Impact Report.

Health Resources

In July 2024, AWS concluded the AWS Health Equity Initiative (HEI), a $60 million commitment to use cloud technology to address disparities in global health. Over three years, HEI supported 403 organizations across 39 countries, reaching every continent except Antarctica, reflecting the growing span of health customers and their focus on utilizing technology to address access to health care.

Access to Education and Skills-Building

We develop and advance programs that empower learners of all ages and skill levels with digital education and technical skills to prepare more people for jobs of the future.

This includes giving school-age students opportunities to prepare for future education and careers in technology. One example is our childhood-to-career computer science program, Amazon Future Engineer, which reached more than 7.8 million students in 2024 across grade levels, up from 3.9 million in 2023. Another example is AWS Think Big Spaces, which provide interactive STEM education in tech-related fields such as robotics, coding, and artificial intelligence (AI). In 2024, 82,000 K-12 students and educators participated in 93 of these spaces. AWS also offers the AWS Machine Learning University educator enablement program, which trains employees on the theory and practical application of machine learning (ML) and AI.

As of the end of 2024, we delivered free cloud computing skills training to 31 million learners—surpassing our goal to help 29 million people by 2025. Similarly, through AWS's free AI skills training initiative, AI Ready, we reached our target of training 2 million learners globally with free AI skills, achieving both milestones ahead of our 2025 commitment. AWS offers more than 135 free and low-cost courses and learning resources on AI, ML, and generative AI. In addition, AWS InCommunities, Amazon's community efforts in data center locations, focuses on STEM education, local skills development, sustainability, and hyper-local social impact. In 2024, AWS launched 11 InCommunities funds and allocated nearly $2 million globally in hyper-local funding.

For those just starting their careers or looking to break into a new field, the AWS AI and ML Scholarship program, in collaboration with Udacity, awarded 2,500 scholarships in 2024 to support students globally to learn foundational skills to prepare for careers in technology. The AWS Skills to Jobs Tech Alliance, an educational and skills training program, has now connected 37,000 learners to employers.

We also support organizations that build digital learning solutions for underserved learners. For example, in 2024, AWS launched the AWS Education Equity Initiative, a $100 million commitment of cloud and AI technology to support innovative learning solutions such as coding curriculums, AI assistants, and more.

Learn more about skill development programs in this year's AWS Summary.

AI for Social Good

Amazon is committed to unlocking the potential of AI for social good. AWS's AI for Changemakers (AI4C) program provides nonprofits and social enterprises with cloud credits, technical training, and mentorship to build and scale AI-based solutions that address global challenges. As part of AI4C, AWS launched the Now Go Build CTO Fellowship, a mentorship program for senior technical leaders. AWS also supports the United Nations-led digital platform, AI for Good, investing $800,000 with 10 organizations and projects to identify practical AI solutions that advance the UN Sustainable Development Goals.

Supporting Disaster Relief and Response Efforts

Whether in times of immediate crisis or when long-term support is needed, we respond by showing up in communities. Through Amazon Disaster Relief, we leverage our technology and global logistics network to provide fast, effective aid for communities affected by natural disasters. Our 15 global Disaster Relief Hubs across the U.S., Europe, Asia, and Australia are facilities stocked with relief items including shelter materials, hygiene supplies, and medical equipment. In 2024, Amazon provided support during 39 disasters across 19 countries—including the devastating hurricanes in the Southeast U.S. and flooding across central Europe and Southern Spain. Amazon donated $10 million to support the Southern California wildfires in January 2025, including donating 550,000 items from its Wildfire Disaster Relief Hub, as well as providing AWS cloud technology, including drone support, to help emergency responders quickly assess and react to the wildfires' conditions. We used our logistics network to donate and deliver 4.1 million relief items to nonprofit partners. We also deployed our AWS cloud technology to help local governments and organizations stay connected, providing nearly $2 million in AWS credits to 41 customers affected by eight natural disasters.

Giving Back through Volunteering Efforts

Amazon also contributes to building healthy communities through employee volunteering. During our 2024 Global Month of Volunteering, Amazon employees from over 50 countries participated in more than 5,000 volunteering events. Throughout the year, over 250,000 participants volunteered with 7,000 nonprofit and community organizations across over 55 countries. In addition, our pro bono program enabled more than 1,400 legal and public policy professionals to provide 16,200 hours of free legal support globally in 2024.

We mobilized our European Disaster Relief Hub and volunteer employees to aid those impacted by flooding in southeastern Spain.

Responsible Business Practices

Our Approach

Amazon works to prioritize responsible business practices and strong governance. Operating ethically and with integrity is a nonnegotiable part of how we do business. It is crucial to how we develop, deploy, and support our product and service offerings and maintain trust with our stakeholders. We also engage in public policy efforts both in the U.S. and globally on issues that matter to our customers, stakeholders, investors, and business.

Our Progress

Corporate Governance

Amazon's Board of Directors ↗ (the "Board") is responsible for the control and direction of Amazon. The Board represents the shareholders, and its primary purpose is to build long-term shareholder value. The full Board regularly reviews reports from management on various aspects of our business, including related risks and tactics and strategies for addressing them.

Risk Oversight

The Board and its committees oversee executives' management of risks relevant to the company. While the full Board has overall responsibility for risk oversight, the Board has delegated responsibility related to certain risks to the Audit Committee; the Leadership Development and Compensation Committee; the Nominating and Corporate Governance Committee; and the Security Committee.

Amazon's Board Oversight

The Board actively oversees Amazon's sustainability and corporate governance policies and initiatives, receives periodic reports on and discusses our enterprise risk assessments, oversees and receives regular reports on our regulatory compliance, and reviews shareholder feedback on these topics as we evolve our practices and disclosures.

The Board meets regularly during the year and holds special meetings and acts by unanimous written consent whenever circumstances require. Throughout 2024, the Board held five in-person meetings and participated in regularly scheduled teleconference discussions on various topics, generally on a monthly basis.

Oversight and Management of Climate-Related Issues

The Nominating and Corporate Governance Committee is responsible for overseeing management of risks related to our sustainability and other environmental and corporate social responsibility practices, including risks related to our operations and our supply chain.

The Chief Sustainability Officer oversees Amazon's Sustainability team and provides updates to the Nominating and Corporate Governance Committee. Amazon's Sustainability team coordinates efforts across the company to oversee operational changes that help reduce or eliminate carbon in our businesses. We developed a companywide carbon system of record that

Board Committee Structure and Oversight

Boards of Directors			
Nominating and Corporate Governance Committee Responsible for overseeing management of risks related to our sustainability and other environmental and corporate social responsibility practices, including risks related to our operations and our supply chain.	**Leadership Development and Compensation Committee** Responsible for overseeing management of risks related to succession planning and compensation for our executive officers and our overall compensation program, including our equity-based compensation plans, as well as risks related to other human capital management matters, including workplace health and safety, culture, diversity, discrimination, and harassment.	**Audit Committee** Responsible for overseeing management of risks related to our financial statements and financial reporting process, assessment of risks related to business continuity and operational risks, the qualifications, independence, and performance of our independent auditors, the performance of our internal audit function, legal and regulatory matters, our compliance policies and procedures, tax planning and compliance, and political contributions and lobbying expenses.	**Security Committee** Oversees the company's policies and procedures for protecting the company's security infrastructure and for compliance with applicable data protection and security regulations, and related risks. The Security Committee receives reports regarding such risks from management, including our Chief Security Officer, and reports to the Board at least annually. The committee also oversees the Board's response to any significant cybersecurity incidents.
4 Meetings Held	**5** Meetings Held	**6** Meetings Held	**2** Meetings Held
Committees met with Management and reviewed Topics that included:			
• the Board's composition, diversity, and skills in the context of identifying and evaluating new director candidates to join the Board; • the Board's recruitment and self-evaluation processes; • Board compensation; • Board Committee membership and qualifications; • consideration of the Company's policies and initiatives regarding sustainability, corporate social responsibility, and corporate governance; • review of the Company's approach to responsible AI development and AI governance; • review of recent public relations initiatives; and • feedback from the Company's shareholder engagement.	• the design, amounts, and effectiveness of the Company's compensation of senior executives; • management succession planning; • the Company's benefit and compensation programs; • the Company's human resources programs, including review of workplace discrimination and harassment reports, worker health and safety and workplace conditions, and diversity and inclusion matters; and • feedback from the Company's shareholder engagement, particularly with respect to the 2024 advisory vote approving the compensation of our named executive officers.	• the Company's risk assessment, including business continuity and operational risks, and compliance functions; • data privacy; • policies, procedures, and reports on political contributions and lobbying expenses; • treasury and investment matters; • tax matters; • financial statements and financial reporting; • accounting industry issues; • the performance of our internal audit function; • the reappointment of our independent auditor; and • pending litigation and regulatory compliance.	• the Amazon Security organization's ongoing investments in the Company's security infrastructure and management of and response to cybersecurity risks as well as physical security risks; • cybersecurity-related internal audit findings and initiatives; and • regulatory and governance updates related to cybersecurity.

provides information to business teams on their emissions and allows them to track decarbonization progress. The Sustainability team reports to the senior leadership team on various aspects of our environmental, sustainability, and other relevant practices on a quarterly basis. Amazon's senior leadership team also holds quarterly business reviews with the leadership teams of all our major businesses to track progress toward meeting our commitments under The Climate Pledge.

Human Rights Governance

The Nominating and Corporate Governance Committee oversees and monitors Amazon's policies and initiatives relating to corporate social responsibility, including human rights and ethical business practices, and related risks most relevant to Amazon's operations and engagement with customers, suppliers, and communities. The Chief Sustainability Officer provides updates on progress to the Nominating and Corporate Governance Committee. In addition, the Board's Leadership Development and Compensation Committee oversees and monitors the Company's strategies and policies related to human capital management within the company's workforce, including with respect to policies on nondiscrimination in employment, our workplace environment and safety, and corporate culture.

In 2024, Amazon appointed a Human Rights Officer (HRO) to oversee risk management of human rights and environmental risks to meet regulatory requirements. The HRO reports directly to Amazon's Chief Sustainability Officer and facilitates regular updates on Amazon's risk management activities to senior leadership of relevant Amazon entities. Relying on the core resources of a central team, Amazon's HRO partners with local teams to monitor these Amazon risk management activities.

Learn more about how we embed human rights into our decision-making ›

Shareholder Engagement

We believe that effective corporate governance includes year-round engagement with our shareholders. Our shareholder engagement team includes employees whose full-time, year-round responsibilities include engaging with our investors, communicating with management and directly with our Board members to inform them on topics discussed and feedback received in the course of their engagement meetings, and coordinating and promoting the effectiveness of direct shareholder engagement meetings that our directors participate in.

From the beginning of 2024 through April 10, 2025, when we filed our 2025 Proxy Statement, we engaged with 70 of our 100 largest unaffiliated shareholders, as well as with numerous other shareholders. Our lead independent director, the Chair of the Nominating and Corporate Governance Committee, or the Chair of the Leadership Development and Compensation Committee participated in meetings with shareholders owning more than 25% of our stock, including one-on-one or small group meetings with most of our 20 largest shareholders.

Our direct engagement with shareholders helps us better understand our shareholders' priorities, perspectives, and areas of concern, while giving us an opportunity to elaborate on our many initiatives and practices and to address the extent to which various aspects of these matters are (or are not) significant given the scope and nature of our operations and our existing practices. We take insights from this feedback into consideration and regularly share them with our Board as we review and evolve our practices and disclosures.

Business Ethics

Acting ethically and with integrity is essential in how our employees make decisions and interact effectively with one another; in how we develop, deploy, and support our product and service offerings; and in our ability to establish and maintain strong relationships with our customers, suppliers, and other stakeholders.

Amazon has policies and practices in place to help enforce adherence to local, state, federal, and laws of other countries. Our Code of Business Conduct and Ethics ↗, associated policies, procedures, training, and communications outline our expectations of employees.

The Business Conduct and Ethics program is led by the Vice President for Business Conduct and Ethics, who reports to the Senior Vice President, Chief Global Affairs & Legal Officer. Our Business Conduct and Ethics program includes an annual risk assessment and compliance goal-setting process that is informed by client interviews and leadership of each department, a whistleblower hotline, centralized investigation and reporting of violations, a due diligence program designed to detect potential compliance issues with third parties before engaging in business transactions with those third parties, a conflict of interest program and disclosure mechanism, a gifts, entertainment, and travel program, and a wide variety of online and in-person training about compliance-related topics and the company's compliance policies.

Maintaining an Ethical Culture

Amazon has zero tolerance for bribery and/or corruption in any form for any of our businesses. Our anti-corruption compliance program—part of a centralized global compliance program—is led by the Vice President for Business Conduct and Ethics and the Global Business Conduct and Ethics team with regional oversight. It is informed by our Code of Business Conduct and Ethics and Anti-Bribery Policy, which include outright prohibitions on bribery of any kind. We reinforce these policies through regular online and live trainings with employees.

Amazon maintains extensive financial transaction controls. Groups within accounting, finance operations services, accounts payable, and payroll own processes designed to identify, monitor, and evaluate risks including fraud, misappropriation of assets, corruption, and financial reporting integrity. Control functions like finance, procurement, and internal audit collaborate with the Business Conduct and Ethics team to detect and prevent corruption.

Our gift and entertainment reporting mechanism requires employees to disclose and seek approval for qualifying gifts or services received from third parties or given to government officials. We also provide a mechanism for employees to disclose potential conflicts of interest and receive guidance on necessary remediation.

Amazon actively encourages our employees to report any issues or concerns without fear of reprisal, intimidation, or harassment and provides various secure and accessible channels to do so. Any employee can go directly to Human Resources, the Legal Department, or any manager with questions about the application of the Code of Business Conduct and Ethics or how to approach difficult workplace situations.

Employees can also voice concerns, anonymously report potential violations of Amazon's Code of Business Conduct and Ethics, and ask questions about potentially unethical conduct through Amazon's Ethics Line. The Ethics Line is currently available in 65 countries in 165 languages. Reports received through the Ethics Line are routed to the appropriate teams with the knowledge and experience to address the employee's particular issue.

We prohibit retaliation and take all allegations seriously. Our Business Conduct and Ethics team records, and where appropriate investigates (or directs others to investigate) and reports alleged violations of the Code of Conduct to the Audit Committee of the Board. The Business Conduct and Ethics team also tracks any remediation required. Employees must cooperate in internal investigations of alleged misconduct, with those who violate the Code of Conduct subject to disciplinary action up to and including discharge.

Senior leadership receives regular updates on allegations of unlawful harassment and discrimination against employees in director-level positions or above, and on investigation progress and findings. The Leadership Development and Compensation Committee receives detailed quarterly updates on any allegations of unlawful harassment and discrimination against employees in vice-president-level positions or above, or employees externally investigated on our behalf.

Amazon maintains an appeals process for our employees. Across the U.S. and Canada, eligible employees can submit an appeal through an online service to challenge certain disciplinary actions. The applicable manager reviews the claim to verify policies have been correctly applied. Where this is not the case, appropriate remediation can then be taken.

Learn more about how we gather and implement employee feedback ›

Training

Integrity and ethics begin with our leaders and Board. Amazon's Board receives training on the Code of Conduct, anti-corruption, and competition. All employees (including part-time and seasonal employees) receive Code of Conduct training during onboarding, with regular refresher training thereafter. Employees may receive additional anti-corruption and anti-bribery training based on their roles, as well as competition training and training on discrimination and harassment.

We set standards and expectations for our suppliers through our Supplier Code of Conduct ↗.

Learn more about how we work with suppliers to foster a responsible supply chain ›

Advancing Anti-Corruption Efforts with Governments and Industry Partners

In 2024, we strengthened our engagement externally to drive progress and cooperation. We are a part of the Organisation for Economic Co-operation and Development's Galvanizing the Private Sector program ↗, which includes its Anti-Corruption Leaders Hub (ACLH), a working group of public officials, civil society groups, and private sector compliance leaders. ACLH is an important forum for advancing efforts toward digitizing compliance information and transaction data and expanding local partner vetting programs—which are among Amazon's priorities.

Supplier Development and Impact

Amazon works with thousands of suppliers globally, ranging from small local businesses to large multinational corporations. One of the mechanisms for ensuring we continue to build a robust global supply base is through Supplier Development and Impact (SDI) ↗, which provides qualified and competitive Disadvantaged-Owned Businesses (DOBs) a fair opportunity to compete within our supply chain.

Amazon's SDI Tier 1 spend—direct payments to DOBs for goods and services—increased from $4.3 billion in 2023 to $9.7 billion in 2024. We increased purchases with existing suppliers in our supply chain and also identified new companies, bringing the total number of qualified, competitive DOBs to more than 500. In 2024, we made direct payments to DOBs in seven countries.

Amazon SDI creates impact through both direct spend with DOBs and through our Tier 2 program, where Tier 1 suppliers are encouraged to include qualified and competitive DOBs in their sourcing activities. In 2024, 243 Tier 1 suppliers shared that more than $2.1 billion in Tier 2 spend was achieved.[52] Through improved processes and technologies, our spend with DOBs strengthened economic impact in the U.S. by supporting 69,000 jobs and generating approximately $4.2 billion in wages and nearly $1 billion in taxes.[53]

Data Protection and Security

We design our systems with the customer's security and privacy in mind. **Learn more** about how we protect your data ↓

Additional Amazon Privacy Resources:

- Amazon.com Privacy Notice ↗
- AWS Privacy Notice ↗
- Advertising, Data Protection and Privacy Policy ↗
- Law Enforcement Information Requests ↗

Policy and Advocacy

Amazon's public policy work serves our customers by encouraging long-term legal and regulatory preparedness for our existing and future businesses. We engage with policymakers on a wide range of issues and also partner with multilateral organizations, industry associations, coalitions, and other stakeholders to advance our positions ↗. For example, we advocate in support of public policy that aligns with our commitment to reach net-zero carbon emissions across our global supply chain by 2040, including carbon-free energy, and on policies aimed at reducing packaging materials.

We publish an annual political engagement statement detailing our U.S. lobbying activities and disclosing spending on ballot initiatives and public organizations, as well as with state and local representatives. In the EU, we disclose our activities in the EU Transparency Register and national registries, where required.

Our Senior Vice President, Chief Global Affairs & Legal Officer, who oversees our global public policy organizations, and the Audit Committee of the Board annually review this U.S. Political Engagement Policy and Statement. They also review related procedures, and a report on all the company's campaign contributions and lobbying expenses, including donations made to other organizations that may engage in indirect lobbying on behalf of the company.

Learn more about our policy positions ↗ and public policy efforts ↗

Responsible Artificial Intelligence (AI)

From reducing packaging and food waste to powering fulfillment and data center operations more efficiently, Amazon has been innovating ↗ with AI and ML for decades. As one of the world's leading developers and deployers of AI tools and services, Amazon supports fostering the safe, responsible, and effective use of AI technology. We are dedicated to driving innovation on behalf of our customers while also establishing and implementing the necessary safeguards to protect our customers, end users, and everyday consumers. Amazon remains committed to continued collaboration with policymakers, industry, researchers, and the AI community to advance the responsible use of AI.

In February 2024, Amazon joined the U.S. Artificial Intelligence Safety Institute (AISI) Consortium, established by NIST, and in May 2024, joined the Frontier Model Forum to advance AI safety and security through best practices development. This partnership focuses on AI model evaluations and information sharing between industry, academia, government, and civil society. In November 2024, AWS became the first major cloud provider to receive ISO/IEC 42001 certification for its AI services, including Amazon Bedrock, Amazon Q Business, Amazon Textract, and Amazon Transcribe. ISO/IEC 42001 is the international standard establishing requirements for responsible AI system development.

Learn more about how Amazon is building AI with responsibility in mind ↗

Data Tables

Amazon's Carbon Footprint

2022 and 2023 carbon footprints recalculated in accordance with updated Carbon Methodology

Carbon	2019	2020	2021	2022	2023	2024	YoY%
Carbon Intensity							
(grams of CO_2e per $ of merchandise sales)	**122.8**	**102.7**	**100.8**	**85.7**	**75.6**	**72.6**	**-4%**
Emissions Category (MMT CO_2e)							
Emissions from Direct Operations (Scope 1)	**5.76**	**9.62**	**12.11**	**13.02**	**14.22**	**15.13**	**6%**
Fossil Fuels	5.57	9.37	11.89	12.60	13.85	14.80	7%
Refrigerants	0.19	0.25	0.22	0.42	0.37	0.33	-11%
Emissions from Purchased Electricity (Scope 2)*	**5.50**	**5.27**	**4.07**	**3.06**	**2.76**	**2.80**	**1%**
Emissions from Indirect Sources (Scope 3)*	**39.91**	**45.75**	**55.36**	**49.02**	**47.40**	**50.32**	**6%**
Purchased Goods and Services (Amazon corporate purchases made for Amazon's operations and services, Amazon-branded products)				17.16	16.46	17.24	5%
Capital Goods				9.11	8.45	9.99	18%
Fuel and Energy-Related Activities				4.40	5.03	4.55	-10%
Upstream Transportation and Distribution				10.10	8.88	9.61	8%
Business Travel				0.79	0.82	0.98	20%
Employee Commuting				2.93	2.70	2.76	2%
Downstream Transportation and Distribution				3.31	3.52	3.73	6%
Use of Sold Products (Amazon Devices)				1.18	1.50	1.43	-5%
End-of-Life Treatment of Sold Products (Amazon Devices)				0.04	0.04	0.03	-25%
Amazon's Carbon Footprint	**51.17**	**60.64**	**71.54**	**65.10**	**64.38**	**68.25**	6%

Amazon Renewable Energy Projects**

Project Location	Number of Projects	Total MW Capacity***
Australia	10	499
Austria	1	0.03
Belgium	1	1
Brazil	2	171
Canada	4	875
China	4	450
Czech Republic	1	4
Finland	11	772
France	8	41
Germany	9	681
Greece	8	657
India	53	1,326
Indonesia	1	355
Ireland	4	310
Italy	40	536
Japan	25	211
Netherlands	1	380
New Zealand	1	51
Poland	4	142
Portugal	1	219
Saudi Arabia	1	2
Singapore	2	76
South Africa	2	28
South Korea	1	60
Spain	94	3,780
Sweden	5	787
United Arab Emirates	2	3
United Kingdom	44	964
United States	281	20,104
Total	**621**	**33,485**

*Scope 2 and 3 carbon emissions are calculated using a market-based method. **This table includes both on-site solar and contracted off-site utility-scale wind and solar projects, which are in various stages of development and construction. Of the projects included in the table, 124 were announced in January 2025. AWS aims to procure renewable electricity in the same grids where it consumes electricity. When AWS determines this is not feasible, AWS may procure renewable energy attributes in other locations. ***Total annual expected MW capacity when operational.

Materials and Agricultural Commodities Sourcing

No Deforestation

To support the elimination of deforestation associated with raw materials and ingredients within our food and consumables Private Brands supply chains, Amazon has made commitments for the use of palm oil, paper and paper packaging, beef, soy, cocoa, coffee, and tea.

Commodity or Material	Goal or Ambition	2023 Progress (% of in-scope products that meet our goal or ambition)			2024 Progress (% of in-scope products that meet our goal or ambition)		
Palm Oil	Source palm oil and derivatives in Amazon Private Brands food and consumable products and palm oil in 365 by Whole Foods Market food products from sources certified to the RSPO supply chain standard.	In an effort to achieve this target, Amazon (including Whole Foods Market) became a member of the RSPO in February 2024 to demonstrate our strong commitment to source sustainably certified palm oil for our Private Brands products.			100% Whole Foods Market	97% Amazon Private Brands North America	100% Amazon Private Brands Europe
Paper Products and Paper Packaging[A]	Source Private Brands paper products that are either recycled or certified to Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI), or Programme for the Endorsement of Forest Certification (PEFC) standards.	100% 365 by Whole Foods Market-branded products	100% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded products	100% Amazon Private Brands North America	97% Amazon Private Brands Europe
	We strive to use sustainably sourced fiber in our grocery and consumable Private Brands paper-based primary packaging.	We are working with our suppliers to increase the amount of fiber from responsibly managed forests and/or recycled materials used in our paper-based primary packaging.			We continue to work with suppliers to increase the amount of fiber from responsibly managed forests and/or recycled materials used in our paper-based primary packaging.		
Beef[B]	By 2025, source Private Brands beef from regions of low deforestation risk or with full supply chain traceability, demonstrating the products did not contribute to deforestation.	100% 365 by Whole Foods Market-branded products	92% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded products	95% Amazon Private Brands North America	100% Amazon Private Brands Europe
Soy[C]	Conduct a risk assessment of the soy in Private Brands supply chains with a third-party consultancy and share more information by the end of 2023.	Within Europe, Amazon's goal is that the soy in Private Brands supply chains will be deforestation-free by the end of 2025, with a cut-off date of 2020. Within North America, we determined through this assessment that the majority of the soy in our private brands animal protein and meat-counter supply chains is domestically sourced and is thus unlikely to pose a deforestation risk.			In 2024, 6% of soy in our European private brand supply chains was verified Deforestation- and Conversion-Free (DCF), an increase from 4% in 2023. A further 79% was in transition, with only 15% not certified. To support a continued focus on progress, Amazon Fresh Private Brands has joined the Retail Soy Group in Europe. Within North America, we conducted a risk assessment of the soy in Amazon and Whole Foods Market private brands supply chains with a third-party consultancy in 2023. This determined that the majority of the soy in our private brands animal protein and meat-counter supply chains is domestically sourced and thus is unlikely to pose a deforestation risk.		
Cocoa[D]	By 2025, source Private Brands chocolate bars, chocolate chips, and baking chocolate/powder products that are certified by Rainforest Alliance, Fairtrade International, Fair Trade USA, or other independently verified third-party certifications, such as Cocoa Horizons.	100% 365 by Whole Foods Market-branded products	53% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded products	70% Amazon Private Brands North America	100% Amazon Private Brands Europe
Coffee[E]	By 2025, source Private Brands packaged bean, ground, instant, and liquid coffee products that are Rainforest Alliance, Fairtrade International, or Fair Trade USA certified.	100% 365 by Whole Foods Market-branded and Whole Foods Market-branded products	98% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded and Whole Foods Market-branded products	98% Amazon Private Brands North America	100% Amazon Private Brands Europe
Tea[F]	By 2025, source Private Brands bagged tea products based on the tea leaf (camellia sinensis) certified by Rainforest Alliance, Fairtrade International, or Fair Trade USA.	100% 365 by Whole Foods Market-branded products	18% Amazon Private Brands North America	Amazon Private Brands Europe did not have tea products in 2023.	100% 365 by Whole Foods Market-branded products	75% Amazon Private Brands North America	Amazon Private Brands in Europe did not have tea products in 2024.

Materials and Agricultural Commodities Sourcing (continued)

Sustainable Seafood and Animal Welfare

Commodity or Material	Goal or Ambition	2023 Progress (% of in-scope products that meet our goal or ambition)	2024 Progress (% of in-scope products that meet our goal or ambition)
Seafood	Source Responsibly Farmed or sustainable wild-caught fresh and frozen seafood to Whole Foods Market's Seafood Quality Standards.[G]	100% Whole Foods Market 100% Amazon Private Brands North America Data for Amazon Private Brands in Europe was being verified in 2023.	100% Whole Foods Market 100% Amazon Private Brands North America 100% Amazon Private Brands Europe
	Source Amazon Private Brands seafood products that have a third-party sustainability certification or are actively working toward certification or engaged in a fishery improvement project (FIP).[H]		
Eggs	Source shell and liquid egg products to a cage-free or higher animal welfare standard.	100% Products sold in Whole Foods Market dairy cases, own kitchens, and bakeries in the U.S. meet Whole Foods Market's Animal Welfare Standards for Laying Hens. 100% Amazon Private Brands and national brands shell and liquid egg selections sold in North America are cage-free. 100% Amazon Private Brands shell eggs sold in Europe are free-range or barn-raised.	100% Products sold in Whole Foods Market dairy cases, own kitchens, and bakeries in the U.S. meet Whole Foods Market's Animal Welfare Standards for Laying Hens. 100% Amazon Private Brands and national brands shell and liquid egg selections sold by Amazon Fresh in North America are cage-free. 100% Amazon Private Brands shell eggs sold in Europe are free-range or barn-raised.
Pork	Source fresh pork sold in the Whole Foods Market meat department in the U.S. and Canada that is crate-free and certified by the Global Animal Partnership.	100% Whole Foods Market	100% Whole Foods Market
	Our medium-term milestone is to source 100% of our private label fresh pork from group housing or crate-free systems by the end of 2027.		As of the end of 2024, 22% of the pork we source comes from group housing or crate-free systems. Please see Amazon Fresh's Animal Welfare Position for more details.
	All fresh pork sausages, bacon and ribs sourced for our "by Amazon" private brand in the UK are Red Tractor Certified and meet the requirements of either the (1) British Meat Processors Association, Pork scheme, or (2) Irish Food Board, Bord Bia. Additionally, we only use certified welfare standards for the Spanish and Italian pork in our private brand packaged deli meats.	100% Amazon Private Brands Europe	100% Amazon Private Brands Europe
Other Animal Proteins	Source all fresh beef, pork, chicken, turkey (excluding kosher turkey), and lamb sold in the meat department to Whole Foods Market's Animal Welfare Standards.	100% Whole Foods Market	100% Whole Foods Market
	Sourcing animal protein products within Amazon Private Brands in North America and Europe to the following requirements under our animal welfare policy: (1) Suppliers must comply with relevant legislation and regulations, as a foundational requirement, (2) suppliers must ensure that all animals raised and slaughtered are subject to a credible industry animal care assurance program or third-party animal welfare certification, (3) suppliers must be able to trace animal protein private brand products sourced by Amazon back to either, in order of preference, the farm, the co-op/processor, or to the slaughter plant, (4) suppliers must have a formal policy to address noncompliance with a relevant industry animal care assurance program or third-party animal welfare certification, and any noncompliance or instance of animal cruelty, neglect, or abuse must be reported to Amazon.	We are working with key animal protein suppliers to confirm they meet our existing animal welfare policy. We are actively enhancing our commitment to animal welfare for our private brands to build upon our established supplier requirements and plan to share key updates in 2025.	We have enhanced our commitment to animal welfare for Amazon Fresh private brands. Please see Amazon Fresh's Animal Welfare Position for more details.

Materials and Agricultural Commodities Sourcing (continued)

Apparel

Commodity or Material	Goal or Ambition	2023 Progress (% of in-scope products that meet our goal or ambition)	2024 Progress (% of in-scope products that meet our goal or ambition)
Cotton	Source all cotton for Amazon Private Brands apparel products from more sustainable sources, which we define as being sourced from recycled materials, from farms certified as producing organic cotton, or through the Better Cotton Initiative, or through the U.S. Cotton Trust Protocol.	100% Amazon Private Brands apparel products	100% Amazon Private Brands apparel products
Leather	Source leather apparel and shoe products from more sustainable sources, which we define as being sourced from tanneries that meet the Leather Working Group's Bronze level or higher.	Amazon did not source any Private Brands apparel or shoes made from leather in 2023.	100% Amazon Private Brands apparel or shoes
Manufactured Cellulosic Fibers	Source manufactured cellulosic fibers used in Amazon Private Brands apparel products—including rayon, viscose, lyocell, and modal—from more sustainable sources. We use the nonprofit Canopy's tools and reports to help avoid fibers sourced from endangered forests, endangered species' habitats, or other controversial sources.	100% Amazon Private Brands apparel products	100% Amazon Private Brands apparel products
Recycled Fabrics	Increase the use of recycled fabrics in Amazon Private Brands apparel products, including moving from conventional to recycled polyester and launching products made from innovative recycled fibers.	16% Polyester in Amazon Private Brands apparel is recycled polyester.	15% Polyester in Amazon Private Brands apparel products is recycled polyester.

[A] Whole Foods Market sells only recycled materials or FSC-certified products. Scope includes Amazon Private Brands paper towel, toilet paper, facial tissue, baking paper, coffee filter, paper dishware, and napkin products.

[B] Scope covers Whole Foods Market Private Brands beef and meat sold in the meat department; fresh or frozen beef in Amazon Private Brands in North America and Europe.

[C] Scope covers Amazon and Whole Foods Market Private Brands and meat department in North America, including Tiers 2 and 3 of the Consumer Goods Forum Soy Ladder Framework. In Europe, the scope covers soy in Tiers 1–4. A cut-off date of 2020 means that the soy has not been sourced from land that has been subject to deforestation since the end of 2020.

[D] For Whole Foods Market, only Fair Trade USA is accepted.

[E] Scope for Amazon North America and Europe excludes extracts and flavorings.

[F] Scope excludes matcha, mixes, and "ready-to-drink" beverages.

[G] Scope includes all products in Whole Foods Market's seafood department, including frozen and breaded options, appetizers, smoked seafood, and seafood dips. Whole Foods Market sells only wild-caught seafood from fisheries that are certified sustainable by the Marine Stewardship Council (MSC) or rated Green or Yellow by the Monterey Bay Aquarium Seafood Watch program. All our farmed seafood is Responsibly Farmed seafood. Canned tuna in grocery and in Whole Foods Market's own kitchens is traceable to the boats and must be sourced from fisheries that are using one-by-one catch methods and certified sustainable by the MSC or rated Green or Yellow by the Monterey Bay Aquarium Seafood Watch program.

[H] Scope includes Amazon Private Brands products sold in North America and Europe in which seafood comprises more than 5% of the product or is in the top three ingredients. Excludes sauces, marinades, and pet food. The following certifications or programs are accepted for wild-caught seafood: Marine Stewardship Council; rated Green or Yellow by the Monterey Bay Aquarium Seafood Watch program; or rated A, B, or C in an FIP. The following are accepted for farmed seafood: Aquaculture Stewardship Council; European organic or Naturland organic; Best Aquaculture Practices ≥ 2-star; or GLOBALG.A.P.

Priority Topics Assessment

Identifying Our Priorities

Amazon's business spans many industries, including but not limited to e-commerce, cloud computing, consumer goods, entertainment, and logistics. We operate globally and employ more than 1.5 million full- and part-time employees worldwide. This broad scope means that we must consider how a wide range of topics relate to our business.

In 2024, we conducted a comprehensive topic assessment to inform the contents of this report. We identified the topics that we believe are most relevant to our business and stakeholders globally as of 2024, most of which are consistent with past analyses and with the topics covered in our past reports.

Our Process

Our assessment process was guided by leading reporting frameworks, including the Global Reporting Initiative (GRI), and consisted of the following phases:

Identify Topics

Through stakeholder research and industry analysis, we identified topics that could be relevant to Amazon and our stakeholders. We started with an long list of topics, which we consolidated into a smaller subset of more comprehensive topic groupings.

Engage with Stakeholders

We mapped key internal and external stakeholder groups across our value chain. We gathered their input through direct interviews, surveys, and analysis of written materials that reflect stakeholder perspectives.

Assess Inputs

We analyzed stakeholder inputs using a structured scoring framework. We evaluated each input based on the topics discussed by the source and the level of detail provided. For each source of input, we assigned a score for all topics discussed or referenced.

Prioritize Topics

We computed the total scores for each topic based on all stakeholder inputs and ranked topics by their total score. Higher-scoring topics ranked among our higher priorities. We shared these findings with key internal stakeholders and leaders.

Our Priority Topics

The following list represents our priority topics, many of which are examined in dedicated sections of this report. We view many of these topics as interconnected and recognize that making progress in one area can often help solve for challenges in another. The following topics are listed in alphabetical order.

- Biodiversity
- Business Ethics
- Communities
- Corporate Governance
- Customer Experience and Satisfaction
- Data Privacy and Security
- Emerging Technology
- Employee Attraction, Retention, and Development
- Inclusive Experiences
- Greenhouse Gas Emissions, Energy, and Climate Change
- Human Rights
- Labor Rights
- Materials, Waste, and Circularity
- Policy and Advocacy
- Product Safety and Quality
- Responsible Marketing and Advertising
- Water
- Workplace Health and Safety

We also recognize there are topics beyond these priorities that may be relevant to certain aspects of our business or to certain stakeholders. Amazon has programs and policies in place covering many other topics. While we may reference aspects of additional topics throughout this report, information about other topics can generally be found on our corporate website ↗ and/or our sustainability website ↗.

Monitoring Our Priorities

We will continue to monitor the relevance of these topics and engage with stakeholders on an ongoing basis. We will conduct updates or additional assessments as we see changes to our priorities over time.

Endnotes

1. Supply chains focus on sourcing materials and delivering goods to customers. Value chains include upstream supply chain as well as downstream delivery to customers, customer use of products, and end-of-life of products.
2. Carbon-free energy includes existing renewable energy technologies, such as wind and solar farms and on-site rooftop solar systems, as well as other sources that generate carbon-free energy, such as nuclear reactors, hydroelectric, and geothermal. Our investments also include site energy contracts and green tariffs with local utilities that result in new wind and solar projects being added to the grid.
3. As detailed in our Renewable Energy Methodology, to calculate the percentage of renewable energy matched by the electricity consumed by our global operations, we evaluate both the amount of renewable energy from Amazon's projects and the renewable energy in the grid. This total renewable energy is then compared to Amazon's total energy use.
4. In our 2022 and 2023 Reports, we stated this goal had been met with contracted energy capacity. In 2024, the contracted energy became operational.
5. Electric delivery vans include Rivian and vans from other electric vehicle manufacturers.
6. Electric delivery vehicles include four-wheel (electric delivery vans), three-wheel, two-wheel, and e-mopeds.
7. Amazon's carbon footprint is reported in metric tons of carbon dioxide equivalent ($MTCO_2e$), where each metric ton of CO_2 emissions represents the same global warming potential as one metric ton of another greenhouse gas. Learn more in our Carbon Methodology.
8. Carbon intensity measures emissions growth against the growth of the business. Carbon intensity at Amazon is measured in grams of CO_2e per dollar of gross merchandise sales (g CO_2e/$GMS).
9. We regularly refine our carbon measurement approach to improve accuracy. In 2024, we updated our emissions data sources, which led us to recalculate our 2022 and 2023 figures. While we did not apply these new methods to 2021 and earlier data, year-over-year comparisons remain possible, though the methodology differs between 2024 and 2019 carbon intensity calculations.
10. A free, publicly available website of previously proprietary information that will help other companies make meaningful progress toward net-zero carbon emissions.
11. PUE measures the energy consumed by a data center to power computing equipment, cooling, and other data center infrastructure to support operations.
12. International Data Corporation, 2H24 Datacenter Trends: Sustainable Datacenter Builds and CO2 Emissions Doc # US51911924, January 2025. A 1.0 PUE is a theoretical number, implying that all the energy consumed by a data center is being used to power computing equipment and that none is wasted on cooling or other infrastructure. **Learn more** in our Power Usage Effectiveness (PUE) Methodology.
13. The embodied carbon calculation uses the Carbon Leadership Forum's (CLF) 2021 baseline. CLF baselines represent an estimate of industry-average GHG emissions for construction materials manufactured in North America.
14. Renewable natural gas (RNG) is created by decomposing organic waste materials anaerobically (without oxygen).
15. World Steel in Figures.
16. Natural pozzolans are cement clinker substitutes that enable cement to be produced at a lower temperature, creating fewer emissions.
17. CarbonCure is a commercialized portfolio of carbon removal technologies that consume carbon dioxide (CO_2) in concrete during production, permanently sequestering CO_2 and enabling the reduction of cement content in mixes without impacting concrete performance.
18. According to BloombergNEF.
19. United Nations Environment Programme, Methane emissions are driving climate change.
20. WEF Net Zero Industry Tracker 2024.
21. Cement and concrete constitute approximately 8% of all global emissions, and demand is expected to grow significantly by 2050.
22. Amazon, Microsoft, Mundy's, Ryan Companies, Prologis, Trammell Crow (CBRE), Deloitte, AECOM, and CarbonCure.
23. Carbon credits are certificates that are purchased to offset the emissions of a certain amount of CO_2 or other GHGs.
24. IPCC Cross-Chapter Paper 7: Tropical Forests.
25. Goal scope covers food that is considered inventory. It is measured with a food waste intensity metric that calculates the amount of food waste generated as a percentage of total food handled within Amazon.
26. Amazon's landfill diversion rate is a measure of both the waste we successfully divert to recycling and what we send to incineration with energy recovery.
27. United Nations Climate Change, Food loss and waste.
28. Global includes the following regions and countries: North America (U.S. and Canada), Europe (Europe and UK), and Rest of World (Australia, Brazil, Egypt, India, Japan, Mexico, Saudi Arabia, Singapore, South Africa and the United Arab Emirates).
29. Ships in Product Packaging was formerly called Ships in Own Container.
30. BOTTLE: Bio-Optimized Technologies to keep Thermoplastics out of Landfills and the Environment.
31. Being water positive means AWS will return more water to communities and the environment than its direct operations use. AWS measures progress annually against this goal by adding together reused water and water from replenishment projects and dividing that number by total water withdrawal minus water from sustainable sources. As we improve water efficiency, we also reduce how much incoming water we use.
32. WWF, Living Planet Report.
33. The concept of salience uses the lens of risk to people, not to the business, as the starting point, while recognizing that where risks to people's human rights are greatest, there is often strong convergence with risks to the business. UN Guiding Principles Reporting Framework.
34. We review our Supply Chain Standards at least every three years, working with external stakeholders to align our requirements with current best practices and regulatory standards. Please refer to our most recent update as mentioned in our 2022 Sustainability Report.
35. Supplier audits are conducted for businesses manufacturing Amazon-branded products, products under Amazon's patent or trademark, third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain.
36. Manufacturing sites that are covered by Better Work.
37. Includes data for businesses manufacturing Amazon-branded products, products under Amazon's patent or trademark, third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain.
38. Data for 2022 and 2023 represents findings from audits of Amazon-branded product suppliers only. 2024 data has an expanded scope that includes both Amazon-branded product suppliers and third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain.
39. This 2024 data includes third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain, which was not included in 2023 and 2022.
40. Addressed is defined as assessed, investigated, and resolved, where applicable.
41. Whole Foods Market refers to Whole Foods Market in the U.S., unless stated otherwise.
42. A switch is defined as a customer who purchases a product recognized by certifications in the Climate Pledge Friendly program and has purchased only products not recognized by Climate Pledge Friendly within the past two years in the same product category.
43. UL's Zero Waste to Landfill methodology defines Silver-level sites as those diverting 90%–94%, Gold-level sites as those diverting 95%–99%, and Platinum-level sites as those diverting 100% of waste, according to the UL 2799 standard.
44. Based on EU and U.S. data, not a guarantee of future performance. Amazon 2024 Commissioned study with a PhD from USC Marshall School of Business.
45. Reduced-time employees are those who work 30 hours per week, as defined by the threshold of requiring employees to provide health insurance for workers who work 30 hours per week or more under U.S. law.
46. Employees in Ireland have access to integrated private health insurance and coverage, which includes EAP and wellness services.
47. In the General Warehousing and Storage industry, Amazon benchmarks itself against the industry average for employers with >1,000 employees.
48. In the Courier and Express Delivery Services industry, Amazon benchmarks itself against the industry average for employers with 250–999 employees.
49. All these numbers and other comparisons are based on the rates Amazon has reported to applicable regulators or are otherwise derived from the same tracking systems used for that reporting.
50. Global operations in reference to health and safety rates means fulfillment (Amazon Robotics sortable, traditional non-sort, in-bound cross dock), transportation (sort center, delivery station, and air), and Amazon Robotics operations facilities.
51. According to the USDA, 1.2 pounds is the equivalent to one meal. $1 helps to provide at least 10 meals secured by Feeding America on behalf of local partner food banks.
52. We partnered with a third-party provider, Supplier.io, to manage the impact on communities through our suppliers' Tier 1 spend, with metrics that report Tier 2 outcomes.
53. We partnered with a third-party provider, Proximo, to manage the impact on communities through Amazon's SDI Tier 1 spend, with metrics that report economic impact outcomes.

On the cover

Image 1: Our Euclid, Ohio, fulfillment center is the first in the U.S. to replace plastic delivery packaging with paper packaging solutions that are curbside recyclable.

Image 2: In India, we collaborated with NeoMotion to expand our delivery fleet by incorporating electric wheelchairs, supporting associates who use wheelchairs to deliver packages.

Image 3: In Madison County, Ohio, we've enabled one of the first utility-scale solar projects in the U.S. that is intentionally integrating forage crop production—crops used as feedstock—between rows of solar panels.

Assurance Statements

Please see our 2024 assurance statements at the links below:

Amazon Scopes 1 and 2 Assurance

Download

Devices Renewable Energy Assurance

Download

Amazon Scope 3 Assurance

Download

Amazon Plastic Packaging Assurance

Download

Amazon Renewable Energy Assurance

Download

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