2025

Amazon Sustainability Report

amazon

Introduction

About Amazon and This Report

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

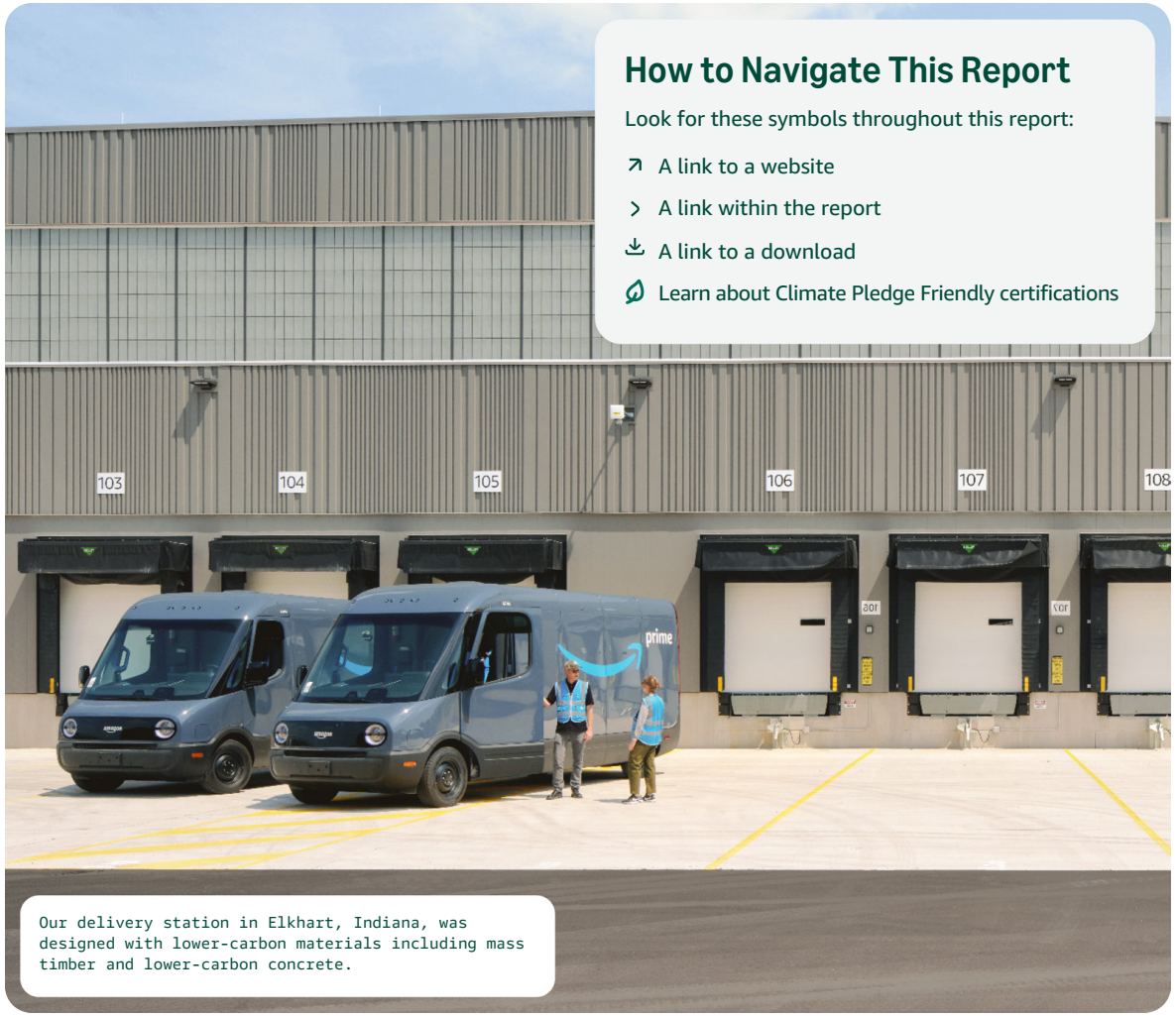
We combine data and science with passion and innovation to tackle some of the world's most urgent environmental and societal challenges. We set bold, long-term aspirations, such as The Climate Pledge—our goal to reach net-zero carbon emissions across our global operations by 2040—and create strategic,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

This report details progress against our goals › and our approach to priority sustainability topics ⭳. Data in this report reflects the period from January 1 through December 31, 2025, unless otherwise indicated. We report financial figures in U.S. dollars ($), unless otherwise stated.

Framework Disclosures

In addition to this report, we share our 2025 Sustainability Reporting Framework Summary ⭳ on our website, which provides cross-references between our 2025 reporting and frameworks including the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), Taskforce on Nature-related Financial Disclosures (TNFD), and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Contents



Our delivery station in Elkhart, Indiana, was designed with lower-carbon materials including mass timber and lower-carbon concrete.

How to Navigate This Report

Look for these symbols throughout this report:

- A link to a website
- › A link within the report
- ⭳ A link to a download
- Learn about Climate Pledge Friendly certifications

A Letter from Our Chief Sustainability Officer

Amazon's biggest breakthroughs often start with a bold, long-term vision. The path to get there is rarely clear (if it were, the vision wouldn't be that bold and you could probably reach it quickly), so there's a ton of invention, investment, and zigs and zags along the way. For Amazon's work in sustainability, we laid out our long-term vision starting back in 2015 when we first suggested net-zero goals in a planning meeting, which culminated in setting The Climate Pledge in 2019. Sure enough, we've encountered tremendous change in each of the seven years since. Perhaps none bigger than AI, which is both transforming what's possible—accelerating discovery, optimizing systems, and unlocking solutions that weren't within reach before—yet also creating new demands for energy, water, and infrastructure. While the speed and scale of AI adoption is unique—and the change is happening faster and more broadly than anything else we've encountered in our lifetimes—the need to stay stubborn on our vision and flexible on the details is familiar territory. I remain confident and optimistic in the overarching vision and the long-term progress we continue to make toward it. With new catalytic technologies, we may be able to move faster—or the demand may slow us down. But what alternative do we have but to continue to invest, learn, and move forward to try to solve one of the world's most challenging issues?

As part of this journey, we've seen new areas of focus emerge in the public debate in recent years—particularly water and energy. While we agree those are critically important areas to focus on right now, they're not new to us at Amazon. We were investing heavily in clean energy for many years before it became a dinner table conversation. This early commitment has led us to become one of the largest corporate purchasers of renewable energy for six years in a row, one of the most energy-efficient data center operators in the world, and an early investor in new technologies like small modular reactors (SMRs). The same is true with water. As we recently shared, we've been inventing and investing in technology to increase our water usage efficiency across our data center footprint for many years already, and today our data centers are seven times more water-efficient than the industry average. We also have more buildings than any other cloud provider using reclaimed water, and we're investing in water replenishment projects around the world that have helped us get 75% of the way toward our goal to be water positive by 2030. These things don't happen overnight, but I'm proud of where we are and we're pushing to go faster.

As we continue working to sustainably meet our customers' demands for AI, we're also investing in our teammates and neighbors so they can take advantage of the new opportunities that AI creates—helping to build sustainable communities and power prosperity across the country and around the world. It's why we launched Future Ready 2030—a $2.5 billion pledge to help 50 million people gain new skills and benefit from the new opportunities in this changing economy. Working with local partners, we offer programs ranging from prepaid college tuition and career certifications for our employees, to free AI skills training for people at any point in their careers, to computer science education in our schools. While change can be unsettling, we see huge new opportunities for so many people and are committed to doing our part.

While AI has captured a lot of attention in the past few years, we also continue to make significant progress in many other areas of our business. You can learn more about them throughout this report, but here are a few highlights. In 2025, we shipped more packages than ever while generating less waste per unit shipped than the previous year. Our scientists and engineers retrofitted automated packaging machines with paper-based alternatives, avoiding 288 million single-use plastic bags in North America. We operate the largest corporate electric vehicle fleet in North America, and 52,700 of our electric delivery vans delivered 2.4 billion packages around the world. Across Europe, 75 micromobility hubs delivered packages and groceries using electric cargo bikes and other zero-exhaust-emission vehicles, reducing noise and emissions in urban neighborhoods where we operate. We're also reimagining the buildings behind our deliveries, including our first delivery station constructed using mass timber—a material that can hold its own against concrete and steel in terms of structural strength, is less carbon-intensive to produce, and retains the carbon that the trees sequestered before the trees were harvested.

Finally, Amazonians around the world continue to use our success and scale to help address important needs like disaster relief, food insecurity, and affordable housing. When disasters strike, we use our delivery infrastructure to move life-saving resources and support first responders, including committing to provide over 2,000 free rapid response technology systems that deliver power, connectivity, and water after disasters in minutes to nonprofit partners at no cost by 2027. For families experiencing hunger, we've adapted our logistics to deliver meals where they're needed, and since 2020, we've delivered 60 million meals to 200,000 U.S. households. And we've worked alongside housing experts and local governments to fund and accelerate affordable housing in our hometown communities, committing $3.6 billion to help create or preserve over 35,000 affordable homes.

I want to thank all our teammates around the world for their relentless drive to innovate—for jumping headfirst into problems no one has solved yet, even when others might be walking away from the challenges, and for making the impossible feel possible. The path forward isn't always straight, but the vision is clear and so is our resolve to get there.

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 Work

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 is the world's most comprehensive and broadly adopted cloud, supporting businesses, governments, nonprofits, and other organizations around the globe.

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 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 best practices. We prioritize business with suppliers who help us meet our decarbonization goals; and we engage with our suppliers to set credible targets, share their progress, and avoid carbon emissions over time.

Our Workforce

Amazon's more than 1.5 million full- and part-time employees are important 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 a safe and inclusive workplace.

Our Communities

Amazon is committed to investing in local communities and being a good neighbor 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 affected by natural disasters when they occur.

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.

 Climate and Energy ›

 Water ›

 Waste and Circularity ›

 Packaging ›

 Biodiversity ›

 Sustainable Shopping ›

 Human Rights ›

 Employee Experience ›

 Health and Safety ›

 Responsible Supply Chain ›

 Communities ›

 Responsible Business Practices ›

Goals Summary

Achieved | Making Progress | Did Not Meet

Goals	2023 Progress	2024 Progress	2025 Progress	Status
Climate and Energy				
Reach net-zero carbon emissions across our global operations by 2040	65.28 $MMTCO_2e$ 113.6 gCO_2e/$Revenue	69.55 $MMTCO_2e$ 109.0 gCO_2e/$Revenue	80.85 $MMTCO_2e$* 112.8 gCO_2e/$Revenue†	→
Inspire and invite others to sign The Climate Pledge and join us on a mission to reach net-zero carbon emissions by 2040	473 signatories	549 signatories	656 signatories	→
At least 100,000 electric delivery vans on the road by 2030, from Rivian and other manufacturers	19.0K+ electric delivery vans	31.4K+ electric delivery vans	52.7K+ electric delivery vans	→
Deploy 10,000 electric vehicles (EVs) in India by 2025	7.2K+ EVs deployed	10K+ EVs deployed	12.7K+ 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	100% matched	100% matched	100% matched	✓
Invest in wind and solar capacity equal to the energy use of all active Echo, Fire TV, and Ring devices worldwide by 2025¶	100% capacity procured in 2022	100% energy matched with operational capacity	100% energy matched with operational capacity	✓
Waste and Circularity				
Reduce food waste by 50% across U.S. and Europe operations by 2030§	80M meals-equivalent donated globally	81M meals-equivalent donated globally	52M meals-equivalent donated globally	→

Goals	2023 Progress	2024 Progress	2025 Progress	Status
Biodiversity				
We achieved 33 of 35 commodities sourcing goals in 2025. **Learn more** about our goals and progress				✓
Water				
Amazon will be water positive across data centers by 2030, returning more water to communities than we use in our direct data center operations	41% progress toward meeting our water positive goal	53% progress toward meeting our water positive goal	75% progress toward meeting our water positive goal**	→
Amazon will be water positive in India by 2027, returning more water to communities in India than we use in our direct operations		Goal set in 2024	120% water positive in India	✓
Employee Experience				
Invest $1.2 billion to upskill over 300,000 U.S. Amazon employees by 2025	358K+ employees upskilled††	439K employees upskilled	599K employees upskilled	✓
Invest $2.5 billion through Future Ready 2030, a commitment to expand access to education and skills training and help prepare at least 50 million people for the future of work			Goal set in 2025	→
Communities				
Invest $3.6 billion through Amazon's housing fund to create and preserve more than 35,000 affordable homes§§	$1.8B committed and 15.8K homes created or preserved	$2.2B committed and 21K homes created or preserved	$2.4B committed and 23K homes created or preserved	→

* Million metric tons of carbon dioxide equivalent.
† Grams carbon dioxide equivalent per dollar of revenue, changed from per dollar of gross merchandise sales in previous reports to better align to independent reporting standards. **Learn more** about how we calculate carbon intensity ↗
¶ We model and measure the energy consumed by our devices in different types of use, then project their total average global annual electricity consumption.
§ 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 we are still working to meet the water positive goal.
†† In 2023, we expanded our reporting to include all in-scope upskilling programs in the U.S.
§§ This goal is not currently time-bound. Progress is since 2021.

AI for Sustainability

From the recommendation engines that personalize shopping experiences to the AI-powered robots that optimize order fulfillment in our warehouses, we have developed and deployed AI and machine learning (ML) models to power customer experiences and internal operations for over 25 years. One of our longest-standing examples of using AI to make customers' lives easier is Alexa, our AI assistant, which launched more than a decade ago.

AI for Efficiency

We use AI to improve efficiency and address sustainability challenges across our value chain. Not only do we develop and deploy our own AI solutions, we also support partners, industry organizations, and coalitions through funding, accelerator programs, and collaborative initiatives. For example, in 2025, our Amazon Sustainability Accelerator ↗ welcomed Greyparrot, which has developed a computer vision system that observes waste conveyor belts to identify and categorize more than 110 different types of waste in real time.

AI for Innovation and Access

We also focus on democratizing access to the benefits of AI and helping develop AI expertise globally, empowering others to address the world's most urgent and complex challenges. The Idaho National Laboratory and Lawrence Livermore National Laboratory are using our AI technology to help advance the next generation of safe nuclear energy. The AWS Education Equity Initiative ↗, a $100 million, five-year investment in AI technology, expands access to education and technical skills globally. We also help reduce barriers to deploying fast, capable AI with our cost-effective Amazon Nova ↗ portfolio of AI models and services, designed to help customers move from experimentation to reliable production at scale.

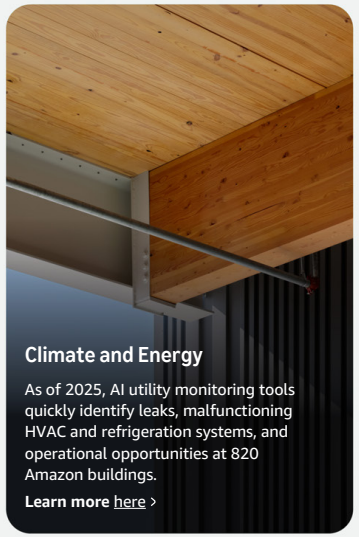
Responsible AI

As we continue to scale our AI capabilities and democratize access to the benefits of AI, we also take responsibility for mitigating the risks of our technology. Our policies and tools › provide guardrails for deploying AI in our infrastructure. We actively collaborate to advance standards for responsible AI, through efforts such as the G7 AI Hiroshima International Process Code of Conduct, the U.S. Artificial Intelligence Safety Institute Consortium, and the Frontier Model Forum. We also developed a Frontier Model Safety Framework ↗ that outlines the protocols we follow to ensure that the frontier models we develop do not exceed specified risk thresholds without appropriate safeguards in place.

Although AI can increase energy and water demand in data centers, we are pioneering designs such as configurable liquid-to-chip cooling ↗ that substantially reduce both. We are committed to sourcing carbon-free energy › and returning more water to our communities › than we withdraw for our data center operations. Additionally, we pay for the full electricity costs of our data centers ↗ while making substantial investments in building new energy generation and transmission infrastructure that benefits our broader communities.

At the root of this work is our core belief that AI is not just a tool but can be a turning point for sustainability when it is developed and deployed responsibly. We provide details on our efforts to leverage AI for sustainability and improve the sustainability of AI throughout this report. Click on the links in the infographic to the right to learn more.

Scaling AI across Our Value Chain



Climate and Energy

As of 2025, AI utility monitoring tools quickly identify leaks, malfunctioning HVAC and refrigeration systems, and operational opportunities at 820 Amazon buildings.

Learn more here ›

Packaging

We leverage AI to identify the most efficient packaging solutions for millions of packages and order combinations.

Learn more here ›

Employee Experience

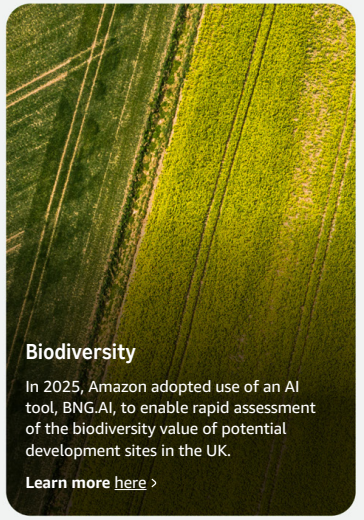
To improve access to benefits and compensation information, we enhanced our internal A to Z app and website with an AI assistant, Aza, that offers easily accessible and personalized information about benefits, health care, and paid time off.

Learn more here ›

Waste and Circularity

In 2025, we developed an AI system to identify the material composition of unsellable and non-donatable inventory, such as multilayer plastics, textiles, and certain electronics, to drive more effective sorting and recycling.

Learn more here ›



Biodiversity

In 2025, Amazon adopted use of an AI tool, BNG.AI, to enable rapid assessment of the biodiversity value of potential development sites in the UK.

Learn more here ›

Responsible Business Practices

Recognizing the transformative potential of AI, we embed eight priorities for responsible development and deployment of AI in our policies, frameworks, and tools.

Learn more here ›

Responsible Supply Chain

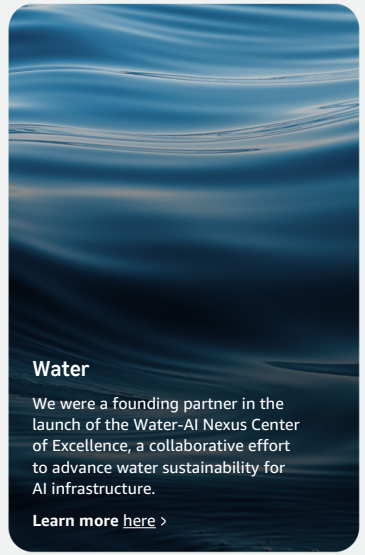
AI modeling tools help identify suppliers at higher risk of not meeting our Supply Chain Standards, streamlining processes and aiding our experts to prioritize which suppliers to audit.

Learn more here ›

Human Rights

In 2025, Amazon used AI to transform data into actionable insights to inform priorities, due diligence, and decision making across our global supplier network.

Learn more here ›



Water

We were a founding partner in the launch of the Water-AI Nexus Center of Excellence, a collaborative effort to advance water sustainability for AI infrastructure.

Learn more here ›

Climate and Energy

Our Approach

We have a responsibility to lead meaningful climate action and carbon emissions reductions. Our approach is grounded in climate science and centers on The Climate Pledge ↗, our commitment to reach net-zero carbon emissions across our global operations by 2040. We use our scale and resources to drive transformative progress across our operations and supply chain, while demonstrating that ambitious climate action can align with exceptional customer service, business growth, good jobs, and thriving communities.

We aim to achieve net-zero carbon emissions through decarbonization of our operations and supply chain, then neutralizing any residual emissions. Our approach spans five areas:

- **Reducing supply chain emissions** by engaging suppliers to set targets and reduce emissions, embedding lower-carbon materials in our buildings, and scaling lower-carbon fuels in our logistics network
- **Decarbonizing our direct operations** through delivery efficiency, electric vehicles, lower-carbon fuels, and lower-carbon heating and cooling systems
- **Addressing emissions from purchased electricity** by driving data center and building efficiency and investing in carbon-free energy, including solar, wind, nuclear, and battery storage
- **Scaling carbon neutralization** to account for residual emissions through nature-based solutions, carbon removal technologies, and super pollutant abatement
- **Driving collective action** through The Climate Pledge, joint action projects, climate finance, innovation investment, and policy advocacy

Our Progress

Our Carbon Footprint

The world is changing fast. The way people shop, the way businesses operate, and the way technology powers daily life are all being transformed—and the environmental stakes have never been higher. Online shopping now reaches more people in more places than ever, and demand for AI and cloud services is accelerating as organizations modernize their infrastructure. Customers today receive everything from household essentials to prescriptions at their doorstep, and businesses of all sizes are migrating to the cloud and embracing AI to solve problems that seemed impossible just a few years ago. These trends are driving significant growth across our business—since 2019, revenue has grown 156%, with a 12% increase in 2025 alone, including 10% in North America and 20% in AWS.

We are committed to growing as sustainably as possible—for customers, our investors, and our planet. Every package Amazon delivers and every workload that migrates to our data centers is an opportunity for that activity to happen more sustainably. Typically, ordering online instead of driving to multiple stores generates fewer carbon emissions, and Amazon has reduced emissions per shipped unit by 7% compared to 2024 and 39% compared to 2019.[2] Additionally, when a business moves from an on-premises data center to an Amazon data center, research ↓ estimates that data is processed 4.1 times more efficiently.[3]

When we co-founded The Climate Pledge in 2019, and encouraged other companies to join us, we anticipated that continued business growth, operational transformation, and investment in climate innovation could mean near-term increases in emissions before longer-term reductions. As we continued expanding our operations to better serve our customers, our carbon footprint grew. From 2024 to 2025, absolute emissions increased 16% and carbon intensity increased 3%.[4,5] Yet, since 2019, overall carbon intensity has decreased 38% even as we significantly expanded the products, services, and deliveries we provided to customers, demonstrating that we are decoupling growth from emissions, in line with our longer-term strategy.

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

100%

Of the electricity consumed by Amazon was matched with renewable energy sources in 2025, for the third consecutive year[1]

Supply Chain Emissions

Supply chain emissions include building and data center construction, fuel consumption by third-party transportation providers, and production of Amazon-branded products and hardware. Our supply chain emissions account for 76% of our carbon footprint, and these emissions increased 20% compared to 2024. Given

Goal

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

52.7K+

Electric delivery vans deployed globally, up from 31,400 in 2024

Goal

Deploy 10,000 electric vehicles in India by 2025

12.7K+

Electric delivery vehicles deployed in India, up from more than 10,000 in 2024

Goal

Invest in wind and solar 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 for the second consecutive year

Goal

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

656

Signatories, up from 549 in 2024

this importance, we prioritize working with suppliers pursuing ambitious decarbonization targets. Our strategy for reducing supply chain emissions involves directly engaging suppliers to set decarbonization plans, reducing the embodied carbon in our buildings, and working with suppliers to electrify and scale lower-carbon fuels in our third-party logistics network.

In 2025, we engaged our top suppliers—who represented 70% of our supply chain emissions—to join The Climate Pledge, set credible targets, share their progress, and reduce emissions over time.[6] As of the end of 2025, 62% of these suppliers located in more than 40 countries had credible decarbonization plans in place, a 23% year-over-year increase.[7] The potential impact of this work is significant: if these suppliers achieve net-zero carbon alongside us, they would eliminate more than 11 billion metric tons of CO_2e emissions—the equivalent of eliminating the emissions from driving all passenger vehicles in the U.S. for approximately 11 years.

We support this progress through one-on-one coaching, access to power purchase agreements, and procurement training rolled out in 2025 to 10,000 managers who oversee top suppliers. We use the Higg Facility Environmental Module (Higg FEM)—which assesses supplier performance across seven areas, including carbon emissions, waste, and water—to verify supplier standard requirements. In 2025, 72% of Amazon Private Brands Tier 1 apparel suppliers completed the Higg FEM, up from 61% in 2024, and their average score increased by 15% year over year. Starting in 2025, we also began engaging suppliers to share decarbonization plans through the CDP platform ↗.

Across our businesses, suppliers are making commitments and taking action. As of the end of 2025, 115 Amazon Devices suppliers had committed to reducing their carbon emissions, up from 93 suppliers in 2024, and we supported 49 Devices suppliers—representing more than 85% of direct manufacturing spend for Echo, Kindle, Fire Tablet, Fire TV, Ring, Blink, and eero devices and accessories—in developing renewable energy implementation plans. Additionally, Amazon Grocery received 71 commitments from suppliers, affirming their intention to implement carbon reduction solutions and Amazon Private Brands worked with 52 suppliers to reduce their carbon footprints by supporting the implementation of new carbon-free energy projects or verifying supplier-driven initiatives.

To advance clean energy adoption at scale, Amazon helped found the Corporate Energy Buyers Association's (CEBA) Clean Energy Procurement Academy, which trained more than 100 supplier representatives across China and Vietnam in 2025. We also enabled 11 suppliers to accelerate their energy transition through rooftop solar, green energy procurement, and renewable energy certificates.

In early 2025, we launched a carbon credits service on our Sustainability Exchange to offer high-quality carbon credits to Amazon suppliers, Amazon enterprise customers, and U.S.-based signatories of The Climate Pledge. We use our scale and resources to source projects that are additional, quantifiable, real, permanent, and socially beneficial. As of the end of 2025, credits were available to companies that have set a net-zero carbon emissions target (covering Scope 1, 2, and 3 emissions) for no later than 2050 and that measure and publicly report their carbon footprint on a regular basis. We sold our first credits in 2025 and are working to expand credit availability in 2026.

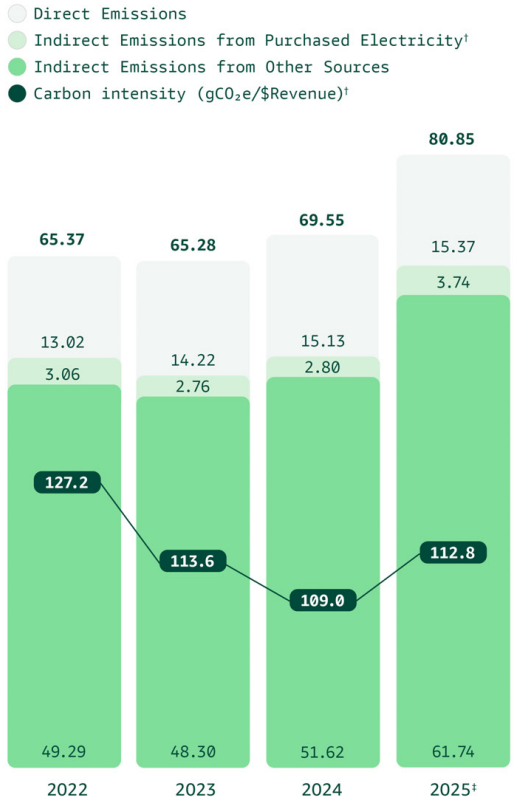
Reducing Embodied Carbon in Our Buildings

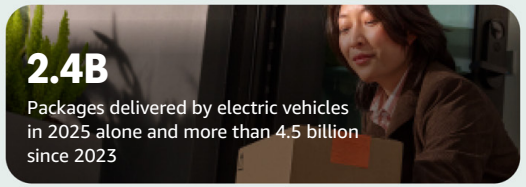
Building construction is a major driver of carbon emissions due to the embodied carbon generated from the manufacture, transportation, installation, maintenance, and disposal of building materials. We track the embodied

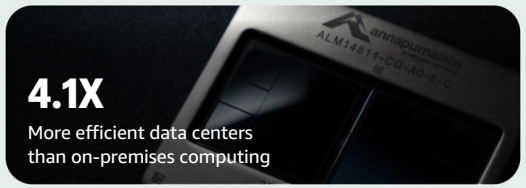
2025 Climate and Energy Highlights

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

Amazon's Carbon Footprint (MMT CO_2e*)







*Million of metric tons carbon dioxide equivalent. † Grams of carbon dioxide equivalent per dollar of revenue. ‡ Carbon emissions for 2025 were calculated using a market-based method, including the application of Environmental Attribute Credits (EACs). See our Carbon Methodology ⭳ for more details.

carbon of our building construction materials by using Building Transparency's Embodied Carbon in Construction Calculator and through collaboration with our building contractors and suppliers.[8]

We are investing in and scaling lower-carbon building materials. In 2025, 61 building projects across Amazon—including data centers and fulfillment centers—incorporated lower-carbon building materials, such as mass timber and lower-carbon concrete, steel, and aluminum, avoiding 195,000 metric tons of embodied CO_2e compared to traditional construction materials.

- **Lower-carbon steel:** We constructed 33 data centers with lower-carbon steel in 2025, in addition to 67 since 2023. We also built 22 operations buildings with lower-carbon steel.
- **Lower-carbon concrete**: We constructed 39 data centers with lower-carbon concrete in 2025, in addition to 74 since 2023. We also built 14 operations buildings with lower-carbon concrete.
- **Mass timber:** In 2025, six Amazon buildings in design or construction integrated mass timber elements including a delivery station in Elkhart, Indiana.
- **Lower-carbon copper:** In early 2026, Amazon agreed to be the first customer for Rio Tinto's lower-carbon copper produced using Nuton bioleaching technology.

Scaling Lower-Carbon Alternatives

We are also working with suppliers to electrify our third-party delivery network. When electrification is not an option, we make lower carbon shipping choices like using lower-carbon fuels. For example, air freight is the most carbon-intensive way to ship, generating 40 to 50 times more CO_2e per ton-mile than ocean freight.[9,10] The less inventory shipped by plane, the lower the emissions. In 2025, only 3% of our transoceanic shipments traveled by air, down from 10% in 2024. For shipments that are transported by plane, we are investing in sustainable aviation fuel (SAF)—a lower-carbon alternative to conventional jet fuel that can reduce lifecycle emissions by up to 80%. In 2025, we purchased 18.2 million gallons of blended and Book and Claim SAF.[11]

Ocean freight accounted for 97% of our transoceanic shipments in 2025. We purchased lower-emission biofuel services representing the maritime transportation of 14% of our ocean cargo, in alignment with industry goals from the First Movers Coalition and the Zero Emission Maritime Buyers Alliance (ZEMBA). For overland transportation, we increased rail volume in Europe by 37% and decreased by 1% in the U.S. due to network regionalization. In France, we launched high-speed rail parcel transportation—an Amazon first—utilizing France's TGV network to move over half a million packages between Paris and Lyon. One of the ways we have been working to increase rail volume in Europe has been making Amazon-branded trailers more versatile for rail transportation. We have partnered with several companies to integrate technology that allows us to flexibly and quickly move our standard trailers between trucks and trains. We also continue exploring using inland waterways and passenger trains as part of our Intermodal City Injections program.

Emissions from Our Direct Operations

Where we have direct operational control—primarily our owned delivery network—emissions increased 2% compared to 2024, while we delivered more packages to more customers. Emissions from our direct operations represent 19% of our carbon footprint, and we reduce them through delivery network efficiencies, scaling electric vehicles (EVs), and deploying lower-carbon fuels. This strategy has helped us reduce emissions per shipped unit by 7% compared to 2024 and 39% compared to 2019.

In 2025, we introduced a new feature for Prime members to add eligible items to an existing, upcoming delivery with a single click, eliminating extra shipping fees and deliveries for last-minute additions. In combination with Amazon Day, a delivery option that allows members to pick a specific day of the week to receive all weekly orders in fewer consolidated shipments, and other shipping programs, customers helped us avoid an estimated 499 million delivery trips, 471 million boxes, and 248,000 metric tons of CO_2e in 2025. We avoided 127 million vehicle miles by locating inventory closer to customers in the U.S., contributing to a 38% increase in same-day or next-day deliveries.

2025 marked a major milestone in our journey to decarbonize Amazon's UK transportation network with the first eHGVs deployed in the UK.

We grew our electric delivery van fleet by 68% in 2025, enabling us to deliver 2.4 billion packages via electric delivery vans. We aim to have at least 100,000 electric delivery vans on the road globally by 2030.[12] In 2025, our transportation network expanded to more than 52,700 electric delivery vans globally—including 37,400 in the U.S., 10,900 in Europe, and 4,400 in India. Rivian supplied more than 38,100 of these vans. In the U.S., our electric delivery network is supported by more than 50,500 chargers at 380 delivery stations, making Amazon the largest operator of private EV charging infrastructure in the U.S. Additionally, we had more than 12,700 total EVs deployed in India at the end of 2025, an increase from more than 10,000 EVs in 2024.

We are also adding electric heavy goods vehicles (eHGVs) to our middle-mile transportation network and actively seeking to work with carriers with eHGVs in their fleets. Our middle-mile network included more than 360 eHGVs at the end of 2025. Scaling eHGVs requires shippers, fleet operators, financing, infrastructure providers, and equipment manufacturers to develop concentrated areas that can support electric truck deployments. We collaborate with others, including through joint action projects › of The Climate Pledge signatories, to advance the improvements in charging infrastructure and electrical grids required to enable more widespread use of eHGVs, including in our middle-mile network.

Beyond electric vans and trucks, we use micromobility solutions—such as e-cargo bikes and on-foot deliveries—to deliver packages to customers quickly and with fewer carbon emissions. In 2025, we delivered 202 million packages via micromobility solutions, up from 170 million packages in 2024, and had micromobility hubs in Europe, Japan, the United Arab Emirates, and the U.S.

For Amazon's vehicles that are not yet electrified, we purchased 3.6 million gallons of renewable diesel—a lower-carbon fuel made from waste fats and oils— 1.1 million fewer gallons than in 2024 due to availability. We also purchased 39.5 million gallons of renewable natural gas for use in 4,400 compressed natural gas vehicles in 2025. Amazon supports the use of lower-carbon fuels, and we are making investments—including through the purchase of carbon insets—to help increase supply, lower prices, and

broaden availability of lower-carbon fuels, including for our suppliers and others in our value chain.

We are also working to reduce carbon emissions from heating and cooling by incorporating all-electric heating and cooling systems and refrigerants with a much lower global warming potential (GWP) than legacy hydrofluorocarbon (HFC) refrigerants currently in use. Natural refrigerants, such as ammonia, carbon dioxide, or propane, are widely considered the best lower-carbon alternative to HFCs, while "lower-GWP" refrigerants are those that are preferable to HFCs but not as low-GWP as natural refrigerants. In 2025, 342 Whole Foods Market stores used natural or lower-GWP refrigerants in primary refrigeration systems, with 29 stores relying on natural refrigerants, 20 using a combination of natural and other refrigerants, and 293 using other lower-GWP refrigerants. Whole Foods Market also funded projects to reduce livestock methane—including feed additives for dairy cows and solid-liquid separators for manure management—and invested in renewable diesel for on-farm equipment.

Emissions from Purchased Electricity

Indirect emissions from purchasing electricity represent 5% of our total carbon footprint and increased 34% in 2025, driven by electricity use in data centers, electrification of our delivery network, and building electrification. Two of the most effective ways we reduce electricity-related emissions are improving energy efficiency and scaling carbon-free energy.

When businesses and governments choose our data centers, they are choosing infrastructure purpose-built to do more with less energy. Our customer obsession drives us to deliver the highest performance with the lowest possible energy use. That means every AI model trained, every application hosted, and every workload processed runs on some of the most efficient infrastructure in the world.

To meet strong customer demand, in 2025 we added more data center capacity globally than any other company, including more than 1.2 gigawatt (GW) in Q4 alone, and we expect AI and cloud services to continue growing. As we grow, we invest relentlessly in efficiency. Our custom-designed chips—including Trainium3 for AI model training—offer over five times higher output tokens (i.e., AI-generated responses) per megawatt (MW) of power and four times better performance per MW than its predecessor, while maintaining the same latency or response time per user. We also collaborate with partners like NVIDIA, whose GPU architectures power a broad range of AI workloads across AWS, building on more than 15 years of joint innovation. Together, these investments enable customers like Anthropic and OpenAI to scale their most demanding AI workloads with greater energy efficiency. Beyond silicon, we drive efficiency through software and process improvements that optimize server utilization across our fleet and by developing more efficient network architecture using our custom networking components. We also continue scaling configurable liquid-to-chip cooling in both new and existing data centers. Instead of cooling entire buildings, we deliver precision cooling directly where heat is generated—at the chip. This approach reduces mechanical energy consumption compared to traditional cooling methods by up to 50% during peak cooling—without increasing water usage on a per MW basis.

To track and provide transparency on how efficiently our data centers use energy, we measure Power Usage Effectiveness (PUE)—a ratio where 1.0 would mean that every watt of electricity goes directly to computing, with nothing lost to cooling, lighting, or other overhead. In 2025, Amazon's data centers achieved a global PUE of 1.14, nearly 9% better than the public cloud industry average of 1.25 and 30% better than the on-premises enterprise data center average of 1.63.[13] Our scale allows us to achieve higher resource utilization and energy efficiency than organizations using their own hardware.

The AWS Energy Management System program standardizes our continual energy efficiency improvement efforts globally. Amazon data centers and services in 35 countries—including all of our data centers in Europe, the Middle East, and Africa (EMEA), Singapore, and Indonesia—were ISO 50001 Energy Management certified in 2025. **Learn more** about AWS regional PUE ↗ and ISO 50001 ↗

At our data centers, new components are being rolled out that combine advances in power, cooling, and hardware to help reduce energy and water consumption.

Scaling Carbon-Free Energy

Amazon has invested billions of dollars scaling carbon-free energy, which has enabled more than 712 projects in 30 countries as of January 2026—including 80 new projects in 2025—representing 42 GW of carbon-free energy capacity, enough to power 13 million U.S. homes for a year and avoid 48 million metric tons of CO_2e once fully operational.[14] These investments enabled us to match 100% of the electricity consumed by Amazon operations with renewable energy sources for the third year in a row.

Carbon-free energy includes renewable energy technologies, such as wind and solar farms, on-site rooftop solar systems, hydroelectric, geothermal, and nuclear energy. There is no one-size-fits-all solution when it comes to transitioning to carbon-free energy, and we believe that all viable and scalable options should be considered. As the energy needs of our business and customers continue to grow, we are investing in carbon-free energy that can both help power our operations and bring new sources of energy to the grid in communities around the world.

The transition to carbon-free energy creates meaningful economic opportunities in communities where energy projects are built and operated, while also driving the modernization and resilience of energy infrastructure. In 2025, an independent research study commissioned by Amazon confirmed ↗ that Amazon data centers in the U.S. pay the full costs of electricity, without raising costs for other ratepayers, and generate surplus revenue that utilities can use to invest in grid improvements for customers.

BloombergNEF continues to recognize Amazon as one of the world's leading corporate purchasers of carbon-free energy, in addition to building the largest carbon-free energy portfolio of any corporation globally. In 2025, we achieved:

- 131,000 GW-hours (GWh) of carbon-free energy production annually.
- 375 utility-scale projects in our portfolio globally, including 264 solar, 109 wind, and two nuclear projects as of January 2026.
- 18 new rooftop solar projects installed, bringing the total to 337 projects at our fulfillment centers, sortation centers, and stores around the globe. In total, projects have a total capacity of 42 MW, generate 454,000 MW-

hours (MWh), and avoid roughly 150,000 metric tons of CO_2e annually.

- 10 new carbon-free energy projects announced in the U.S. as of January 2026, which will add 5.5 GW of capacity to the grid once fully operational. In total, Amazon has announced 291 projects across 30 states, which will bring 25.6 GW of expected capacity to the grid once fully operational.
- 55 new carbon-free energy projects announced in Europe as of January 2026, which will add 1.4 GW of capacity to the grid once fully operational. In total, Amazon has announced 287 projects across 15 countries, which will bring 10.7 GW of expected capacity to the grid once fully operational.
- 11 new carbon-free energy projects in Australia and three in India—announced as of January 2026, adding more than 565 MW of capacity in Australia and 581 MW in India, respectively.

To meet our climate commitments and growing energy demands—particularly for AI and cloud services—we are building a diverse carbon-free energy portfolio through solar, wind, and nuclear investments. In the future, we will report on the percentage of carbon-free energy used to power our operations.

Scaling nuclear power is one of our top priorities, while we continue to invest in wind and solar capacity and explore other technologies like geothermal, hydro, and battery storage. Amazon is working with utilities, regulators, and nuclear technology companies to explore ways to improve the safety and output of traditional nuclear plants and supporting development of small modular reactors (SMRs)—advanced nuclear reactors with a small physical footprint that enables faster construction and closer proximity to power grids.

Amazon has made an investment in SMR developer X-energy to help bring 5 GW of new nuclear energy to the U.S. grid by 2039. As part of this initiative, Amazon is helping build one of the first modular nuclear reactor facilities in the U.S. The project, the Cascade Advanced Energy Facility, is a collaboration with Washington State utility Energy Northwest and X-energy. In 2025, Amazon and X-energy also agreed to collaborate with South Korea's Doosan Enerbility and Korea Hydro & Nuclear Power to accelerate the deployment of new SMRs in the U.S. We also expanded our existing nuclear energy relationship with Talen Energy ↗, which will provide 1,900 MW of carbon-free nuclear power through 2042, with options to extend. These long-term contracts provide price stability for nuclear facilities, helping prevent the kind of market-driven shutdowns that have removed nuclear capacity from the grid.

We are continuing to expand battery capacity to collect and store carbon-free energy to use when other energy sources may be unavailable—such as at night or during periods of high demand—to support grid stability. By the end of 2025, Amazon had 15 solar energy projects paired with battery energy storage systems, representing 2.3 GW of capacity, up from 2.1 GW in 2024.

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 meet our 2025 projections. We matched 100% of the electricity used by active Echo, Fire TV, and Ring devices in 2024 and 2025, and we aim to keep matching this electricity use going forward.

Implementing Efficiency Initiatives in Our Buildings

In 2025, Amazon's buildings portfolio included active facilities in 66 countries including operations facilities, grocery stores, corporate offices, and data centers. Our building decarbonization efforts ↗ prioritize designing, constructing, and operating buildings that are increasingly all-electric, energy-efficient, smart, powered by carbon-free electricity. Amazon also has the largest international portfolio of Living Future Zero Carbon certified building space with five certified buildings.

Amazon's decade-long North America lighting upgrade initiative has modernized lighting in more than 92 buildings. Since 2016, the program has saved over 1.6 billion kilowatt-hours (kWh), generated $7.2 million in utility rebates, and avoided nearly 1.2 million metric tons of CO_2e. In 2025, the program reached significant milestones in scale and energy efficiency by optimizing lighting load demands and introducing advanced lighting controls at 32 sites, which saved 10 million kWh and avoided 7,000 metric tons of CO_2e.

We prioritize energy efficiency in our operations buildings, reducing electricity demand through optimized ventilation and cooling controls, upgraded dock door seals, lighting control improvements, and intelligent material handling equipment management. In 2025, we reduced energy consumption by 131 million kWh and avoided 38,000 metric tons of CO_2e, in addition to saving 62 million kWh and avoiding 24,000 metric tons of CO_2e in 2024.

We also use AI ↗ to identify underperforming equipment and operational opportunities. As of the end of 2025, 820 Amazon buildings used AI tools to monitor HVAC and water utilities, and 81 buildings used AI tools to monitor refrigeration systems.

Carbon Neutralization

To account for residual emissions on our path to net-zero, we are investing in credible carbon neutralization projects across four areas: reducing deforestation, advancing nature-based removal, scaling removal technologies, and abating super pollutants. **Learn more** about our approach to carbon neutralization ↗

In 2021, we made a commitment to help preserve nature and mitigate risks associated with climate change through co-founding the Lowering Emissions by Accelerating Forest Finance (LEAF) Coalition ↗. In 2025, we participated in a LEAF agreement to fund a government-led program in Ghana starting in 2026. We also worked to support jurisdictional efforts to reduce deforestation in Southeast Asia and Brazil. **Learn more** about our efforts to preserve biodiversity ›

The ABACUS label ↗, developed by an Amazon-led working group, identifies carbon credits that exceed the existing requirements set by the leading standards setter Verra and its high-integrity Afforestation, Reforestation, and Revegetation methodology. In 2025, Amazon collaborated with Verra to proactively engage auditors and restoration projects pursuing the ABACUS label.

Amazon is investing in carbon emissions removal credits produced by DAC technology. Beyond investing in DAC deployment, we established standards on credit quality—requiring that projects fully account for the lifecycle carbon emissions of the removal activity itself to confirm that the credits we purchase represent genuine net climate benefit. **Learn more** about our approach to technological carbon dioxide removal ↗

Some pollutants are far worse for the climate than carbon emissions. Known as super pollutants, these gases and particulates can trap thousands of times more heat in the atmosphere, which means reducing them is one of the fastest ways to slow warming in the decades ahead. In 2025, we expanded our carbon neutralization strategy to explore super pollutant segments like rice methane abatement and refrigerant destruction, recognizing the importance of addressing methane and other high-GWP greenhouse gases for achieving global climate targets. In March 2026, Amazon joined a coalition of buyers to launch the Super Pollutant Elimination Pledge ↗, collectively

committing more than $100 million toward the elimination of super pollutants.

Driving Collective Action

No single company can solve the climate crisis alone. We scale decarbonization solutions by collaborating with organizations across our industries, engaging and enabling our suppliers, and driving joint action projects. We create solutions and collaborate to spur innovation, scale solutions, and remove roadblocks for a lower-carbon future.

Another important lever is investing in emission reduction projects within our value chain—a strategy known as carbon insetting, which means funding real emission reductions relevant to how our business actually operates. In 2025, this included investing in improving manure management to reduce methane on dairy farms that supply products to our grocery stores, and substituting conventional fossil fuels with lower-carbon alternatives in the ships, planes, and trucks that carry our goods. These projects are often delivered through environmental attribute credits (EACs)—verified, market-based instruments that represent specific environmental benefits, such as one metric ton of avoided CO_2 emissions from a certified project. In 2025, Amazon's inset projects helped us reduce emissions by 199,400 metric tons of CO_2e.[15]

Catalyzing Industry Action and Innovation through The Climate Pledge

Amazon co-founded The Climate Pledge in 2019 as both a commitment and a catalyst—bringing companies together to reach net-zero carbon emissions by 2040. By the end of 2025, 656 signatories across 62 industries and 49 countries had joined, including the new addition of 16 of Amazon's top suppliers. Strategic recruitment focused on hard-to-abate and underrepresented sectors, with fashion and beauty as a priority—by the end of 2025, 51 new fashion and beauty brands had signed, increasing the total to 60. Beyond recruitment, The Climate Pledge drives impact through joint action projects that tackle shared decarbonization challenges—in 2025, nine projects brought together 44 signatories to advance lower-carbon industry solutions including:

- **Electrifying Drayage Alliance (EDA)** ↗, a partnership between The Climate Pledge and Smart Freight Centre ↗, launched in 2025, unites companies to accelerate the transition to electric drayage—the short-haul transportation of shipping containers from ports to warehouses. Electric drayage is an important component of decarbonizing the global road freight sector. The EDA includes global leaders across logistics, consumer goods, and other sectors.
- **Laneshift** ↗, a public-private initiative in collaboration with C40 Cities and The Climate Pledge, accelerates the transition to zero-tailpipe-emission electric trucks and charging infrastructure in India, Brazil, and Mexico. In India, Laneshift completed 600 trips on the Bengaluru-Chennai corridor in a first-of-its-kind e-truck highway demonstration, driving significant growth in e-truck orders and securing several long-term contracts. This is the kind of financing certainty needed to scale capital-intensive technology. In addition, Laneshift assessed electric freight viability across sectors including pharmaceutical, e-commerce, and automotive, and developed a national electric freight highway framework. In Brazil, the Laneshift e-Dutra Coalition—comprising C40 Cities, Smart Freight Centre, CALSTART, and other organizations—launched a project to deploy electric trucks and charging infrastructure along the Rio de Janeiro–São Paulo corridor, with the goal of 1,000 electric trucks operating daily by 2030.
- **The Climate Pledge Building Decarbonization Program** brings together signatories to reduce embodied carbon in building materials, scale mass timber, and accelerate efficiency and electrification in existing buildings. In 2025, the program launched an initiative to standardize mass timber building components and develop a buyers alliance ↗ with owners and developers of industrial facilities. The program also initiated a collaboration ↗ with the Massachusetts Institute of Technology Climate and Sustainability Consortium and Concrete Sustainability Hub to develop and test tools to reduce risk for lower-carbon cement and concrete solutions.

The Climate Pledge by the Numbers

At the end of 2025, The Climate Pledge represented:

656 signatories | **62** industries | **49** countries

ARROW | BDA | nature's touch | OSEA | Reformation | TAYLOR | Marva

See a full list of signatories at theclimatepledge.com ↗

Fostering Innovation Through Investment and Shared Expertise

Amazon's Right Now Climate Fund ↗ supports nature conservation and climate resilience in communities worldwide. We also invest in early-stage climate innovation through two accelerator programs. The Amazon Sustainability Accelerator ↗ supports start-ups tackling energy, water, and waste challenges through expert-led workshops, mentoring, and leadership panels, with select companies piloting their innovations in Amazon's European operations in 2025. The Amazon Devices Climate Tech Accelerator ↗ helps climate tech companies fast-track technologies for potential integration into millions of Amazon devices. The 16-week program launched in July 2025 with 14 companies, eight of which advanced to the next phase, which included virtual workshops with Amazon mentors and final pitches to executives in November 2025.

To amplify shared learnings and expertise, we provide free, publicly available resources through three platforms. The Sustainability Exchange ↗ is a resource hub designed to help organizations of all sizes advance their sustainability initiatives—offering playbooks, case studies, tools, and resources available in nine languages on topics including carbon emissions measurement, transitioning to carbon-free energy (with market-specific playbooks for the U.S., China, Vietnam, and India, developed by CEBA), decarbonizing buildings and transportation, reducing operational waste, and purchasing high-quality carbon credits. The Amazon Science Exchange ↗ develops and deploys cross-sector measurement tools, methodologies, datasets, and industry mechanisms that help accelerate innovation to solve complex, long-term sustainability challenges. The Amazon Sustainability Data Initiative ↗ enhances access to high-value datasets to accelerate sustainability research, innovation, and collaboration by reducing the cost and time required to acquire and analyze large-scale environmental data.

Catalyzing Climate Finance

Many technologies critical to decarbonization—including EVs, carbon-free energy, and lower-carbon fuels and materials—remain more expensive than legacy alternatives, in part because developers face capital constraints and policy risks that raise financing costs and slow deployment. Public finance alone cannot meet global climate investment needs, which is why private investment and corporate demand signals are essential.

Through the Climate Pledge Fund ↗—our $2 billion venture investment program launched in 2020—we have invested in companies developing climate solutions across transportation, logistics, energy, and manufacturing. Building on this work, we launched our Climate Finance program in 2025 to catalyze decarbonization investments by providing long-term demand signals, unlocking access to financing for project developers, and establishing blended finance partnerships with development finance institutions and private investors. These partnerships use tools such as concessional loans, guarantees, and first-loss capital to reduce project risk, lower financing costs, and ultimately bring down the cost of carbon abatement—not just for Amazon, but for other buyers as these solutions scale.

Supporting Policies that Drive Decarbonization

Government policy can accelerate the deployment of emerging lower-carbon technologies necessary to achieve global decarbonization—or act as a barrier to innovation. Our global public policy team works with policymakers, multilateral organizations, industry associations, coalitions, and other partners to accelerate cost-effective decarbonization. We do this by scaling lower-carbon-emissions fuels, advancing zero-tailpipe-emission vehicle deployment and associated infrastructure, and driving the deployment of carbon-free energy.

Our advocacy also extends to nongovernmental organizations that set global standards. 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 carbon accounting standards for the power sector. This work aims to accelerate grid decarbonization by supporting investments in carbon-free energy, battery storage, or other mitigation solutions. We also participated in pilot testing the Advanced and Indirect Mitigation (AIM) Platform—a cross-sectoral, multi-stakeholder initiative that seeks to remove roadblocks to value chain mitigation and unlock sectoral decarbonization.

Learn more about how we advocate for issues that matter ›

Looking Ahead

We recognize that the path to being a more sustainable company is not a straight line. Though our emissions increased in 2025, we remain steadfast in our commitment to sustainability. We continue to scale the measurable progress we saw this year—in electric vehicles, energy efficiency, supplier engagement, lower-carbon fuels, and the innovations that will define the next decade of decarbonization.

Lower-Carbon Products

We are committed to understanding the broader effects of the products and services we build, including how our devices and services may interact with customers' energy use and consumption patterns, and we seek to empower customers with tools to help them make more informed and sustainable choices. In 2025, we:

- Calculated and published the estimated product carbon footprints of 100% of our Amazon Grocery Private Brands food products, 64% of our Amazon Private Brands products, and 90% of Amazon Devices products that launched in 2025.
- Created a new tool to measure product carbon footprints in minutes rather than weeks and have been working with suppliers to provide high-quality, substantiated input data for use by the tool.
- Reduced carbon footprints in our non-food private brands through strategic material transitions, such as recycled polyester and U.S. Cotton Trust Protocol cotton—a voluntary sustainability program that drives environmental data transparency, continuous improvement in U.S. cotton production, and lower carbon emissions compared to conventional alternatives. In 2025, Amazon Private Brands used 17% recycled polyester in apparel and 100% of the cotton used in apparel was from more sustainable sources. In 2026, Amazon Private Brands will continue to increase the percentage of apparel made from U.S. Cotton.
- Continued expanding the number of Amazon devices that use Low Power Mode, as energy use is a significant component of the carbon footprint of Amazon devices. As of the end of 2025, 75% of Echo and Fire TV devices featured Low Power Mode, compared to over 71% in 2024. We continue to issue over-the-air updates so that additional devices can also use this feature.
- Amazon Smart Thermostats can enable carbon emissions reductions and help save an average of approximately 8% of heating and cooling bills ↗ in the U.S.
- AWS Sustainability Console ↗, an AWS service that incorporates and replaces the previous Customer Carbon Footprint Tool, allows customers to measure, track, and reduce their estimated environmental impact across AWS services. The methodology behind sustainability calculations (e.g., carbon footprint and allocation to customers) is third-party verified and publicly available. Customers can access granular data by AWS region, service, usage account, country, and fiscal year, among others, across Scope 1, 2, and 3 carbon emissions, in convenient formats such as dashboard visualizations, comma-separated values files, and APIs. **Learn more** about AWS Customer Carbon Footprint Methodology ⭳
- Product sustainability fact sheets ↗ are available for Amazon devices and highlight each product's specific sustainability features, recycled material contents, and carbon footprints, which we calculate using Amazon Devices Product Carbon Footprint Methodology ⭳.

Carbon

Amazon customers can shop for products that are more energy-efficient or have a lower carbon footprint on Amazon.com. **Learn more** about the Climate Pledge Friendly program › and the sustainability features recognized in Climate Pledge Friendly ↗

Water

Our Approach

Water is a shared and increasingly constrained resource, especially in high- and extreme-stress regions affected by climate change, population growth, and evolving technological demands. Amazon prioritizes responsible water use, using only what we need, managing it efficiently, and standing up water replenishment projects that restore water to the communities where we operate.

Amazon is working to support a more resilient and water-secure future by reducing our global water footprint and prioritizing action to address water scarcity, access, and quality challenges, emphasizing regions of our operations with high and extreme water stress. We have conducted comprehensive water risk assessments, using tools such as the World Resources Institute's (WRI) Aqueduct Water Risk Atlas ↗, to guide Amazon's water use and investments in water reduction, reuse, and replenishment projects.

Our water strategy is built on the following approach:

- **Reduce:** Improve water use efficiency and minimize withdrawals through conservation practices and technologies and real-time monitoring
- **Reuse:** Source water from more sustainable alternatives such as reclaimed water, harvested rainwater, and stormwater to reduce reliance on fresh water
- **Replenish:** Invest in projects that restore watersheds, reduce water waste, and improve water access, availability, and quality in communities where we operate

Collective Action for Water Resilience

Collective action drives meaningful progress toward solving water challenges, reflected by our co-founding of a new initiative, the Water-AI Nexus Center of Excellence ↗, where water utility providers, researchers, and technology companies develop and share best practices to advance water sustainability. The Water-AI Nexus has a dual purpose—advancing water sustainability in AI development while harnessing AI to solve critical water challenges. It seeks to support collaborators in developing innovative solutions, enhancing water efficiency, adopting more sustainable water sources, supporting community reuse projects, and investing in replenishment projects.

Learn more about the Principles for Sustainable Water Use by Data Centers ↗

Our Progress

Our water positive goals focus our efforts to conserve water through efficiency and reuse, complemented by our global portfolio of water replenishment projects.

Amazon applies water efficiency best practices across our global facilities, including low-flow fixtures and real-time leak detection though smart meters. In 2025, we expanded our global water metering and leak detection program to 330 sites, which we expect to save 83 million liters of water annually.

Water Positive Data Centers

In 2022, Amazon announced our goal of being water positive—returning more water to communities than we use—across global direct data center operations by 2030. By the end of 2025, we achieved 75% of this goal, up from 53% in 2024. We measure progress using our Water Positive Methodology ↓.

Goal

Amazon will be water positive across data centers by 2030, returning more water to communities than we use in our direct data center operations[16]

75%

Of the way toward meeting our data center water positive goal

Goal

Amazon will be water positive in India by 2027, returning more water to communities in India than we use in our direct operations[16]

120%

Water positive in India

To meet our water positive goal, we are working to minimize water use, source more sustainable alternatives, and invest in water replenishment. We aim to reduce total water withdrawals by improving our water efficiency, measured as Water Use Effectiveness (WUE), the liters of water withdrawn per kilowatt-hour (kWh) of IT load on average.

We prioritize reducing water use in regions with the highest water stress, which is defined by WRI's Aqueduct Water Risk Atlas as the measurement of the ratio of total water demand to available renewable surface and groundwater supplies, where higher values signal greater competition among users. In 2025, Amazon's global leased, owned, and shared data centers withdrew 9.4 billion liters of water.

Achievements

0.12 L/kWh global Water Use Effectiveness (WUE) for Amazon data centers, a 20% improvement from 2024 and 52% since 2021

Less than **10%** Of the year water is used to cool data centers due to our Direct Evaporative Cooling design

130 Amazon data centers contracted to use reclaimed water for cooling across six countries

938M Liters of cooling water reduced globally

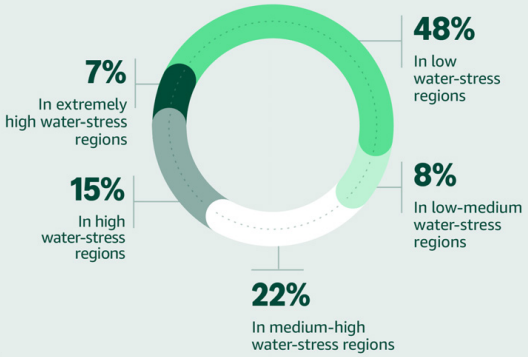
298M Estimated liters of water saved annually from on-site sewage treatment plants at 28 buildings in India

45 Water replenishment projects globally invested in by Amazon

9.4B Liters of water returned to communities from active replenishment projects at the end of 2025, with more than 18 billion liters of total annual replenishment volume contracted for future years

In 2025, 48% of our total water withdrawals for our leased and owned data centers occurred in regions classified as low water stress, and 22% occurred in regions classified as high or extremely high water stress.

Data Center Water Withdrawal in Water-Stressed Regions[17]



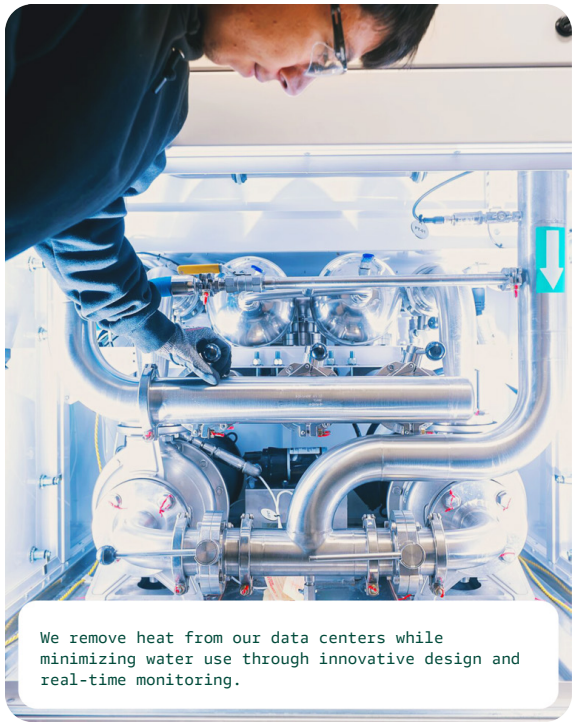
Advancing Water Efficiency

We design Amazon data centers to be highly water efficient, using about one-seventh of what an average data center withdraws. Where weather permits, we use Direct Evaporative Cooling, which requires water for less than 10% of the year. By using cooling water sparingly and more efficiently, we reduce our electricity demand year-round—with the greatest reductions occurring during peak summer conditions when grid stress may be the highest. In some of our highest water stressed regions, including the Middle East, South Africa, and India, we do not use any water to cool our data centers.

Modern AI chips generate significantly more heat than traditional servers. These chips must be packed closely together to exchange data quickly, which concentrates heat in ways that outside air alone cannot always address.

We developed the In-Row Heat Exchanger (IRHX), which captures heat directly from high-density AI hardware at the rack before the heat spreads, reducing how often water-based cooling needs to run. As we add more AI racks with IRHX, we expect a 9% reduction in water use compared to evaporative air-cooled data centers once fully operational.

In 2025, we also scaled smart-metering technology across our global data center portfolio, enhancing real-time consumption monitoring that identifies leaks so they can be repaired, preventing further water losses. Collectively, these and other efforts reduced cooling water use globally by 938 million liters in 2025, enabling reduction of our global data center WUE to 0.12 liters per kWh, a 20% improvement from 2024 and a 52% improvement from 2021.



We remove heat from our data centers while minimizing water use through innovative design and real-time monitoring.

Water Use Effectiveness in Amazon Data Centers

	2021	2022	2023	2024	2025	% Δ YoY
Water Use Effectiveness (L/kWh)	0.25	0.19	0.18	0.15	0.12	-20%

To further reduce dependence on external water sources, we operate on-site cooling water treatment systems to recirculate water more often through our cooling systems. As of the end of 2025, 31 of our data centers incorporated on-site water treatment.

We also collaborate with peers through technology transfer and sharing best practices to improve water efficiency in shared facilities. For example, we collaborated in Singapore to implement a sidestream water treatment system that treats cooling tower water for reuse, reducing overall fresh water demand.

Scaling Responsible Water Sources for Cooling

Amazon leads the top 10 data center operators ↗ in the number of locations utilizing reclaimed water ↗, wastewater that has been treated to high standards for safe reuse in cooling systems. In 2025, 26 Amazon data centers used reclaimed water for cooling, preserving 849 million liters of potable water for communities and ecosystems.

As of the end of 2025, we have contracted 13 utilities to supply reclaimed water for cooling at 130 data centers across six countries. Altogether, we expect these commitments to preserve 6 billion liters of fresh water for community use annually. Across both operating and contracted reclaimed water systems, we plan to invest $1 billion in public water infrastructure and treatment upgrades. **Learn more** about our Reclaimed Water Project Portfolio ↓

We also capture rainwater on-site to further reduce reliance on potable water. As of the end of 2025, Amazon had installed rainwater collection systems at 14 data centers in six countries, with nine new systems added in 2025.

Amazon data centers work directly with local water utilities, government agencies, and policymakers to establish and expand reclaimed water supply programs worldwide. In many regions, existing regulations do not explicitly allow reclaimed water for data center cooling, requiring us to collaborate with stakeholders to establish new use-case classifications and precedent-setting supply agreements. In Hong Kong, China, we achieved policy breakthroughs with the Water Supplies Department, which had previously restricted cooling towers to fresh water use only, paving the way for broader regional adoption of reclaimed water for cooling. In Virginia, U.S., we worked with Loudon Water to enable reclaimed water use in direct evaporative cooling systems, a first in the state, and have since partnered with central Virginia counties to develop similar frameworks. In Mississippi, U.S., Amazon became the first data center operator to commit to reclaimed water for cooling, working with Canton Municipal Utilities and Madison County Wastewater Authority to preserve 314 million liters of potable water annually while establishing a scalable model across the state.

Learn more about our water stewardship efforts ↗

Water Positive in India

India faces some of the world's highest levels of water stress, holding 18% of the global population but only 4% of global fresh water resources. In 2024, we expanded our water commitments by establishing a new goal to become water positive across our direct operations in India by 2027, which includes operations buildings, corporate offices, and data centers. In 2025, we were 120% water positive in India, achieving our goal two years early. We achieved this progress by scaling on-site efficiency, water reuse initiatives, and increasing the size of our water replenishment portfolio in India.

Where water use is unavoidable in our direct operations, we work to reduce water usage by installing smart meters at key buildings to monitor and optimize water use, guided by our Smart Metering Playbook. These meters enable early leak detection and rapid response, conserving water and improving efficiency.

As of 2025, on-site sewage treatment plants at 28 buildings in India recycled wastewater, providing an estimated 298 million liters of water annually for toilet flushing and irrigation. We are funding increased capacity for on-site sewage treatment plants at 23 fulfillment centers, expanding the treatment and reclamation of wastewater for non-potable applications such as cleaning and cooling.

Amazon is also implementing rainwater harvesting at operations buildings in India. In 2025, on-site rainwater harvesting pits collected approximately 178 million liters of water, which percolated back to groundwater, replenishing local water sources.

Replenishment across Amazon

Amazon's investments in water replenishment projects increase water access, availability, and quality by restoring watersheds and bringing clean water, sanitation, and hygiene services to water-stressed communities.

At the end of 2025, we had invested in 45 replenishment projects globally, which we expect will collectively return more than 18 billion liters of water annually once completed. In 2025, water replenishment projects returned 9.4 billion liters of water to communities.

We initiate water replenishment projects by engaging stakeholders—including water utilities, policymakers, local nonprofits, universities, and community members—to understand existing challenges and determine which projects provide the most benefit to the communities and ecosystems surrounding our operations. These collaborations take many forms, such as our Mississippi irrigation-efficiency project implemented through crop-intelligence company Arable in partnership with Mississippi State University.

In Mexico, we are collaborating with Xylem and Aquestia on pilot projects to deploy pressure management and leak detection technologies that minimize water loss from leaking pipes in Mexico City, Monterrey, and the Querétaro metropolitan area. We initially anticipated replenishing 2.5 billion liters of water annually once fully implemented, but early results show that we are on track to exceed those expectations.

In India, we supported the launch of a project to rehabilitate existing infrastructure and construct new water-saving features, such as percolation pits and recharge shafts, in the Yamuna River watershed. We expect this project to replenish 400 million liters of water annually. **Learn more** about our water stewardship efforts and our water replenishment portfolio.

Water Efficiency

Amazon customers can shop for products that meet the Environmental Protection Agency's WaterSense water efficiency standard on Amazon.com. **Learn more** about the Climate Pledge Friendly program and the sustainability features recognized in Climate Pledge Friendly.

Supply Chain Water Use

Amazon works closely with suppliers to advance water reduction initiatives. In 2025, funded projects included:

- Implementation of a livestock water recycling system with a member of Northwest Dairy Association, the cooperative that owns Whole Foods Market supplier Darigold. Farmers can use recycled water for irrigation or washing, promoting water conservation on the farm.
- Construction of bioswales—vegetated, sloped conveyance channels designed to mimic natural drainage—to slow, infiltrate, and filter runoff, thereby reducing erosion and sedimentation from Taylor Farm's farming operations, adjacent agricultural lands, and the town of Chualar, California, prior to discharge to the Salinas River, an important irrigation source and ecologically significant habitat in the Salinas Valley. The bioswale system seeks to capture and treat stormwater runoff and support sediment control to minimize non-point source pollution entering the river.

Waste and Circularity

Our Approach

We view waste as a defect, aiming to prevent it whenever possible. We draw on an industry standard waste management hierarchy that prioritizes prevention, then reduction, reuse, and recycling. To support this hierarchy, we seek to embed circular principles into our operations.

Each Amazon business faces distinct waste and circularity challenges—Amazon data center operations involve specialized hardware with complex lifecycles, fulfillment centers process high volumes of packaging and transportation materials, and grocery stores manage perishable foods and work within local waste recovery systems. These differences require business-specific strategies that address the unique operational realities and material flows of data centers, fulfillment networks, and retail locations.

Our waste strategy focuses on two priorities: using resources efficiently and maximizing recovery. We work to prevent waste from the start—through better product and packaging design, inventory management, and material sourcing—and reuse, repurpose, or donate items whenever possible. When materials cannot be reused or donated, we prioritize recycling and composting, followed by energy recovery, with landfill as a last resort. We also engage suppliers to reduce waste in our products and partner with organizations and local municipalities to improve recycling infrastructure and advance the transition to a more circular economy.

Our Progress

Use Resources Efficiently

We aim to minimize material input, extend product life, and reduce our reliance on single-use items in our day-to-day operations to prevent waste when possible.

Preventing Product Waste

We focus on improving product handling to reduce damage and avoid returns that could become waste. We also prioritize extending the useful life of products and assets; and when customers return products, we assess, grade, and repair them as needed to be resold, redistributed, or donated. 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 2025, we sold 72 million retail sellers' items on Amazon Outlet.
- **Reducing damage:** We take measures to reduce product damage at our warehouses and during shipping and handling, including implementing packaging standards to maintain product integrity at every stage of handling and delivery, using AI imaging technology to identify and replace damaged items before they go to the customer, and conducting in-depth analyses of product damage caused by our material handling equipment when it occurs. In 2025, we reduced the percentage of damaged items within Amazon's operations by 21% compared to 2024.

Goal

Reduce food waste by 50% across U.S. and Europe operations by 2030[18]

16M Meals-equivalent donated in Europe

36M Meals-equivalent donated in the U.S

- **Continuing our product lifecycle support:** Our Product Lifecycle Support program ↗ helps customers configure purchases and access repair guides, replacement parts, and service options for a growing range of items. In 2025, this program prevented 6.4 million returns, an 11% increase from 2024.
- **Expanding our repair programs:** We offer customers repair of defective products through our qualified partners when possible. In 2025, our top repair categories included personal electronics and kitchen items.
- **Facilitating electronics trade-in:** Customers can trade in qualified used Amazon devices and other electronics in exchange for Amazon credit. Traded-in devices are either refurbished and resold or responsibly recycled through certified partners. In 2025, customers traded in 835,000 devices. **Learn more** about Amazon's trade-in program ↗
- **Reselling customer returns:** When products are returned, Amazon strives to give them a second life through resale or donation. We inspect each returned item to determine if it can be resold and relist products that meet our quality standards for sale as new, while

Achievements

5% Reduction in waste per shipped unit compared to 2024

84% Of waste was diverted from landfills and incineration without recovery

82% Of waste was recycled or composted

835K Devices traded in through Amazon Trade-In

6.4M Returns prevented from our Product Lifecycle Support program

Over **1M** Hard drive purchases avoided since 2023 by consolidating functional drives from multiple aging racks into fewer, fully functional racks

225K Metric tons of CO_2e prevented by reusing and reselling data center hardware since 2020

others are graded and offered through Amazon Resale. We resell the majority of returned products as new.

- **Refurbishing products:** When pre-owned products are in need of refurbishment, Amazon Renewed offers professionally inspected, cleaned, refurbished, tested, and discounted products backed by a minimum 90-day warranty sold by Amazon's qualified selling partners. We offer customers the option to purchase previously used versions of 14% of the products they view.
- **Providing recommerce services for independent third-party sellers:** Through our ReCommerce Services, we work with independent third-party sellers to resell, liquidate, or donate unsold and unwanted inventory. In 2025, we helped sellers resell or donate 529 million items globally.
- **Donating items:** When repair or resale isn't feasible, we donate remaining inventory. In 2025, we donated or supported our sellers to donate 216 million items worldwide. In addition, we donate supplies from our offices and fulfillment centers. **Learn more** about how Amazon donates surplus goods in the UK

Preventing Food Waste

Amazon has set a goal to reduce food waste across our U.S. and Europe operations by 50% by 2030. We prioritize reducing surplus inventory, and when that is not possible, we focus on donation to reduce waste generated. In 2025, we donated the equivalent of 52 million meals globally—including 16 million in Europe and 36 million in the U.S. We also track food waste intensity. In 2025, our European operations achieved a 49% reduction in food waste intensity compared to a 2021 baseline, and our U.S. operations achieved a 23% reduction.

Any remaining food waste follows the waste hierarchy, with as much as possible diverted to organic waste treatment. In 2025, human and animal consumption accounted for 99% of our total food handled in Europe and 97% of food handled in the U.S.

In 2025, we expanded programs that help keep surplus food out of waste streams. Whole Foods Market expanded use of "Enjoy Today" 50% off stickers and electronic shelf tags in stores to allow teams to dynamically discount items nearing their expiration date. Whole Foods Market also expanded its collaboration with Too Good To Go, an app that connects customers with unsold food at discounted prices, helping to prevent waste across 530 stores and saving the equivalent of 1.55 million meals in 2025.

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 2025, we continued to implement and expand these efforts at 671 locations and diverted 102,700 tons of food waste.

We also collaborate with other organizations to prevent food waste. This includes the U.S. Food Waste Pact, a joint initiative led by ReFED and World Wildlife Fund that brings together food businesses from across the supply chain to collaborate on food waste reduction. The group developed roadmaps that outline specific actions to reduce food loss and align operations with national frameworks. For example, in 2025, Whole Foods Market contributed beef and dairy waste data for inclusion in a study to identify opportunities to advance sustainable practices in food production and retail.

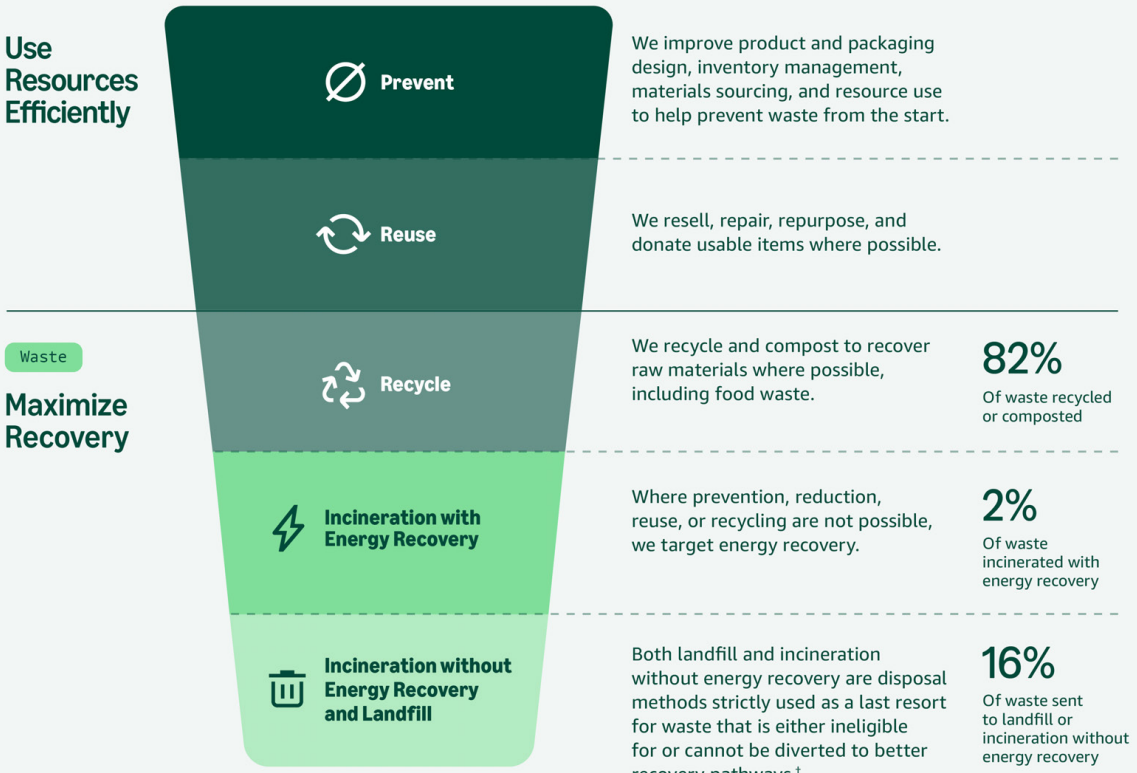
Learn more about how Amazon donates meals to support food security efforts ›

Reducing Waste through Technology

Amazon strives to make it easy for customers to discover products they love. We focus on reducing waste across the products and devices we make or sell by giving our

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 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.*



* The metrics shown represent data across all Amazon business units.
† 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.

customers tools that minimize returns and extend product life. Augmented reality and virtual try-on features allow customers to visualize products within their own lives. They can view furniture in their home and apparel and fashion accessories on their figure before purchasing, helping to reduce purchases of products that do not match customers' individual styles. Amazon's size and fit recommendation widget also helps shoppers choose the right fit for clothing prior to purchasing, generating 3.2 billion size recommendations in 2025.

Designing Products for Durability and Circularity

Amazon continues to prioritize recycled materials in device design and manufacturing. In 2025, we launched 30 new devices and accessories with a SCS Recycled Content or a Carbon Trust ↗ certification, which are recognized by our Climate Pledge Friendly program. By the end of 2025, components across Echo, Fire TV, Fire Tablets, and Kindle were made either predominantly or entirely from recycled materials—including 57% recycled plastic, 98% recycled yarn, 98% recycled aluminum, and 90% recycled magnesium. Select Kindle Scribe models featured 100% recycled cobalt in batteries and 85% recycled tin in the solder used on printed circuit boards.

In addition to using more recycled materials in our devices, Amazon has made new technology features available through updates, including Alexa+ across Echo devices, Dialogue Boost in Fire TV devices, and new AI-powered features for Ring cameras, reducing the need to replace devices to access new features.

Beyond design, we focus on keeping products and materials in circulation through industry collaboration and reuse initiatives. In 2025, Amazon partnered with Carbon Trust to develop a standardized methodology for calculating the carbon footprint of refurbished devices, with the work featured as a case study in the Circular Electronics Partnership (CEP) X Carbon Trust report on The Carbon Impact of Circular Electronics ↗, building a consistent approach to carbon accounting across the circular electronics industry.

Preventing Waste in Operations and Office Buildings

Our operations rely on materials and equipment such as packaging for transportation, pallets for movement within fulfillment centers, office furniture, storage racks, electronic equipment, and conveyor systems. To reduce waste from these items, we design modular equipment and components that improve efficiency and extend asset life. These versatile systems can support multiple uses, which reduces material waste, simplifies maintenance, and allows components to be reused or repaired instead of replaced.

We also work to avoid single-use materials by sourcing lower-waste alternatives and conducting waste stream analyses. In 2025, we expanded the use of universal plastic pallets and GoCarts ↗—reusable and repairable cart systems that replace traditional wooden pallets and cardboard containers—avoiding the use of 35 million wood pallets. In our fulfillment centers, we piloted the use of high-performance shrink wrap and reusable wraps, reducing the need for constant replenishment. At our North American offices, we began using durable cups, plates, and cutlery to reduce single-use items, following the lead of offices in Europe and Asia-Pacific.

We also continued programs to store, track, and transfer unused assets between sites and facilitate coordination with charities for items no longer in use. In 2025, these initiatives enabled the reuse or donation of 343,000 assets and materials.

Working with Our Suppliers to Prevent Waste

All final assembly sites worldwide for Echo, Kindle, Ring, Fire Tablet, and Fire TV devices achieved or renewed UL Solutions' Zero Waste to Landfill (ZWTL) certification at the Silver level or higher in 2025.[19] In addition to certifications at individual sites, we engaged UL Solutions to conduct system-level ZWTL assurance for the first time. UL Solutions examined 2025 waste data from 89 supplier sites across our Devices business and verified, to a reasonable level of assurance, a 99% waste diversion rate, including 6% through thermal processing with energy recovery.

Maximizing Resource Efficiency in Data Centers

We focus on three pillars to embed circularity in our data center operations: design better, operate longer, and recover more. Through smarter design, extended component lifecycles, and responsible end-of-life management, Amazon data centers reduce waste, avoid carbon emissions, and keep valuable materials in circulation.

Cloud circularity begins with design. Amazon focuses on designing data center equipment that operates longer, avoids excess materials, and enables repair and reuse—minimizing waste from the start. In 2025, we continued enabling additional data center hardware components to be reused, including central processing units. We are also steadily increasing the use of recycled content into components, such as piloting air-cooled heat sinks with 50% recycled aluminum.

When possible, we seek to use equipment for as long as it is operationally efficient. We are continually improving operational capabilities and extending the life of functional equipment. Amazon programs have avoided the purchase of over one million new hard drives since 2023.

We prioritize improving repair, reuse, and recycling practices to recover more value from decommissioned data center assets. We leverage Amazon's re:Cycle Reverse Logistics (RRL) to securely assess used data center hardware for repair, refurbishment, and reuse, allowing equipment to be redeployed into inventory or sold to third parties. Since this program was launched in 2020, reverse logistics vendors like RRL have enabled Amazon to source retired components for reuse in data centers or for resale, which prevented 225,000 metric tons of CO_2e.[20]

For components that cannot be reused, we use RRL hubs, along with specialized vendors, to increase the amount of critical raw materials extracted and recovered. In 2025, RRL retained UL Solutions' highest Zero Waste certification (Platinum level) for its Ireland facility and is pursuing certifications across additional reverse logistics locations.

Extending equipment life and accelerating recovery through technology remains a top priority. In 2025, RRL facilities began using AI-powered robots to demanufacture AWS equipment. The machines, developed by robotics start-up Molg, securely disassemble servers into components to be securely reused or recycled. The partnership started in 2024, when Amazon invested in Molg's seed round through The Climate Pledge Fund ›.

Maximize Recovery

We recognize that some waste is unavoidable, and when waste does occur, we prioritize responsible disposal strategies that align with the waste hierarchy.

Managing Our Waste

Amazon tracks our waste to understand how efficiently we manage materials as our business grows. While overall waste volume may increase as we ship more products to our customers, we focus on continually reducing the amount of waste generated across our business.

Monitoring waste intensity—grams of waste produced per shipped unit—helps us gauge progress and identify opportunities for improvement. In 2025, Amazon reduced our waste per shipped unit by 5% compared to 2024.

We also gauge progress by measuring the percentage of our waste diverted to recycling, composting, and other material recovery processes—avoiding landfills and incineration without energy recovery. In 2025, we diverted 84% of our waste from landfill, including 82% through recycling or composting and 2% through incineration with energy recovery. Landfill or incineration without energy recovery accounted for 16% of our waste.

Waste and Landfill Diversion

	2022	2023	2024	2025
Recycled	79%	82%	83%	82%
Incineration with Energy Recovery	3%	2%	2%	2%
Incineration without Energy Recovery and Landfill	18%	16%	15%	16%

Reducing Waste in Our Fulfillment Centers

Our fulfillment 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 64% of Amazon's operational waste footprint, and we recycle almost 100% of it.

In 2025, we continued to expand recycling solutions for self-adhesive label backing, enabling recycling for the backing at U.S. operations buildings while also testing approaches to recycle additional label backing types in the UK. To improve recycling at smaller sites that don't generate enough material on their own, we created a hub-and-spoke system—collecting materials like shrink wrap and label backing paper from multiple locations and transporting them to central hubs where we can meet minimum volumes for recycling. **Learn more** about our innovative material recycling programs ↗

Supplier Collaboration for Circular Waste Solutions

In 2025, we expanded our partnership with Intuitive AI across our North America fulfillment centers. We continue to deploy their Oscar Sort ↗ AI recycling assistant, which identifies materials in real time to reduce contamination in waste streams. The system gives employees instant feedback to improve sorting. We are also using Oscar Pixel ↗, an Intuitive AI waste optimization solution, to analyze opportunities to divert more waste from landfills and uncover operational improvements. In Europe, we work with vendors to conduct secondary sortation of mixed waste streams to recover additional materials missed during initial sorting.

To support overall waste management objectives, we have established contractual requirements with specialized waste service providers to divert waste and report waste data. In 2025, we also developed an AI system to identify the material composition of unsellable or non-donatable inventory, such as multilayer plastics, certain textiles, and certain electronics, to be sorted and recycled more effectively.

Amazon collaborates with others to scale innovative solutions. For example, Mill ↗ produces commercial devices that can process food scraps into a chicken feed ingredient intended for Whole Foods Market's private brands egg suppliers. Whole Foods Market's innovative collaboration with Mill creates a closed-loop opportunity to turn waste into a valuable resource.

Recycled Materials

Amazon customers can shop for products that contain recycled materials on Amazon.com. **Learn more** about the Climate Pledge Friendly program › and the sustainability features recognized in Climate Pledge Friendly ↗

Packaging

Our Approach

Amazon delivers millions of packages every day, and we prioritize getting orders to customers quickly, safely, and with minimal delivery packaging. We focus on avoiding unnecessary packaging when possible, reducing delivery packaging volume and weight, prioritizing paper packaging designed to work with local residential recycling systems, and improving the recycled content in our packaging materials.

Amazon is increasing the use of paper-based packaging, supported by automation for made-to-fit packaging and materials innovation. This approach enables us to reduce plastic use while prioritizing recyclable materials. Where virgin fiber is necessary, we prioritize sourcing from regions with low deforestation risks and are enhancing supply chain transparency. Suppliers commit to meeting the sustainable sourcing standards outlined in our Supply Chain Standards, which focus on sourcing materials in a way that respects local communities and protects ecosystems. **Learn more** about how we are working to address deforestation ›

Our packaging strategy is rooted in four pillars: Avoid—shipping products in their original packaging when possible; Optimize—using automation and AI to determine the minimum, lightest, right-sized packaging needed; Transform—prioritizing household-recyclable materials and reducing single-use plastic; and Innovate—working across public and private sectors to create more sustainable packaging solutions and improve recycling infrastructure globally.

Our Progress

Avoid

Shipping products without additional delivery packaging is one of the most effective ways we can reduce the amount of packaging material we use. Through our Ships in Product Packaging program, we ship eligible items in their original manufacturer packaging without additional Amazon delivery materials, reducing material use and shipment weight while maintaining product integrity.

In 2025, we shipped 11% of global shipments without additional Amazon packaging. Since we launched the Ships in Product Packaging program in 2020, 7.9 billion packages across North America and Europe used only the manufacturers' packaging and an Amazon shipping label.

We continue to support this program by evaluating eligibility for additional sellers. In 2025, we qualified 28 million unique products for this program globally. In 2025, we also enhanced our certification process through AI implementation, utilizing image recognition technology to help determine what products may be eligible.

Amazon currently ships items that are eligible for Ships in Product Packaging together with ineligible items when possible, to reduce the overall number of shipments. This may result in using additional packaging material that could otherwise be avoided. We are piloting a new initiative in 2026 to prevent over-boxing of eligible products when they are shipped alongside ineligible items.

Optimize

Optimizing our packaging means striking a balance between protection, efficiency, and material usage. We focus on right-sized delivery packaging tailored to products and their delivery journey—lighter, more flexible packaging uses less material and takes up less space in transit, allowing us to use fewer trucks.

An important enabler of packaging optimization is our regionalization efforts in the U.S., which positions inventory closer to customers and helps reduce the number of handling points and shorten delivery routes. This effort increases the speed of delivery to our customers and enables the use of lighter packaging materials, such as flexible paper packaging, which is up to 90% lighter than comparable cardboard boxes.

We also leverage AI to identify the most efficient packaging solutions for millions of packages and order combinations. Our models analyze product characteristics—such as shape and protection requirements—alongside customer feedback to recommend packaging that protects items while minimizing packaging materials.

Amazon engineers retrofitted plastic packaging machines to create custom-sized paper packaging.

Achievements

11% Of packages globally shipped without additional Amazon packaging as part of the Ships in Product Packaging program[21]

28M Unique products certified for the Ships in Product Packaging program globally

288M Single-use plastic bags avoided by retrofitting automated packaging machines across North America, up from 134 million in 2024

73% Of shipments in North America were recyclable in household waste streams, up from 63% in 2024

5.4M Metric tons of packaging materials avoided in North America and Europe since 2015

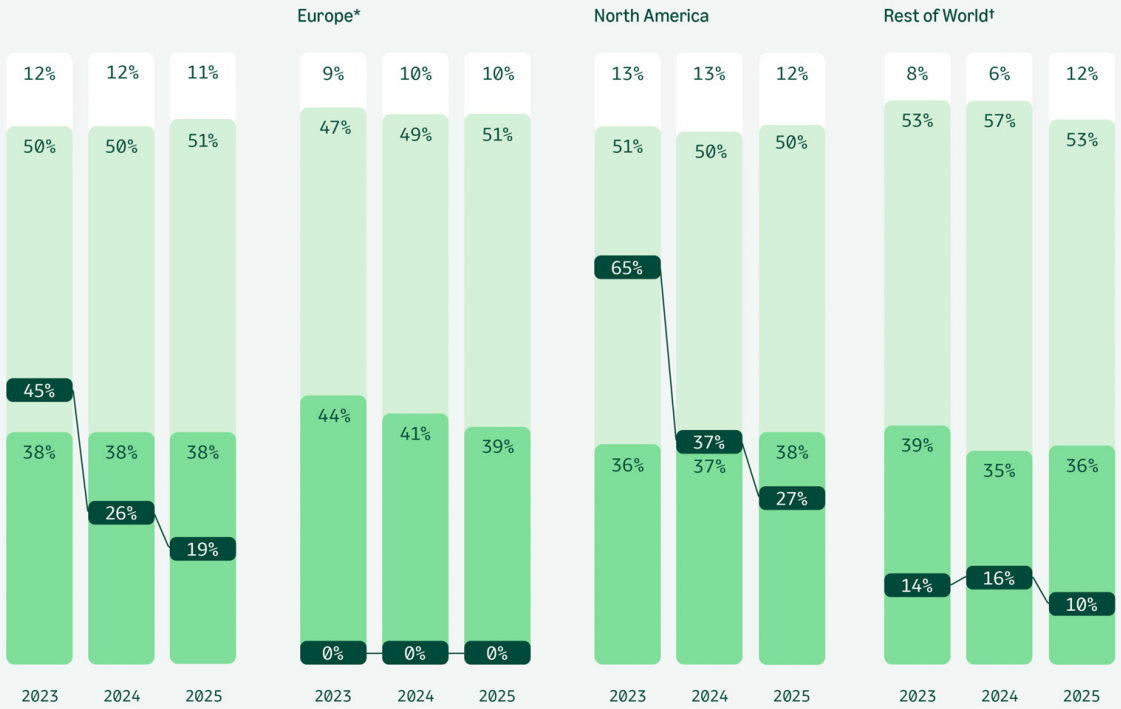
224K Metric tons of single-use plastic packaging avoided globally since 2020

7.9B Packages shipped without additional Amazon packaging in North America and Europe since 2020

2025 Amazon Delivery Packaging by Type and Region

Global Breakdown

Regional Breakdown



Packaging Types


Ships in Product Packaging


Flexibles
Plastic or Paper


Cardboard Boxes


Outbound Shipments that Contain Plastic

* Amazon has removed single-use plastic delivery packaging from our European distribution network.
† In India, certain shipments contain multiple packaging types, such as a corrugated box with a flexible mailer inside, which accounts for Rest of World not totaling to 100%.

By using lighter, right-sized packaging, we have avoided 5.4 million metric tons of packaging materials in North America and Europe since 2015.

Beyond system-wide improvements, we continue to refine delivery packaging at the regional level. In 2025, we started rolling out a 54% smaller shipping label for small ship packages in Japan, reducing overall adhesive and paper use by 6%.

Transform

Our packaging engineers and material scientists continue to research and implement innovative new packaging solutions that incorporate fewer plastics, use less material overall, and provide the same level of protection to products during shipping. Through these efforts, we have avoided 223,616 metric tons of single-use plastic packaging globally since 2020. In 2025, we reduced our total plastic packaging globally from 74,137 metric tons in 2024 to 74,073 metric tons in 2025.

This progress stems from deploying custom box-making machines and retrofitting automated plastic bag packaging machines across fulfillment centers in the U.S. and Europe to now make made-to-fit paper bags ↗. In North America, we avoided 288 million plastic bags in 2025, and 52% of fulfillment centers in North America did not ship plastic delivery packaging. As a result, we saw a year-over-year decrease in the number of shipments that contained single-use plastic delivery packaging, from 65% of shipments in 2023, to 37% of shipments in 2024, to 27% of shipments in 2025. This means that, in 2025, 73% of shipments in North America were recyclable in household waste streams, up from 63% in 2024. In Europe, customers have been able to recycle all delivery packaging with their household recycling since 2023.

We tailor our approach to replace single-use plastics with recyclable alternatives in response to country-specific

Single-Use Plastic Delivery Packaging by Region[22]

Single-Use Plastic Packaging Used (MT)				
Region	**2023**	**2024**	**2025**	**% Δ YoY**
Europe	877	894	1,199	34%
North America	83,513	68,679	68,196	-1%
Rest of World	4,308	4,564	4,678	2%
Global Total	**88,698**	**74,137**	**74,073**	**0%**

Single-Use Plastic Packaging Avoided since 2020 (MT)				
Region	**2023**	**2024**	**2025**	**% Δ YoY**
Europe	14,600	20,660	26,935	30%
North America	41,600	90,932	149,096	64%
Rest of World	24,300	40,470	47,585	18%
Global Total	**80,500**	**152,062**	**223,616**	**47%**

% Outbound Shipments that Contain Plastic				
Region	**2023**	**2024**	**2025**	**PP* Δ YoY**
Europe	0%	0%	0%	0
North America	65%	37%	27%	-10
Rest of World	14%	16%	10%	-6
Global Total	**45%**	**26%**	**19%**	**-7**

*Percentage Point

challenges. These efforts are being expanded to include shipments from Egypt, Japan, Mexico, Saudi Arabia, Singapore, South Africa, and the United Arab Emirates. In cases where eliminating single-use plastics is not yet feasible, we work to increase the proportion of recycled content in our plastic materials.

Innovate

Innovation is a cornerstone of Amazon's packaging strategy, enabling us to explore and scale solutions that go beyond incremental improvements. In 2025, Amazon pursued innovative solutions for hard-to-recover materials—particularly plastics that are difficult to recycle through conventional systems.

In-Store and Product Packaging

Reducing packaging, especially plastic packaging, and increasing recyclability and recycled content are also priorities for our product and in-store packaging across Amazon.

Grocery
Whole Foods Market continued to roll out more sustainable in-store packaging options. Through the introduction of stronger Forest Stewardship Council-certified paper bags at checkout, Whole Foods Market reduced the need for double bagging and avoided the use of 51 million checkout bags in North America in 2025.

Amazon Devices
In 2025, 77% of new devices featured 100% recyclable packaging in the U.S., with 31 devices in total, down from 42 in 2024 due to the types of devices released in 2025. Our packaging reduces reliance on virgin tree-based and bleached fibers, resulting in an average of 95% of wood fiber-based materials from responsibly managed forests or recycled sources used in packaging across our device product line.

To explore innovative packaging solutions in India, Amazon and the Indian Institute of Technology (IIT) Roorkee are collaborating to turn agricultural waste into high-quality paper mailers. IIT Roorkee's processes crop waste into a usable pulp, which is then washed and strained through a screen to remove impurities and maintain consistent quality. After a pressing and drying process, the resulting paper is ready for manufacturing into paper mailers that meet our durability and recyclability specifications.

Amazon reduces packaging at scale by deploying automated, made-to-fit packaging technology. Beginning in 2025, we installed automated packaging machines in European fulfillment centers that create custom-sized cardboard boxes and paper bags in real time, precisely matching packaging to each item, avoiding excess material.

Polyester-based biodegradable plastics, or biopolyesters, are made from renewable resources, are compostable, and easier to recycle than conventional plastics. Amazon collaborated with the National Renewable Energy Laboratory to develop a novel recycling technology and worked with Glacier AI vision systems in 2024 and 2025 to identify biopolyester packaging in mixed waste streams. This work revealed that packaging with consistent, visible features such as shape, color, texture, and labeling can be accurately recognized by AI vision and sorted for recycling with robotics. This enabled us to work with startup company EsterCycle ↗ to produce closed loop bioplastics. In parallel, Amazon piloted biopolyester materials in new packaging applications such as compostable produce bags, protective bags for liquids, and book wrapping to test material performance.

Through these efforts, Amazon is shaping the future of sustainable packaging—one that is data-informed, more sustainably designed, and built to meet the evolving needs of customers and the planet.

Inside Amazon's Sustainable Materials Innovation Lab, engineers test new packaging materials—examining everything from strength to how well they can keep food fresh.

Biodiversity

Our Approach

Biodiversity—the variety of living species on Earth and the habitats, ecosystems, and natural processes that support them—is essential to planetary health, community well-being, and long-term business resilience. Yet habitat loss from the expansion of agriculture, urban areas, and infrastructure has led to a decline in biodiversity around the world. The complexity of measuring ecosystem and habitat health, limited supply chain traceability across countries and regions, and inconsistent biodiversity regulations complicate efforts to reduce biodiversity loss. Amazon recognizes the urgency of this crisis and the important role companies can play to prevent habitat loss or conversion and restore biodiversity.

Amazon's approach to biodiversity follows a mitigation hierarchy that prioritizes avoidance and reduction of high-value habitat loss or conversion, focused on three areas: mitigating biodiversity loss in building construction—seeking to avoid and minimize impacts related to siting, constructing, and operating our facilities; reducing habitat conversion and restoring biodiversity in our supply chain—responsibly sourcing agricultural commodities and working with suppliers to restore biodiversity; and restoring biodiversity in our communities—contributing to nature conservation and restoration in sensitive ecosystems, supported by our $100 million commitment through the Right Now Climate Fund.

Amazon supports scaling science-based solutions to address biodiversity challenges. As one example, we commissioned the creation of the European Biodiversity Metric (EBM), an open-source measurement method for assessing continental Europe's natural habitats to help advance biodiversity protection efforts across Europe and demonstrate that rigorous biodiversity assessment can be integrated into business foundation at scaling.

Our Progress

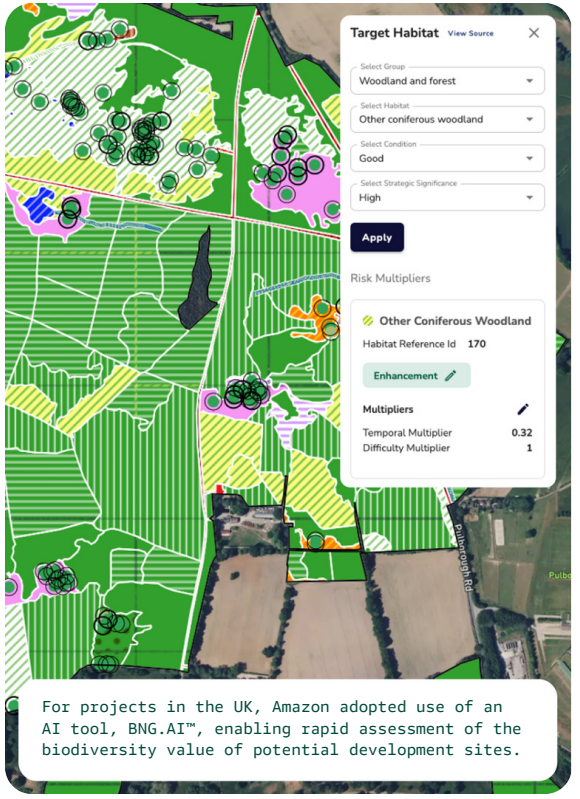
Mitigating Biodiversity Loss in Building Construction

To mitigate potential effects on natural habitats from Amazon's built environment, we have developed metrics, guidance, and tools that promote best practices for preventing habitat loss and enhancing on-site biodiversity. The Biodiversity Net Gain (BNG) requirements in England, which came into effect in 2024, catalyzed these efforts by requiring a minimum of 10% improvement of a site's biodiversity value after development compared to its predevelopment baseline.[23] To meet these requirements, Amazon developed a biodiversity mitigation framework, setting out rules and mechanisms for avoidance, minimization, and compensation, which has been foundational in scaling biodiversity assessment practices to new regions.

In 2025, Amazon evaluated 40 new sites in the UK to assess the potential change in biodiversity value of a site upon development. Our use of a new tool, BNG.AI™, allowed for rapid evaluation of the biodiversity value of potential development sites. This third-party solution uses satellite imagery, AI, and machine learning to identify and assess habitat type and condition, enhancing the speed, accuracy, and overall efficiency of biodiversity assessments.

Following site assessments, Amazon applies our Biodiversity Valuation and Planning Model (BPVM) to guide on-site biodiversity enhancements at our operations sites in the UK. The BPVM uses biodiversity assessment data and a cost engine to model different development scenarios and identify the most effective options for minimizing habitat loss and enhancing biodiversity. This includes evaluating trade-offs between design choices, restoration opportunities, and long-term ecological benefits.

In 2025, we evaluated biodiversity conditions at 55 building sites outside the UK, implementing the scalable approach developed in the UK to assess the biodiversity value of potential sites in additional regions.



For projects in the UK, Amazon adopted use of an AI tool, BNG.AI™, enabling rapid assessment of the biodiversity value of potential development sites.

Achievements

95 New Amazon building sites in Europe, North America, and India evaluated for habitat conditions prior to development

33 Of 35 goals and ambitions achieved related to responsibly sourcing commodities and promoting animal welfare

100% Of Whole Foods Market and Amazon Private Brands beef, cocoa, coffee, and tea were sourced from regions of low deforestation risk in 2025

61% Of fresh produce, and 34% of all products, sold at Whole Foods Market were organic

#1 Ranking for Whole Foods Market on Friends of the Earth's Bee-Friendly Retailer Scorecard for the third year in a row

72.6K Hectares of land protected or restored through biodiversity- and nature-related contributions and investments by the Right Now Climate Fund since 2019, supporting 2,200 species, planting 2.6 million trees, and benefiting 2.4 million community members with increased access to nature

Reducing Habitat Conversion and Restoring Biodiversity in Our Supply Chain

Commodity Sourcing

The production of agricultural commodities is a major driver of land conversion and biodiversity loss, and Amazon recognizes that our sourcing and business activities can contribute to these pressures through the materials used in Amazon's private brands products and delivery packaging. Our strategy to address these effects focuses on measuring and seeking opportunities to reduce the land footprint and habitat conversion risk associated with these commodities.

In 2022, Amazon committed to reducing deforestation risks from products containing palm oil, paper, beef, soy, cocoa, coffee, and tea. In addition, Amazon established clear goals and ambitions centered on animal welfare, sustainable seafood, and materials to strengthen our approach to responsible sourcing.

Whole Foods Market and Amazon Private Brands achieved 33 of 35 commodities goals and ambitions, including sourcing 100% of Whole Foods Market and Amazon Private Brands beef, cocoa, coffee, and tea from regions of low deforestation risk.

Amazon remains committed to mitigating deforestation in our soy supply chains. The majority of the soy used by Amazon Private Brands North America and Whole Foods Market private brands products comes from domestic sources with minimal deforestation risk. We did not meet our goal to source 100% deforestation-free soy, but we are committed to continue working toward our ambition. In 2025, 3Keel, a third-party consultancy, confirmed that Amazon Private Brands Europe increased the percentage of verified Deforestation- and Conversion-Free (DCF) soy in our supply chain to 10%, from 6% in 2024. The remaining 90% supported deforestation-free production via mass balance and regional credits.[24]

We also fell short of our goal to source 100% of Amazon Grocery Private Brands palm oil from regions of low deforestation risk or with full supply chain traceability, achieving 94% compliance in Amazon Private Brands North America. Whole Foods Market and Amazon Private Brands Europe both achieved 100% compliance.

In 2025, we gathered data to quantify baseline habitat conversion risk and land use footprints for our four main sourcing businesses—Amazon Private Brands, Print on Demand, Amazon Grocery Private Brands, and Packaging. This work will inform future enhancements to our sourcing standards and practices.

Learn more about our commitments and progress in materials and agricultural commodities sourcing ›

Collective Action for Conservation

Whole Foods Market works to promote biodiversity through its long-standing support of "climate-smart agriculture"—an approach to farming that supports environmental health, including the promotion of biodiversity. Whole Foods Market has a commitment to organic and regenerative agriculture, two approaches that employ climate-smart strategies. In 2025, 34% of all products sold at Whole Foods Market—and 61% of fresh produce sold—were organic.

Whole Foods Market continues to deepen its work with Mad Agriculture ↗ to enhance farm viability, protect pollinators, improve soil health, and support water retention. Together with 20 food and beverage brands, Whole Foods Market and Mad Agriculture launched a wilding pilot in 2025 to plant and maintain 1,000 acres of reconstructed prairie, most of which are on farms that supply ingredients to brands Amazon sells. The pilot raised $1 million and committed technical support to a coalition of companies investing in biodiversity restoration.

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. For the third year in a row, Whole Foods Market was ranked the top retailer on Friends of the Earth's Bee-Friendly Retailer Scorecard ↗.

Restoring Biodiversity in Our Communities

Amazon contributes to biodiversity preservation and restoration beyond our direct operations through investments in nature-based solutions and collaborative conservation efforts, which include the following:

- High-quality nature-based carbon credits that reduce deforestation at scale. **Learn more** about nature-based carbon credits ›
- Water replenishment projects that restore natural fresh water sources, improve water availability, and enhance biodiversity in surrounding ecosystems. **Learn more** about how we are replenishing water ›

The Right Now Climate Fund ↗ is Amazon's $100 million commitment to restore ecosystems, support biodiversity, and benefit communities where we operate.

Since 2019, through the Right Now Climate Fund, we have invested in projects across 16 countries, protected and restored 72,600 hectares of land, supported 2,200 species, planted 2.6 million trees, and benefited 2.4 million people with increased access to nature.

In 2025, the Fund enabled projects including:

- In Australia, the launch of an ambitious species recovery program ↗ for nine threatened species
- In the Netherlands, the inaugural harvest of the world's first commercial-scale seaweed farm ↗ located among offshore wind turbines
- In Belgium, technology solutions to enhance biodiversity monitoring and visitor experience in Brabantse Wouden National Park ↗
- In India, a plastic cleanup project to protect flamingo habitat in the Mumbai watershed ↗

The Fund also supported the development of a methodological framework to calculate water, biodiversity, and carbon benefits from peatland restoration in Ireland. The first national methodology of its kind, the Peatland Standard ↗ is being adopted by additional companies developing peatland restoration projects in Ireland, helping advance shared sustainability goals.

Learn more about the Right Now Climate Fund project portfolio ↓

Biodiversity

Amazon customers can shop for products that promote biodiversity, good farming practices, or sustainable forestry on Amazon.com. **Learn more** about the Climate Pledge Friendly program › and the sustainability features recognized in Climate Pledge Friendly ↗

Sustainable Shopping

Our Approach

The Climate Pledge Friendly program and its green leaf icon—visible across the Amazon.com online shopping experience on product display pages and in search—marked its fifth anniversary in 2025. Since its launch in 2020, we have worked to enable customers to make more sustainable choices and have made progress over the past five years. At the end of 2025, 10% of products purchased by customers in the U.S. included a sustainability feature ↗ based on approved Climate Pledge Friendly certifications, and 38% of Amazon Private Brands sales were from products recognized by Climate Pledge Friendly certifications. We aim to continue making it easier for customers to identify these choices by highlighting products with trusted third-party certifications and offering clear and credible information to guide their decisions. USDA Organic, for example, identifies products made free from genetically modified organisms and artificial additives.

Research shows that consumer interest in Climate Pledge Friendly-badged products continues to rise. An independent study published in the Harvard Business Review ↗ in 2025 found that products with sustainability certifications experienced a 14% increase in consumer demand over an eight-week period following certification—underscoring the momentum behind the program's expansion. This study builds on a 2024 study by the Marshall School of Business at the University of Southern California ↗, with Amazon support, which reported a 12.5% increase in overall sales for certified products within the first year.[25]

Our Progress

Expanding the Climate Pledge Friendly Program

Climate Pledge Friendly enables customers to discover products with sustainability features through badging and detailed product information across more than 62 trusted certifications as of the end of 2025. In 2025, five new certifications were added to the Climate Pledge Friendly portfolio, reflecting the program's intentionally rigorous evaluation and approval process. These certifications span features such as recycled materials ↗, organic content ↗, energy efficiency ↗, and worker well-being ↗ and are selected for their transparency, scientific rigor, and credibility.

At the end of 2025, 4.2 million products recognized by certifications in our Climate Pledge Friendly program were available to customers for purchase in 14 countries, an 86% increase compared to 2024. Since 2020, 187 million customers switched to Climate Pledge Friendly-badged products, including 43 million in 2025. Adoption by businesses also expanded, with 93,100 Amazon Business customers implementing preferential buying policies for Climate Pledge Friendly-badged products in 2025, up from 75,200 in 2024.

In 2025, Amazon worked to broaden Climate Pledge Friendly's selection and choice for customers. We added badged products from over 18,000 new selling partners, and expanded the recognized certification portfolio to reflect regional needs and sustainability priorities.

In agriculture and food, we added Australian Organic ↗, Aquaculture Stewardship Council ↗, regenagri ↗ for regenerative agriculture, and COSMOS Organic ↗ for natural and organic cosmetics. We also introduced carbon-focused certifications including the ClimeCo Certified Product Program ↗.

In early 2026, Amazon launched a new feature for U.S.-based merchants using the Buy with Prime feature to display Climate Pledge Friendly's trusted green leaf icon and sustainability features badge on certified products on their websites, along with claims and certification details.

Number of Climate Pledge Friendly-Badged Products

Year	2022	2023	2024	2025	% Δ YoY
Number of Products	550K	1.4M	2.2M	4.2M	86%

Making Choices that Matter

In 2025, Amazon introduced a new feature, Your Sustainability Choices ↗, to help customers better understand and celebrate their more sustainable purchases when reviewing their previous orders. The feature displays customers' individual choices across three dimensions: products purchased with sustainability certifications, orders shipped in original product packaging ›, and consolidated deliveries that reduced carbon emissions ›.

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.

Learn more about our waste avoidance programs ›

Achievements

4.2M Products recognized by certifications in the Climate Pledge Friendly program available for customers for purchase, up from over 2.2 million in 2024

10% Of products purchased by customers in the U.S. included a sustainability feature ↗ based on Climate Pledge Friendly-approved certifications

187M Customers switched from a conventional product to a product recognized by the Climate Pledge Friendly program since 2020[26]

38% Of Amazon Private Brands sales were from products recognized by certifications in the Climate Pledge Friendly program, up from 29% in 2024

We are committed to understanding the broader environmental effects of the products and services we build, including how our devices and services may interact with customers' energy use and consumption patterns, and we seek to empower customers with tools to help them make more informed and sustainable choices.

Learn more about our lower-carbon products and services ›

Human Rights

Our Approach

Amazon's value chain affects millions of people globally, including those beyond our direct operations. With this scale, we have an important role to play in supporting human rights and the fundamental dignity of the people throughout our value chain, including our employees, suppliers and their workers, customers, and communities connected to our business.

We work to create an environment where our employees and individuals within our value chain are treated with respect, understand their rights, and feel empowered to speak up. To drive continued improvement, Amazon regularly evaluates and updates our policies, programs, and frameworks that identify, assess, and address salient human rights risks.

Innovation is essential to our approach. By leveraging AI, we can transform data into actionable insights to inform business priorities, strengthen human rights due diligence in our own operations, and help guide decision-making across our global supplier network.

Our human rights approach is built on five pillars:

- Developing and maintaining strong 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

Amazon respects 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 Progress

Developing and Maintaining Strong Policies and Standards

Amazon's Global Human Rights Principles reflect our commitment to respecting human rights across all business activities. In January 2025, we updated these principles to align with evolving priorities, international standards, and industry best practices. In addition, Amazon's Supply Chain Standards set clear expectations for supplier conduct. Our Modern Slavery Statement details our progress and ongoing efforts to combat modern slavery.

Embedding Human Rights into Our Business Activities and Decision-Making

Respecting human rights is a shared responsibility throughout our company. Amazon's central human rights team works across the company to conduct due diligence and integrate human rights considerations into business decisions. We embed this responsibility into our policy and governance frameworks and develop resources, guidance, and tools to implement Amazon's human rights strategy.

All employees have access to training on our human rights commitments and Supply Chain Standards. We provide training in seven languages to educate employees on how to identify warning signs and report concerns of potential forced labor risks to appropriate authorities.

Employees involved in procurement and sourcing complete training on responsible purchasing practices. In 2025, we developed 52 new e-learning resources, updated 90 existing modules and supplier-facing documents, and piloted a three-day immersive training program for employees in human rights-related roles to strengthen knowledge across teams.

We partner with TAT (formerly Truckers Against Trafficking) to offer employees specialized training on recognizing and safely reporting potential human trafficking situations.

Achievements

52 E-learning resources developed for suppliers to strengthen their knowledge on human rights issues

7 Language translations available for forced labor risk training

We also address human trafficking by offering specialized trainings on human rights issues that employees might encounter at their jobs. Since 2019, Amazon's partnership with TAT (formerly Truckers Against Trafficking) has evolved into leveraging our transportation network to identify and prevent human trafficking. In 2025, we saw a more than 200% year-over-year increase in new driver training completions, including more than 12,700 additional truck drivers trained in human trafficking awareness in 2025. We also implemented targeted awareness campaigns reaching our network of third-party delivery service providers and drivers, while expanding internationally to Mexico through collaboration with TAT's sister organization, El Pozo de Vida.

Identifying, Assessing, Prioritizing, and Addressing Risk

To empower individual businesses to own their human rights due diligence, Amazon has established an enterprise-wide methodology and created tools for each business to identify and prioritize business-specific salient risks. Grounded in international standards, this approach enables businesses to understand the risks and

opportunities most relevant to the workers and communities they affect, and then to embed management systems and mitigation measures accordingly. These business-specific saliency assessments inform tailored action plans.

In 2020, Amazon conducted an enterprise-wide human rights saliency assessment to identify salient human rights risks under international standards.[27] Since then, we have conducted a growing 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). We first deployed our in-house risk identification methodology in 2023 with Amazon Private Brands, and in 2024, we expanded it to 10 business units, including AWS, Operations, Stores, Devices, Grocery, and Corporate Real Estate, all of which identified and prioritized salient risks and established action plans to address them.

In 2025, we expanded the breadth of our due diligence program to additional businesses across the enterprise, while also deepening our assessments of three businesses that had completed saliency assessments in 2024. AWS expanded its analysis upstream to better understand and act on risks associated with raw materials in its supply chain. Our Corporate Real Estate team extended its assessments worldwide and incorporated the lifecycle of our corporate buildings. The EU Operations team conducted deep dives into salient issues, generating more granular insights to strengthen risk management across European logistics networks. As the program grows, we are building institutional knowledge that compounds with each assessment cycle, enabling more sophisticated risk management across our diverse business.

Engaging with Stakeholders

We collaborate with stakeholders and industry partners to accelerate both local and global efforts. For example, in 2025, Amazon:

- Joined the World Economic Forum's Global Data Partnership Against Forced Labour to help build a trusted infrastructure that will accelerate secure data sharing, bridge insights across public and private sectors and civil society, leverage AI-driven analytics, and enable collective action to mitigate and prevent forced labor risks in global supply chains.
- Served in a leadership role on the Steering Committee of Tech Against Trafficking, a coalition of technology companies collaborating with global experts to help eradicate human trafficking using technology, leading efforts to develop a comprehensive forced labor data standard, supporting the creation of actionable gap analyses, and championing public-private partnerships that improve the global response to human trafficking.
- Developed Wellness4All, a health and safety e-learning platform with PATH, a global nonprofit dedicated to health equity. The platform has been introduced by the Vietnam National Institute of Occupational and Environmental Health across multiple provinces to expand access to health and safety resources for factories nationwide.

Learn more about our partnerships that address human rights in the supply chain ›

Improving Access to Effective Grievance Mechanisms and Remediation

Amazon provides multiple channels for employees to share feedback and voice any concerns. These employee engagement and communications channels › include MyVoice, Connections, and the Amazon Ethics line. We require suppliers to maintain effective grievance mechanisms for their workers, and we collaborate with suppliers as they develop these management systems.

All employees, contractors, suppliers, customers, and community members can share feedback and concerns through our Human Rights and Environmental Complaints Form ↗, available in 19 languages globally. In 2025, we redesigned the form to include both anonymous and signed-in reporting options, improving transparency and usability. In 2025, Amazon addressed 100% of the 850 complaints submitted.[28]

Learn more about how we work with suppliers to establish grievance mechanisms ›

Advancing New Technology

Innovation strengthens our ability to address human rights risks at scale. With a global network of thousands of suppliers, we are developing AI tools to enhance accountability in upholding our standards. In 2025, Amazon explored AI tools to enable more effective risk assessment, audit processing, and decision-making processes across our complex supplier network. As we continue developing and testing this technology, we maintain human oversight and expertise.

Learn more about how we are leveraging AI for audits of our supply chain ›

Supporting a Just Climate Transition

We aim to integrate human rights due diligence into our decarbonization efforts, so we can better identify how our shift to a green economy might affect the communities in our value chain and drive positive outcomes. In 2025, we focused on carbon-free energy procurement, climate finance, and community-based carbon neutralization projects. This approach helps align our net-zero carbon commitment while upholding our human rights principles.

Amazon supports the Resilient Futures Fund, a private sector initiative that provides capital and targeted support to accelerate solutions that can generate new opportunities, drive economic growth, and foster healthier environments and stronger communities.

Learn more about our approach to climate and energy ›

Employee Experience

Our Approach

We strive to be Earth's best employer by supporting the health, wellness, and growth of more than 1.5 million full- and part-time employees worldwide. We offer competitive wages, comprehensive benefits, and upskilling programs that support career growth and prepare employees for future opportunities to meet our vision of helping all employees grow, thrive, and connect.

We encourage employees to share feedback through multiple engagement channels; we use these insights to improve the employee experience and empower them to deliver for customers. We embed inclusion into all aspects of the employee experience, creating an environment where all employees feel welcome and able to grow, enabling us to understand and serve our diverse customers around the world.

To improve access to benefits and compensation information, we enhanced the A to Z employee app and website—available in 66 countries—with an AI assistant, Aza, that offers easily accessible and personalized information about benefits, health care, and paid time off. In 2025, 95% of employees accessed the mobile app or website monthly.

Our Progress

Investing in Upskilling Programs for Our Employees

We support employees in developing skills for today's labor market and preparing for future opportunities—whether at Amazon or elsewhere. Upskilling enables employees to build competitive capabilities, advance their careers, and transition into higher-paying roles.

In 2019, we set a goal to help 300,000 U.S. employees gain new skills by 2025. We met this goal in 2024 and exceeded it in 2025, with 599,000 U.S. employees participating since 2019 and more than 980,000 globally.

Having reached our initial commitment, we are doubling down on upskilling. In 2025, we announced Future Ready 2030 ↗, a $2.5 billion commitment to expand access to education and skills training and prepare at least 50 million people for the future of work by 2030.

This initiative supports Amazon employees while extending far beyond our workforce to students, job seekers, and communities worldwide, reflecting our belief that everyone deserves access to the tools needed to adapt, build a career, and thrive in a rapidly changing economy.

Amazon's approach focuses on preparing people for future jobs, supporting them with skills training to address gaps and advance into new roles.

Career Choice

Career Choice, our flagship upskilling initiative launched in 2012, offers training for 48 career pathways in 14 countries through a global network of 680 educational partners. Nearly 300,000 employees have participated since its inception. In 2025, 105,000 employees—11% of eligible associates—participated in Career Choice.

Goal

Invest $1.2 billion to upskill over 300,000 U.S. Amazon employees by 2025

599K

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

Goal

Invest $2.5 billion through Future Ready 2030, a commitment to expand access to education and skills training and help prepare at least 50 million people for the future of work

Set goal in October 2025

We expanded the program to salaried employees in the U.S. starting in 2026.

We expanded our investment to Canada, allowing employees to enroll in Career Choice at a reduced wait time of 90 days of employment instead of one year. We enhanced Career Choice in the U.S. with an AI-powered pre-enrollment experience that supports eligible hourly employees with career planning and goal setting, helping them make more informed decisions about future career paths.

In 2025, we also:

- Provided 13,800 employees in the U.S. with coaching programs, and launched coaching services in Canada to help employees determine career goals and support them through the upskilling process.
- Launched new pathways for emerging industries and high-demand fields, including drone operation and semiconductor technician roles.
- Enabled 5,000 employees to earn bachelor's degrees, and nearly 3,000 employees have earned a GED certificate through Career Choice since 2022.

Achievements

Nearly **$1.2B** Invested in incremental pay for our U.S. frontline operations employees

$500M Invested in international wage increases

$5 Per week employee-only basic health care coverage offered as a new benefit in the U.S.

36% Increase in 90-day prescription refills in 2025, improving affordability and convenience for employees[29]

Nearly **$1.1B** In supplementary retirement benefits provided to more than 1 million U.S. employees

Additionally, in 2025, over 16,400 U.S. employees completed English-language proficiency programs.

- Expanded our pharmacy technician career pathway to support both hiring needs within Amazon Pharmacy and the growing needs in our communities. In 2025, 64% of participants completed the program.

In-Demand Skills

In 2025, we launched the Automation Engineer Apprenticeship program, registered with the U.S. Department of Labor, to provide employees with specialized technical training and hands-on experience for roles in Amazon's growing robotics and automation operations.

In addition to a range of upskilling programs ↗, we offer a U.S. Mechatronics and Robotics Apprenticeship—a paid program combining classroom learning with on-the-job training for technician roles. Graduates of this program earn on average $10,000 more annually than typical entry-level fulfillment-center wages, with 100% finding employment in the field in 2025.

Prioritizing Compensation and Pay Equity

As one of the largest private employers in the U.S., our compensation practices affect employees, their families, and the communities where they live and work. In 2025, we incrementally invested nearly $1.2 billion in pay for frontline operations employees, bringing average hourly pay to over $23, and average total compensation to over $30 per hour, when including the value of their elected benefits.

Amazon invested $500 million in international wage increases in 2025. In the UK, we increased compensation for hourly operations employees to at least £14.30, a 43% increase since 2022. In Germany, we increased the starting hourly wage for logistics employees to at least €15.65, a 38% increase since 2020. On average, after two years of service, logistics employees in Germany receive benefits and an annual salary of €40,000.

We maintain pay practices that promote fair and competitive compensation while complying with all legally required reporting obligations.

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-based compensation. A 2025 review found that women employed in the U.S. earned 99.9 cents for every dollar that men earned, and women globally earned the same as men ($1 for every dollar) performing comparable jobs. This review also showed that racial/ethnic minorities in the U.S. earned 99 cents for every dollar that white employees earned performing comparable jobs.

Pay Equity by Country

Group	Country	Percentage Earned by Comparison
Women in Jobs Comparable to Men	Global	100.0
	France	99.9
	Germany	98.7
	Italy	99.8
	Spain	99.7
	UK	100.0
	U.S.	99.9
Racial and Ethnic Minorities in Jobs Comparable to White Employees	U.S.	99.0

Offering Comprehensive and Flexible Benefits

We provide an extensive benefits program ↗ for employees and eligible family members. We invested $11.3 billion in employee benefits across 61 countries in 2025.

Health and Well-Being Benefits

Employees in regular full-time roles receive benefits starting on day one, including health care coverage, parental leave, financial planning, and well-being resources. In 2025, Amazon's health plans provided care coverage to over 1.7 million employees and family members in the U.S. In 2025, we reduced the average time to enroll from 8.2 minutes to 1.2 minutes.

We expanded access to affordable, high-quality health care for regular full-time U.S. employee-only coverage through a $5 per week health plan available in 2026, which was previously $7.60 per week, and that includes $5 copays for primary care and mental health visits. Fifty-one thousand employees enrolled in this new plan for 2026.

We provide mental health support through a global Employee Assistance Program (EAP). For our U.S. health plan members, we supplement standard coverage with a custom mental health network and substance use support to expand access to quality mental health services.

Amazon's EAP serves 70,000 employees, their families, and household members across 61 countries. It offers free counseling sessions and a digital mental health app for daily support, available 24/7 in most major languages and fully confidential.

Learn more about mental health programs for employees ↗

Financial Well-Being Benefits

From emergency savings to retirement planning, Amazon's financial programs put millions of dollars directly into employees' hands—empowering them to achieve financial security and plan for their futures. One example is Brightside Financial Care, which enables hourly employees in the U.S. to access personalized financial coaches and money management services. In 2025, Brightside delivered $42 million in financial solutions to hourly employees—up from $27 million in 2024—with 67,000 employees participating (a 26% year-over-year increase).

Family-Building Benefits

We recognize that families are built in many ways, and our benefits coverage reflects this reality. In the U.S., benefits include in vitro fertilization, egg freezing, genetic testing, access to fertility specialists, and adoption assistance and reimbursement. In 2025, we expanded offerings to include virtual doula support, intrauterine insemination, and surrogacy.

Employees in 57 countries have access to fertility navigation services. U.S. employees receive up to 20 weeks of paid leave for birthing parents, up to six weeks of paid parental leave for partners, a reduced schedule for up to eight weeks after birth or adoption, and up to 100% paid prepartum and postpartum leave. Over 25,000 full-time and hourly U.S. employees used these benefits in 2025.

Commuter Benefits

Our commuter benefits reduce transportation costs while supporting environmental sustainability. In 2025, we offered flexible commuter subsidies in 75% of countries where employees live or work, supporting public transit or bicycle commuting. Employees in the U.S. can also

apply subsidies toward vanpool, carpool, biking, and rideshare options.

Employee Engagement and Communications

We maintain open dialogue with employees across our corporate and global operations through multiple communications channels, and encourage employees to raise concerns or ideas with their managers and leaders. These channels help us understand and act on what is important to employees. For example, the change in our entry-level health care plan, lowering the cost to $5 per week and $5 for copays, was the result of employee feedback.

Multiple channels enable employees to raise concerns and share feedback easily:

- **Ethics Line:** A confidential channel that allows employees to anonymously report violations of Amazon's Code of Business Conduct and Ethics ›.
- **MyVoice:** A two-way communication tool that provides Amazon Operations global associates with a forum to express their concerns, offer suggestions, and ask questions of their site leaders on a daily basis. In 2025, employees submitted nearly 1.4 million comments through MyVoice.
- **Connection:** A real-time, companywide feedback mechanism available in 61 countries and 43 languages. In 2025, employees provided over 1.5 million responses per day.
- **Associate Forums:** Employees selected by peers meet with site management to share ideas, concerns, and feedback on topics and decisions affecting the site, including working practices, shift schedules, and employee well-being. By the end of 2025, we had approximately 150 active forums.
- **Associate Roundtables:** Employees discuss issues, ask questions, and get immediate feedback from their managers and site leaders. Amazon hosts these meetings, with their frequency varying by business line and site.

Communicating about Safety

Safety is fundamental to a healthy workplace. Throughout Amazon Operations, we communicate about safety issues through Associate Safety Committees, which provide opportunities to describe new initiatives and gather feedback.

All operations employees receive first-day safety training, with ongoing engagement through stand-up meetings, A to Z app notifications, and e-learning modules. We expect every employee and manager to participate in annual safety training.

Learn more about health and safety at Amazon ›

Freedom of Association

We respect the rights to freedom of association and collective bargaining ↗ as well as workers' right to join, not join, or form 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.

Together at Amazon: Building Community and Connection

We are dedicated to building the best products and services for the most globally diverse employees, customers, and communities in the world. Our strategy is to move beyond traditional supplemental programs and create scalable systems that work for everyone, by design, serving our workforce of more than 1.5 million full- and part-time employees worldwide as well as the customers, partners, and communities we reach. Building systems that address unmet customer needs and work for people around the world is a shared responsibility across Amazon.

In 2025, we began building AI-powered insights and tools to help builders design products that work for everyone from the start. For example, through the AI-powered Disability Inclusion Assistant, we streamlined resources and provided supplemental guidance. This work continues to inform how we build accessible tools that serve our global workforce and customer base.

One area we continue to focus on is scaling our work for active military families and veterans. After completing our 100,000 military hiring pledge in 2024, we looked at ways to deepen our impact. In 2025, we visited six global regions through "Mission Forward" (Tokyo, London, Washington, D.C., Bangalore, Hawaii, and São Paulo) to reach military-connected employees. This established landmark partnerships, including a first-of-its-kind Memorandum of Understanding with India's Army Welfare Placement Organization and internship agreements with Japan's Self-Defense Forces. We launched Project Catapult, enabling Tier 1-3 veterans in operations to advance to Area Manager roles, and graduated veterans and military spouses into AWS Data Center Engineering positions through our Duty to Data Center program. We also introduced a Military Spouse Deployment Benefit and flexible work arrangements through partnerships with Blue Star Families, Hiring Our Heroes, and others.

These efforts are grounded in research. In 2025, we studied what creates an effective workplace environment with tens of thousands of corporate employees. While "feeling included" means different things to different people, a clear pattern emerged: Professional growth is equally as important. This research led to a working definition: Feeling included at Amazon means creating an environment where employees are valued, trusted, connected, informed, encouraged, and able to grow.

That definition shaped Together at Amazon, which aggregates pan-Amazon offerings into a single global initiative that is open to all employees. We create pathways to upskilling, AI tooling, career development, mental and physical well-being programming, and community building through shared experiences including volunteering.

In 2025, hundreds of thousands of corporate employees participated in programs like career Growth Conversations, Shout Outs for recognition and celebration, and Amazon Huddles, which are micro-learning conversations that support continuous development and modelling of the Leadership Principles. These programs help employees grow, thrive and connect, and had a measurable positive impact on increasing job satisfaction and retention.

We reached more than 647,000 corporate and operations employees through the Together at Amazon Community in 2025 alone. The community includes individual employees and teams, Together at Amazon Ambassadors, and Employee-Led Groups (ELGs), which are volunteer-run groups open to everyone at Amazon and spanning 2,300 chapters across multiple countries and regions. By bringing employees together, we created moments of connection virtually and in person, from Seattle to Arlington, Cape Town to Toronto, and Tokyo to London.

Learn more about inclusive programs that benefit communities ›

Health and Safety

Our Approach

Amazon's more than 11,000 safety professionals are dedicated to keeping employees and partners safe worldwide. It's the most important thing we do, and it drives how we innovate, invest, and operate every day.

For the past several years, we have proactively shared data about safety in our sites, because behind every metric is a person. We work every day to keep improving for the people across our network. In 2025, our global operations safety data demonstrated consistent year-over-year improvement.

Our Progress

In 2025, we improved our Global Recordable Incident Rate (RIR), which includes any work-related injury that requires more than basic first-aid treatment, by 43% over the past six years and 14% year over year. In addition, we improved our Global Lost Time Incident Rate (LTIR), which includes any work-related injury that requires someone to take time away from work, by 70% over the past six years and 14% year over year. In the U.S., Amazon reports our operations data to the Occupational Safety and Health Administration (OSHA) under the 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. In 2025, we continued making strong progress across all categories. In the U.S. General Warehousing and Storage industry, our RIR improved 39% over the past six years and 16% year over year. Our LTIR improved 79% over the past six years and was flat year over year. In the U.S. Courier and Express Delivery Services industry, our RIR improved 59% over the past six years and 19% year over year. Our LTIR improved 81% over the past six years and 28% year over year.

We're making meaningful, sustained improvement. But in safety, there's no such thing as "good enough." Our goal is to set the benchmark for safety excellence across every industry where we operate. That means building safer workplaces by design, fostering a safety-first culture, and holding ourselves to a higher standard year after year.

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

Prevention through Design

One of the keys to continuously improving safety year after year is our Prevention through Design (PtD) approach, which applies engineering controls to reduce or eliminate potential risks before they enter the workplace. Before we purchase equipment or build facilities, our design engineers work with certified ergonomists, industrial hygienists, and safety engineers to make designs safer from the start. They use simulations and models to inform workflows and equipment usage and placement to ensure employees can work safely. We apply the same approach to existing sites by upgrading equipment, reconfiguring layouts, and improving processes to continuously improve our employees' experience.

However, prevention doesn't stop at design. It requires continuous validation. In 2025, we conducted 10.4 million safety inspections globally, a 33% increase from the previous year, to confirm our controls are working as intended and to identify where adjustments are needed. We combine these inspections with employee feedback to ensure our designs make work easier, align with how work is actually performed, and keep people safe. This creates a continuous loop between what we engineer and how it performs in practice.

One area where this engineering discipline is especially important is preventing musculoskeletal disorders (MSDs), the most common workplace injury across all industries. MSDs—strains or sprains caused by repetitive motion, awkward postures, or heavy lifting—account for more than half of all recordable injuries at Amazon. While our MSD recordable rate has improved 43% over the past six years, they remain an important focus.

Addressing MSDs means reducing repetitive motion and heavy physical strain. That's why we've integrated assistive robotics into our operations. Technologies like Robin and Cardinal ↗ help sort, lift, and place packages, and Proteus ↗ safely moves heavy carts alongside employees, reducing the need to push or pull bulky loads.

Since 2019, we've invested more than $2.5 billion in our safety efforts, including new innovations, ergonomic improvements, and training programs, all grounded in the principle that the safest workplace is one where risks are engineered out from the start.

Building a Culture of Safety

Prevention through design reduces risk before it reaches our employees, but sustaining these improvements requires a culture where safety is everyone's responsibility. Globally, Amazon's operations network has more than doubled in size since 2019 to over one million employees across more than 2,000 sites around the world. Alongside that growth, we've worked diligently to further build and evolve our safety culture.

An anchor of our safety culture is our Safe to Go philosophy, which guides how our employees operate each day. Safe to Go encourages everyone across our operations to be proactive, and it empowers employees and leaders alike to speak up, slow down, or stop work if something doesn't feel right. That shared expectation builds trust and accountability, but it only works when people see that their input leads to improvement. That is why we built simple, accessible ways for employees to provide suggestions quickly and easily.

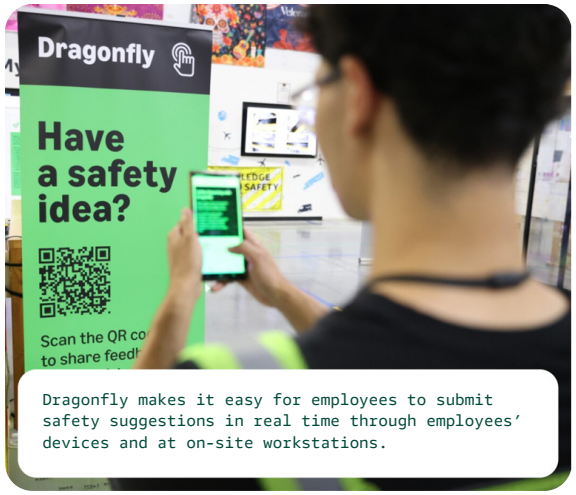
Achievements

43% Improvement in Global Recordable Incident Rate (RIR) over the past six years and 14% improvement from 2024. RIR includes any work-related injury that requires more than basic first aid treatment[30, 31]

70% Improvement in Global Lost Time Incident Rate (LTIR) over the past six years and 14% improvement from 2024. LTIR includes any work-related injury that requires someone to take time away from work

More than **$2.5B** Invested in our safety efforts since 2019

Dragonfly, a system we built in-house and scaled across our operations network, makes it easy to submit safety suggestions in real time through employees' devices and at on-site workstations. Submissions are routed directly to an employee's manager and escalated to site leadership as needed, ensuring the right people can act quickly. We continue to evolve the tool to strengthen both employee experience and leadership accountability, including a new feature that allows employees to rate their manager's response, creating clearer transparency for follow-through.



Dragonfly makes it easy for employees to submit safety suggestions in real time through employees' devices and at on-site workstations.

In 2025, more than 200,000 employees used Dragonfly to share ideas. Some improvements are straightforward, such as adding more lighting along walkways so team members can see and be seen more clearly. Others are more technical, including working with equipment vendors to add sensors, flashing lights, and vibration alerts that provide additional warnings when forklifts are nearby. Across a network of our size, even small ideas can scale into big improvements, making our sites safer every day.

Working Safely with Our Operations Partners

Our commitment to safety extends to our partners. We work with independent, long-haul trucking companies to move products across our network, and we work with small business owners called Delivery Service Partners (DSPs) ↗ and independent contractors in the Amazon Flex delivery program ↗ to deliver packages to customers' doorsteps. We help partners and drivers stay safe by providing access to industry-leading safety technologies and resources.

For long-haul transportation, we recognize that limited visibility is one of the most common safety challenges across the industry, particularly in conditions like fog, heavy rain, or darkness. Because our Amazon-branded trailers are on highways every day, we have invested in making them more visible. We've added highly reflective tape to Amazon-branded trailers, and this year, we're expanding that effort with enhanced lighting and bright white rear doors on all new trailers. Greater visibility helps other drivers recognize our trailers sooner, giving them more time to react and maintain safe following distances in low-visibility conditions.

We have also made safety enhancements to Relay, the tool carriers use to book and execute work. We continue to strengthen carrier and driver identity verification and authentication to ensure consistent safety standards nationwide that exceed Department of Transportation requirements. Once drivers are on the road, the Relay mobile app supports them with route-specific weather forecasts and in-app alerts to changing conditions. Our active weather response system proactively identifies and cancels loads affected by severe weather such as blizzards, ice storms, and high-wind warnings. Drivers also receive pre-trip briefings that include route options designed for commercial vehicles along with current road and weather conditions. Additionally, they have access to one-tap parking search to find safe rest stops, and can monitor real-time traffic visibility—all designed to help them make informed decisions and stay safe from start to finish.

For last mile delivery, we've invested $16.7 billion to support the DSP program since it launched in 2018 ↗, including investments in safety and pay initiatives. A central part of that investment is helping to prepare drivers before they go on the road, which is why we've expanded hands-on training through our Integrated Last Mile Driver Academy ↗. More than 180,000 drivers have completed in-person training focused on delivery fundamentals and safety protocols, using tools like virtual reality driving headsets and a slip-trip-fall simulator, where drivers—secured in a safety harness—practice walking on slippery surfaces to learn techniques that help them stay safe while walking on icy sidewalks, wet driveways, and snow-covered steps during deliveries.

Once on the road, DSP drivers are supported by in-vehicle safety technology. Amazon-branded delivery vans are equipped with camera-based systems that provide real-time feedback on driving behaviors. When unsafe behaviors are detected, drivers receive suggestions during delivery stops. If those behaviors persist, DSPs are notified so they can provide drivers with additional reminders and support. In addition, for DSPs and Flex Delivery Partners, we provide alerts for roadway hazards and pets at delivery locations, along with a chat tool that lets delivery drivers notify customers when they're approaching.

Ultimately, operating at our scale demands exceptional road safety, which is why we're continuously developing new ways to help keep our partners, and the communities where they operate, safe.

Preparing for Severe Weather

Severe weather is one of the most unpredictable challenges that can impact both our employees and partners. While we can't control when a winter storm ↗ hits or temperatures spike ↗, we can control how we prepare. That's why we have a team of meteorologists monitoring weather conditions 24/7 from our Global Security Operations Center, providing real-time forecasts and risk assessments that guide operational decisions. Depending on conditions, that may mean delaying shifts, rerouting drivers, or pausing operations until it's safe. We share updates through text and in-app alerts so people have the latest information, and most importantly, we empower everyone to pause work or skip a delivery if something doesn't feel safe.

We also ensure our facilities, vehicles, and people are ready for severe weather. Our sites are climate-controlled and equipped with industrial fans, air-conditioned break rooms, hydration stations, and cooling gear to support teams during extreme heat. In colder conditions, we provide heated break areas, cold-weather gear, and hand warmers to help employees stay safe and comfortable. Beyond equipment, we invest in practical training that prepares employees for both severe weather events and everyday climate risks; from recognizing the signs of heat exhaustion and dehydration, to following cold-weather safety protocols, to applying safe driving techniques in rain, snow, and icy conditions.

Branded delivery vans come equipped with both air conditioning and heat. If either system isn't working, the vehicle is immediately taken out of service. During heat waves, we also modify schedules to limit outdoor exposure during the hottest parts of the day, and during winter storms, we provide additional time for pre-trip vehicle inspections and route planning.

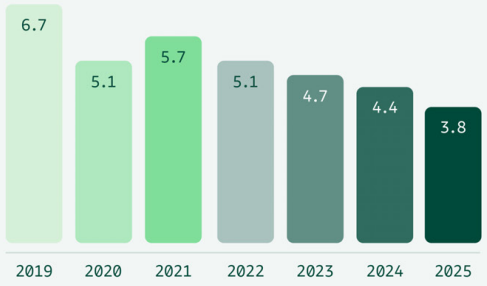
Receiving Industry Recognition

Our comprehensive approach to safety—spanning technology, training, emergency preparedness, environmental protections, and road safety—has earned recognition from leading organizations around the world. Last year, Amazon received **eight** safety awards from the American Red Cross, the British Safety Council, the National Safety Council, and the Applied Ergonomics Society. We also received the highest three-star rating in the Fédération Internationale de l'Automobile Road Safety Index ↗ for our structured approach to managing and reducing road-related risk across our transportation network.

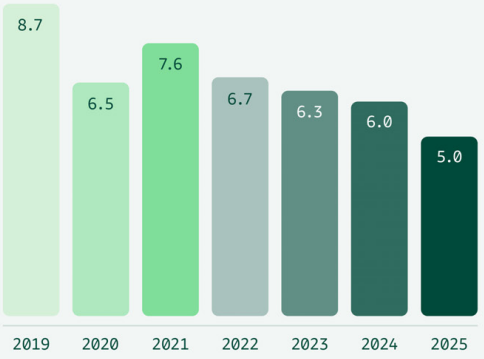
Together, these recognitions reflect the strength of initiatives such as the proactive rollout of naloxone ↗ (an opioid overdose-reversal medication) across our North America sites; CPR and First Aid training that exceeds regulatory standards; ergonomic innovations like adjustable-height tables that bring items to employees at comfortable working heights; and our continued investment in developing world-class safety leaders.

Safety Performance

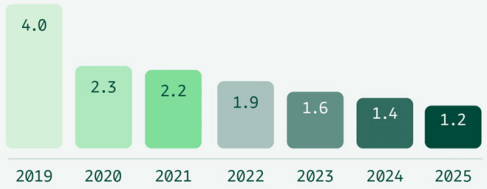
Worldwide RIR:
43% improved (over the past six years)



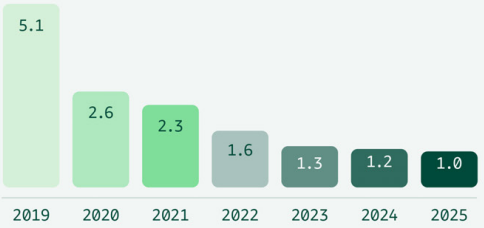
U.S. RIR:
43% improved (over the past six years)

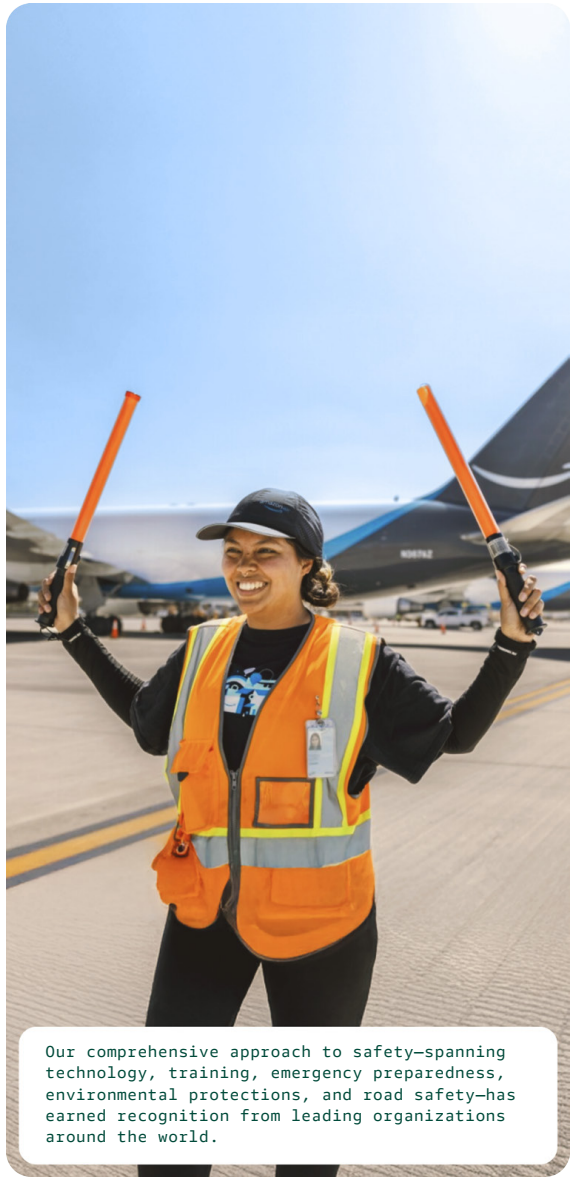


Worldwide LTIR:
70% improved (over the past six years)



U.S. LTIR:
79% improved (over the past six years)





Our comprehensive approach to safety—spanning technology, training, emergency preparedness, environmental protections, and road safety—has earned recognition from leading organizations around the world.

Responsible Supply Chain

Our Approach

At Amazon, we are committed to providing products and services that are produced or supplied in a way that respects human rights and the environment, and protects the fundamental dignity of workers. We identify and address supply chain risks by maintaining a robust management system that includes a supplier audit program, business-unit-specific human rights and environmental due diligence, support for effective grievance mechanisms, and remediation support.

When we identify issues in our supply chain, our response is guided by Amazon's core remediation principle: workers should be at the center of any remediation effort we make. 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.

We consider disengagement from a supplier only as a last resort because terminating business relationships removes the incentive for improvement and can negatively affect workers and communities.

Our supply chain spans thousands of Tier 1 suppliers globally. In key sourcing regions, dedicated teams engage directly with suppliers to communicate our standards, evaluate risks, foster transparency, and help build supplier capacity to provide safe working conditions.

We leverage our scale, technology, resources, and partnerships with nongovernmental organizations, intergovernmental organizations, and industry peers to drive innovation and positive change within and beyond our immediate supply chain. Building long-term partnerships and convening industry peers allows us to collectively address challenges and promote sector-wide improvements.

Our approach to maintaining a responsible supply chain focuses on:

- Supplier transparency and risk assessment
- Identifying and remediating issues
- Partnering for prevention

Our Supply Chain Standards underpin this approach, which also includes identifying country- and supplier-specific risks and implementing site-level requirements to build suppliers' capacity to meet our standards. Our standards are available in 23 languages and detail our expectations for all suppliers of goods and services for Amazon, including service providers, vendors, selling partners, contractors, and subcontractors. Products and services delivered to, or sold through, Amazon must be manufactured, produced, or provided in accordance with these standards. We require our suppliers to hold their own suppliers, subcontractors, recruitment agents, and labor agents to applicable laws and these standards.

We offer training for suppliers to stay updated on our standards, processes, and procedures and to inform their own supply chain policies. In 2025, we developed and deployed online trainings for 1,600 suppliers to promote awareness of our Supply Chain Standards. We also provided access to 90 third-party online trainings on 12 human rights topics—such as responsible recruitment, fair wages, and nondiscrimination—to our businesses and their suppliers.

In 2025, we expanded supplier and selling partner access to best-in-class human rights programs, content, and e-learning resources through Amazon's freely available Sustainability Exchange ›. We added resources across two human rights topics from 18 third parties, including the International Labour Organization's Sustaining and Competitive Responsible Enterprises, Ulula (an EcoVadis company), Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI), and others. This expansion provides suppliers and selling partners with access to training materials and tools.

In 2025, we worked to increase the number of in-person human rights workshops we conducted. These workshops bring procurement teams, suppliers, and industry experts together to discuss shared examples of human rights challenges and promote collaborative problem-solving. In 2025, we hosted 29 in-person workshops across 13 countries, engaging 650 participants from 480 suppliers. We found that from 2023 to 2025, 60% of suppliers attending these workshops had reduced high-risk findings.

Our Progress

Supplier Transparency and Risk Assessment

Throughout our complex global supply chain, we continue to increase supplier transparency through supply chain mapping and industry collaboration.

Sharing our supplier list helps to track suppliers and increase supply chain visibility. We work collectively by sharing our supplier list with the Open Supply Hub ↗, a cross-sector supplier mapping platform. Amazon's supplier list and interactive supply chain map ↗ provide details on finished product suppliers of Amazon-branded apparel, consumer electronics, food and beverage, and home goods products. In 2025, we supported Open Supply Hub to integrate with partner platforms, enabling users to discover and access linked environmental and social data for production locations.

Transparency helps to mitigate risk in our supply chain. Yarn Ethically & Sustainably Sourced (YESS) is an initiative of Responsible Sourcing Network to identify and address forced labor in cotton harvesting. In 2025, a YESS

Achievements

Nearly **3.1K** Supplier audits including Amazon-branded products, third-party labor, service, and not-for-resale goods providers across our logistics, warehousing, and construction supply chain

125K Workers at supplier sites across Asia participated in safe and healthy workplace industry programs, a 42% increase from 2024

1.6K Suppliers participated in online trainings to promote awareness of our Supply Chain Standards

60% Of suppliers attending regional human rights workshops with procurement teams and industry experts had reduced high-risk findings from 2023-2025

program trained cotton mills and spinners to identify and address forced labor risks. The training helped facilities map their upstream supply chains, enabled mills to differentiate high-risk cotton inputs from low ones, and provided greater visibility to brands.

Our approach includes systematically assessing risk both within our business and in our global supply chain. In 2025, we expanded our use of AI and machine learning to help our expert-led teams transform large volumes of data into insights that guide decision-making. For example, we use AI modeling tools to help identify suppliers at higher risk of not meeting our Supply Chain Standards, streamlining audit processes and helping prioritize which suppliers to audit. These tools enable us to discover issues faster, allowing us to identify risks and direct resources where they are needed most.

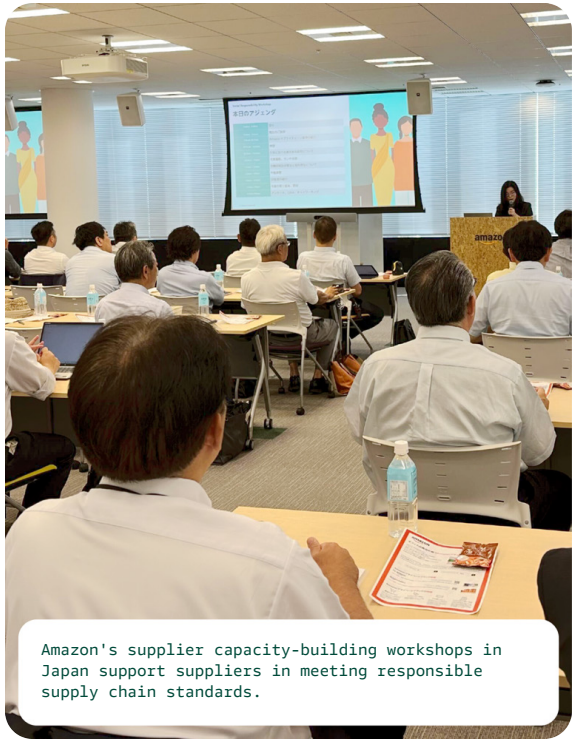
In 2025, we analyzed materials flow across AWS's upstream supply chain to track materials from raw material extraction through end of life. By combining this material flow data with human rights risk assessments, we can identify where the most severe risks may exist in our supply chain and focus our due diligence efforts on the areas that matter most, including our approach to avoiding conflict minerals. **Learn more** in our risk assessments overview › and our Conflict Minerals Report ↗

Identifying and Remediating Issues

Audits

Amazon promotes accountability through our audit program, which assesses supplier compliance with our Supply Chain Standards across aspects of Labor Rights, Health and Safety, Environment, and Ethics. We leverage audits as a key tool to identify human rights issues throughout our supply chain and promote remediation of issues when they arise.[32]

Supplier Audits by Type[33]



Amazon's supplier capacity-building workshops in Japan support suppliers in meeting responsible supply chain standards.

Supplier Audits by Risk Ratings[34]

● Medium-Level Findings ● High-Level Findings

Subcategory	2023 (manufacturing audits only)		2024 (manufacturing audits only)		2025 (manufacturing audits only)	
Labor Rights						
Freedom of Association	● 0.2%	● 0.0%	● 0.1%	● 0.0%	● 0.2%	● 0.0%
Freely Chosen Employment	● 5.6%	● 1.3%	● 6.4%	● 1.0%	● 3.1%	● 1.0%
Humane Treatment	● 0.2%	● 0.0%	● 0.3%	● 0.1%	● 0.0%	● 0.1%
Nondiscrimination	● 0.1%	● 0.1%	● 0.1%	● 0.0%	● 0.1%	● 0.1%
Subcontractor and Next-Tier Supplier Responsibility	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%
Wages and Benefits	● 27.1%	● 0.0%	● 17.0%	● 0.0%	● 11.7%	● 0.0%
Worker Grievance/Complaint Mechanism	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%
Working Hours	● 6.6%	● 0.0%	● 8.1%	● 0.0%	● 3.4%	● 0.0%
Young Workers	● 1.0%	● 0.0%	● 0.2%	● 0.1%	● 0.0%	● 0.0%
Ethical Behavior						
Business Integrity	● 3.0%	● 0.0%	● 2.9%	● 0.0%	● 1.0%	● 0.0%
Transparency	● 0.5%	● 1.8%	● 0.8%	● 2.9%	● 1.2%	● 2.3%
Environment						
Hazardous Substances	● 0.1%	● 0.0%	● 0.1%	● 0.0%	● 1.0%	● 0.0%
Pollution Management and Prevention	● 0.1%	● 0.0%	● 0.1%	● 0.0%	● 0.2%	● 1.0%
Health and Safety						
Emergency Preparedness and Response	● 11.7%	● 2.9%	● 14.1%	● 3.5%	● 10.0%	● 1.3%
Industrial Hygiene	● 8.1%	● 0.0%	● 4.2%	● 0.0%	● 2.0%	● 0.0%
Machine Safeguarding	● 0.3%	● 0.1%	● 0.5%	● 0.1%	● 0.1%	● 0.0%
Sanitation, Dormitory, and Canteen	● 1.1%	● 0.4%	● 0.6%	● 0.5%	● 0.5%	● 0.2%
Occupational Safety	● 10.5%	● 0.1%	● 8.6%	● 0.1%	● 5.5%	● 0.1%

We categorize audit findings as high, medium, or low severity. A high-severity finding is an issue that has caused, or is likely to cause, immediate harm to workers, communities, or the environment, or that involves egregious unethical behavior.

A medium-severity finding is an issue that poses significant risk of harm to workers or communities or demonstrates exploitative practices. When audits identify high-severity issues, suppliers must develop corrective action plans to address identified issues and complete remediation measures to prevent recurrence. Suppliers with high-severity findings are also subject to follow-up audits to confirm sufficient remediation. For medium-severity issues, we track and confirm progress toward resolution through corrective action plans. We monitor low-severity issues for continuous improvement through maintenance audits.

To enhance the ability of our experts to identify issues and categorize audit results more quickly and accurately, we have been using AI audit processing tools ↗. An early version of one of these tools processed audit reports 79% faster than manual review processes.

In 2025, we expanded our supplier audit program to reach more of Amazon's global logistics network. We traditionally focused on Amazon-branded product suppliers, but we recognize that risks to workers exist throughout our supply chain. We continue to demonstrate our commitment to human rights as central to our business strategy and daily decision-making by also incorporating Amazon's global logistics network. This includes specialized audit protocols for construction suppliers and procedures for our global transportation supply chain. Over the year, we secured 3,081 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, 1,579 audits focused specifically on third-party labor, service, and not-for-resale goods providers.

Access to Effective Grievance Mechanisms

We encourage workers across Amazon's supply chain to voice their concerns, whether directly to us or through supplier-managed tools. This ensures Amazon and our suppliers are better able to address existing issues and prevent future ones. We require suppliers to establish effective grievance mechanisms for their workers, and in some cases we actively support them to build and strengthen these management systems. We help suppliers improve their internal processes around training, triaging cases, and overall management of grievance processes.

We continue to connect supplier sites with independent third-party grievance mechanisms, specifically those in high-risk sectors and regions. In 2025, we connected supplier sites in eight countries with third-party grievance mechanisms.

Through our partnership with Ulula, we expanded our worker voice program, including worker surveys and a helpline in Vietnam, joining Cambodia, China, India, and Pakistan. Additionally, in 2025, Amazon began working with the Hamary Awaz Helpline in Pakistan, a confidential and independent grievance mechanism designed for reporting and resolving workplace concerns. In Bangladesh, we engage with Nirapon, an industry-led nonprofit that partners with the Amader Kotha Helpline and works with global brands, retailers, and other partners to support the development of a culture of workplace safety in factories. In the U.S., we began connecting supplier sites with Dignia, an industry grievance mechanism that provides workers with a confidential, independent channel to raise concerns.

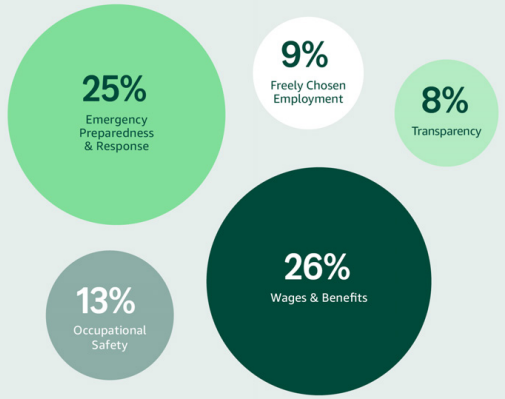
In 2025, we collaborated with JP-MIRAI to implement worker voice mechanisms in our Japan supply chain. This initiative provided workers with secure channels to report workplace concerns, particularly regarding recruitment practices and labor rights. This initiative builds on Amazon's continued to support JP-MIRAI's fair and ethical recruitment initiative, which addresses recruitment corridor challenges in Bangladesh, Indonesia, Nepal, and Vietnam, primary countries of origin for migrant workers in Japan.

Our Human Rights and Environmental Complaints Procedure ↗ allows supply chain workers, among others, to share concerns directly with us. **Learn more** about how we provide access to grievance mechanisms ›

Remediation

An important part of our strategy is working with suppliers to remediate issues. We support remediation when suppliers in our supply chain have high- or medium-risk findings in their audits.

Top 5 Most Common Findings in Assessments*



* High- and Medium-Severity Findings

Amazon's remediation managers—who are strategically placed globally where Amazon operates—guide suppliers to develop 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.

Partnering for Prevention

Responsible Recruitment and Freely Chosen Employment

We do not tolerate child labor, involuntary or forced labor, human trafficking, or any forms of modern slavery across our operations and supply chains. In 2025, we accelerated efforts to prevent forced labor risks across our operational supply chain, with a focus on responsible recruitment, analyzing risk trends, providing supplier training, and building vendor and supplier capacity.

To advance responsible recruitment and migrant worker protection across our global supply chain in 2025, we:

- Expanded responsible recruitment practices at Amazon operations (fulfillment, sortation, and delivery stations) in the Gulf, establishing partnerships with verified zero-fee recruitment agencies, setting targeted hiring goals through ethical recruitment programs, and implementing dual-stage verification processes to strengthen recruitment safeguards.
- Launched a yearlong initiative with the International Organization for Migration (IOM) in Nepal focused on migrant workers' rights in high-risk supply chain corridors, aligning with Nepal's National Action Plan on Business and Human Rights. In 2025, Amazon and the IOM brought together Nepal's Ministry of Labor and other public and private entities to discuss recruitment challenges in the region, maintaining a dialogue with

private sector entities and training recruitment agents on responsible recruitment and safe migration practices.

- Collaborated with The Centre for Child Rights and Business to help prevent child labor and promote children's rights by creating age-appropriate employment opportunities for vulnerable, work-authorized teenagers in Virginia and Kansas, U.S. This collaboration supports development of replicable tools, training materials, and engagement strategies that can benefit the wider manufacturing sector.
- Amazon Grocery, along with Mars, Inc., participated in the development of the Responsible Labor Initiative's (RLI) Food and Beverage Workgroup, an industry group that focuses on shared human rights risks across food and beverage supply chains. The RLI is an initiative of the Responsible Business Alliance.
- Supported Harvesting the Future, a three-year, multi-sector initiative coordinated by the Fair Labor Association to strengthen working conditions and child protections in cotton-farming communities in Madhya Pradesh, India.

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

Safe and Healthy Workplaces

Worker health and safety are core priorities across our supply chain. Amazon partners with suppliers and industry organizations to advance worker rights in these areas.

Amazon is a Brand Participant in the Life and Building Safety (LABS) initiative. We actively contribute to the LABS program through participation on the Steering, Technical, and Communications committees. LABS works to mitigate preventable fire, electrical, and structural safety risks in key apparel, footwear, accessories and home-textile producing countries.

In Bangladesh, 100% of supplying factories participate in Nirapon's Safety Management Program, supporting factories to take ownership of workplace safety through systems, education, and promoting continuous improvement. Of these suppliers, 74% participated in the Amader Kotha Helpline, which provides workers with a confidential channel to report safety-related concerns and seek resolution.

Where programs with industry organizations are not in place, Amazon conducts our own specialized Building, Electrical, and Fire Safety assessments. In 2025, we expanded assessments to seven sites in Pakistan, reaching 19,200 workers. Additionally, several Amazon Private Brands supplier factories in Vietnam partnered with PATH's Wellness4All program, a comprehensive worker well-being initiative launched by Amazon in 2024. The program screens workers for occupational diseases and trains managers on occupational health, safety, and mental health practices.

In 2025, Tier 1 supplier sites in Bangladesh, Cambodia, India, Indonesia, Pakistan, and Vietnam participated in these safe and healthy workplace industry programs, covering 125,000 workers.

Amazon Devices joined the Clean Electronics Production Network, a multi-stakeholder membership organization with the mission of reducing worker exposure to toxic chemicals in the electronics industry. This membership supports our ongoing efforts to advance worker health and safety by proactively managing chemicals in our Devices supply chain.

Fair Wages

Amazon believes workers have the right to be paid fairly for their work. Our Supply Chain Standards require suppliers to pay their workers in a timely manner and to satisfy or exceed applicable wage laws, including on minimum wages and allowances, overtime pay, benefits, and paid leave. In 2025, Amazon Operations started exploring how best to set starting wages in countries that do not have a legal minimum wage, informed by global fair wage calculation methodologies.

Environmental Protection

We strive to source products and services that avoid environmental harm. We require suppliers to comply with applicable environmental laws and regulations. We also encourage them to engage in efforts that support environmental sustainability and make progress toward reducing effects on the environment within their operations and supply chain. This could include reducing consumption of energy and water or generation of greenhouse gas emissions, waste, and hazardous materials.

Amazon supports supplier decarbonization actions through a procurement training program designed to equip our procurement teams with the tools and knowledge needed to effectively engage suppliers on carbon emissions reductions.

Learn more about how we decarbonize the supply chain >

Worker Well-being

Amazon customers can shop for products that have a focus on worker welfare and safe working conditions on Amazon.com. **Learn more** about the Climate Pledge Friendly program > and the sustainability features recognized in Climate Pledge Friendly

Employees involved in procurement and sourcing complete training on responsible purchasing practices.

Communities

Our Approach

Amazon aims to create positive outcomes in our communities using our global scale and operational strengths. We focus on two things: improving customers' lives and contributing to the fabric of communities.

We invest billions of dollars into the communities in which we operate, helping local economies grow and creating jobs, both directly and indirectly. Through strategic partnerships and local engagement, we aim to create environments where individuals, families, and businesses can thrive.

We want our presence to support thriving communities by creating jobs and affordable housing, investing in education and infrastructure, empowering local businesses, and providing disaster relief.

Learn more about how we invest in communities to prepare them for future of work ↗

Our Progress

Creating Economic Impact

Just as we aim to make our customers' lives better every day, we also aim to make a positive economic impact on the communities where we operate around the world. Since 2010, we have invested trillions of dollars ↗ to serve our customers and communities, including more than $1.8 trillion toward infrastructure and employee compensation in the U.S., $300 billion in Europe, and $170 billion in Asia.

We continued to expand our economic footprint in 2025, investing more in the U.S. economy than any previous year, with more than $340 billion in communities across the U.S. When we invest a dollar in a town or city—whether by building a facility, hiring local workers, or partnering with small businesses—that dollar creates $1.20 in additional economic activity.

Learn more about our economic impact and global tax contribution ↗

Our presence creates jobs, upskilling opportunities, and stimulates the economy. According to a joint study ↗ by economists at Amazon and The Wharton School, University of Pennsylvania, U.S. counties with Amazon facilities see 3,900 more new jobs compared to similar counties without our presence. Additionally, the research shows median household incomes increase by more than $1,400 annually, and poverty rates fall by 3% on average. A 2025 Oxford Economics study ↗ further validates these findings, showing that when Amazon opens a large fulfillment center in a county, after five years, 6,000 more small businesses emerge, 12,000 fewer people are unemployed, and 6,000 fewer people rely on Medicaid.

Learn more about how we create jobs and invest, state by state ↗

Between 2010 and 2025, Amazon has invested more than $450 billion in over 1,000 small towns and rural areas across the U.S. Forty percent of Amazon jobs added in the last five years were in communities with populations under 50,000. By the end of 2026, we aim to grow our rural delivery network's footprint to over 200 delivery stations, creating 100,000 new jobs and driver opportunities.

Goal

Invest $3.6 billion through Amazon's housing fund to create and preserve more than 35,000 affordable homes

$2.4B

Committed to create or preserve more than 23,000 affordable homes, supporting more than 50,800 residents since 2021

With more than 2 million direct and indirect jobs created across the country, Amazon has created more jobs in the U.S. than any other company over the past decade.

In 2025, Amazon announced plans to invest £40 billion in the UK over the next three years (2025-2027). This investment includes building new fulfillment centers and new delivery stations nationwide, as well as upgrades and expansions to our existing network of operations buildings across the country. In India, Amazon announced plans to invest more than $35 billion across our businesses through 2030, with the aim to further accelerate digital transformation, strengthen infrastructure, and support innovation across the country. These investments are strategically aligned with India's national priorities and will focus on expanding AI capabilities, enhancing logistics infrastructure, supporting small business growth, and creating jobs.

More than 60% of sales in Amazon stores come from independent sellers—most of which are small- to medium-sized businesses. In 2025, these sellers employed over 2 million people across the U.S to support their Amazon business. In addition, independent sellers in the U.S. averaged $375,000 in annual sales in 2025, with over 75,000 sellers surpassing $1 million in sales.

Achievements

273K Amazon employees volunteered from 55 countries

$348M Contributed to support 3,100 community partners globally

99M Meals donated or delivered to households in need

30 Natural disasters responded to across six countries

5.8M Students reached globally through Amazon Future Engineer programs

$340B Invested in communities across the U.S.

Supporting Community Development

Community Partnerships

Amazon partners closely with organizations working in communities to provide essential services to those in need. To create lasting impact in the places we call home, we build deep relationships with organizations whose missions align with our priorities. We start by listening closely to understand their needs, then collaborate to find thoughtful, meaningful ways to support them.

One impactful example from 2025 is Think Big Spaces ↗. Since launching our first Think Big Space in 2019, we have expanded to 108 spaces worldwide. These labs are spread across the U.S., including Eastern Oregon and Central Ohio, and the globe, including locations in India, Ireland, Australia, Japan, Indonesia, South Korea, and Spain. Today, these out-of-the-box education spaces provide access to science, technology, engineering, and mathematics (STEM) education access to 90,000 students and educators within the communities where they live.

Affordable Housing

Amazon's housing fund provides low-interest loans and grants to increase the supply of long-term, affordable housing for low- to moderate-income residents in three hometown communities: Washington State's Puget Sound region, the National Capital Region, and Nashville, Tennessee. We require the majority of properties we invest in to remain affordable for 99 years, creating generational stability for families.

Amazon initially committed $2 billion to create and preserve 20,000 affordable homes across these communities. We exceeded this original goal two years early, in 2024. By the end of 2025, we had committed $2.4 billion to create and preserve more than 23,000 homes. We have increased our commitment to a total of $3.6 billion to create or preserve 35,000 affordable homes in these three communities.

Learn more about Amazon's housing fund ↗

How AI Benefits Communities

In 2025, we integrated cloud and AI technology across community initiatives to automate processes, analyze community sentiment, and enable data-driven decisions. We equip nonprofit partners and organizations reaching underserved audiences with tech-enabled tools to scale their impact. In 2025, we:

- Provided more than 50,000 learners globally with access to foundational AI skills via AWS Educate, hands-on learning with PartyRock and Quick, and access to AWS AI certifications and Udacity Nanodegree through AI & ML Scholars ↗
- Supported 575 customers in education, health, and climate with AWS cloud and AI technology
- Provided AWS cloud and AI training to over 100 customers from 34 countries through Amazon's Social Entrepreneur Accelerators
- Invested $1 million in 43 organizations and projects to identify practical AI solutions that advance the United Nations Sustainable Development Goals

Learn more about how we are integrating AI across community initiatives ↗

In This Together

Around the world, and across Amazon businesses, our In This Together initiative creates a single entry point to discover the many pathways to Amazon including skill development, entrepreneurship, business growth opportunities, and streamlined ways to find affordable programs. We are making it possible for anyone—even without prior connections and regardless of geography—to supply, sell, own, learn, join, and create with Amazon.

We respond to community needs by providing civic organizations, professional associations, and educational institutions access to career opportunities, supplier development, business ownership, seller resources, training and certifications, and accessibility solutions. In 2025, we engaged hundreds of thousands of community members in Amazon programs including Amazon Future Engineer, AI readiness training, Machine Learning University, and more, in an effort to create opportunities to build a future ready workforce together.

Helping Communities Address Pressing Needs

Food Security

Food security ↗ means having access to safe and nutritious food for normal development and an active life. We use our logistics, technology, and delivery infrastructure to support food security efforts. Our home delivery program provides transportation and supporting technology at no cost to deliver food to families in need.

In 2025, we:

- Donated or delivered 99 million meals to food banks, nonprofits, and households in 11 countries.
- Delivered 14 million meals and, since the program started in 2020, we have delivered 60 million meals in the U.S. directly to the doorsteps of 200,000 families in need at no cost to our food bank partners and extended our commitment to provide free home delivery meal service through 2028.
- Partnered with 61 local food banks in the U.S. to redistribute surplus food to people experiencing hunger.[35]
- Whole Foods Market donated 26 million meals of unsold food to over 1,000 food rescue and redistribution programs across the U.S. These efforts reduce waste, support food security, and help build a more sustainable food system.

We make grocery shopping more affordable through our Temporary Assistance for Needy Families ("Cash EBT") program. We accept benefits in 23 states through Amazon Access ↗, which also enables Supplemental Nutrition Assistance Program benefits for groceries and offers Prime membership discounts and 50% off grocery delivery subscriptions.

Education and Skills-Building

We support learners of all ages to develop skills needed for future jobs. The AWS Education Equity Initiative ↗, a $100 million, five-year investment in cloud and AI technology, expands access to education and technical skills globally. In 2025, we launched Future Ready—a $2.5 billion initiative to equip 50 million people with the skills they need for the future of work by 2030. This new upskilling initiative benefits Amazon employees, students, and many others because we believe that in a rapidly changing economy, people deserve the tools to adapt, build a career, and thrive.

In 2025, we:

- Connected 144,500 learners to employers through the AWS Skills to Jobs Tech Alliance ↗
- Reached 5.8 million students through the childhood-to-career computer science program, Amazon Future Engineer ↗
- Launched 26 community funds and allocated more than $21.1 million in hyper-local funding globally

- Trained 14,400 unemployed or underemployed individuals through AWS re/Start 12-week training sessions
- Distributed $17.9 million in AWS cloud and AI technology for education

To expand cloud and AI technology, the AWS Machine Learning University educator enablement program ↗ provides faculty at community colleges, minority-serving institutions, and historically Black colleges and universities with the skills and resources to teach data analytics, AI, and machine learning concepts, building a diverse pipeline for in-demand jobs of today and tomorrow. Through the AWS AI and ML Scholars program ↗, we have provided access to foundational skills in AI to 50,000 learners globally. As part of the White House's Pledge to America's Youth ↗, Amazon will support AI skills training for 324,000 learners and enable AI curricula for 2,000 U.S. educators by 2028. Additionally, AWS Academy ↗ provides higher education institutions with a free, ready-to-teach AI and cloud computing curriculum that prepares students to pursue industry-recognized certifications and in-demand technology jobs.

Learn more about our skills training programs ↗ and STEM Education programs ↗

Disaster Relief

When disasters strike, we apply the same strengths that get packages to doorsteps every day to get crucial aid where it's needed quickly. We share our advanced technology and innovation with local partners to help rapidly restore internet connectivity, power sources, and communication capabilities in the aftermath of disasters. In 2025, we supported responses to 30 disasters across six countries. Across the U.S., Europe, Asia, and Australia, we maintain 18 global Disaster Relief Hubs ↗ with supplies such as tarps, masks, cleaning supplies, and other relief products. Since 2017, we have donated more than 30.2 million relief items to communities affected by disasters.

Our disaster relief tech kits provide connectivity and power to first responders when traditional systems fail during disasters like hurricanes and wildfires.

In 2025, we donated $10 million to support the response to Southern California wildfires, including donating 550,000 items from our Wildfire Disaster Relief Hub.

In central and southeastern Mexico, we donated and delivered emergency supplies to assist communities recovering from devastating floods. In response to Hurricane Melissa in Jamaica, Amazon donated 66,975 shelf-stable food items for meal boxes.

After Hurricane Helene, we used AI to analyze thousands of drone photos from dangerous flood zones and create maps of high-priority search areas in Tennessee, reducing search-and-rescue times from days to hours. Our agentic platform is also powering AI innovation at the American Red Cross. Backed by the AWS Imagine Grant, the Red Cross is building Clara AI, a groundbreaking multi-agent platform that will coordinate specialized agents for disaster relief, blood services, military family support, lifesaving training, and multilingual assistance. This system will enable the Red Cross to serve millions while focusing on complex, life-critical cases.

We also provide technology solutions to partners responding to emergencies, including kits to restore online access, portable mapping devices for search and rescue, and technology that prevents drones from interfering with firefighting aircraft. Amid three natural disasters in 2025, we deployed AWS cloud technology to help local governments and organizations stay connected and provided over $1.2 million in AWS cloud and AI technology for disaster resilience efforts, including supporting Watch Duty, which runs its wildfire tracking service on AWS.

Learn more in our 2025 Puget Sound ↓ and National Capital Region ↓ Community Impact Reports.

Supporting Communities Through Volunteering

During our 2025 Global Month of Volunteering ↗, a record 131,700 Amazon employees from over 54 countries participated in over 6,300 events. Throughout the year, 270,000 employees volunteered across more than 55 countries. Through Amazon's pro bono program, our legal and public policy professionals use their skills to help individuals and organizations that cannot otherwise afford access to legal support. Since the inception of the program, more than 2,400 members of our legal and public policy teams have collectively volunteered over 80,000 hours of service.

Responsible Business Practices

Our Approach

Amazon upholds responsible business practices and robust governance structures across global operations. 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 globally on issues that matter to our customers, stakeholders, investors, and business.

Our business practices, which include safeguards to protect customer privacy, data security, and responsible use of AI, help us identify, mitigate, and manage risks at scale.

Learn more about how we use AI responsibly ›

Our Progress

Corporate Governance

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

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 enterprise risk assessments; oversees and receives regular reports on 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. In 2025, the Board held six in-person meetings and participated in regularly scheduled teleconference discussions on various topics.

Amazon Board Committee Structure and Oversight

The Board and its committees oversee executives' management of risks relevant to the company.

Nominating and Corporate Governance Committee	Leadership Development and Compensation Committee	Audit Committee	Security 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 supply chain and responsible AI development and AI governance.	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.	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.	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 data security incidents.
4 Meetings Held	**5** Meetings Held	**6** Meetings Held	**2** Meetings Held

In 2025, each committee met with management and reviewed topics including:

• The Board's composition, diversity of experiences, backgrounds, and perspectives, 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 • 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 • Feedback from the company's shareholder engagement, particularly with respect to the 2025 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 • 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 • Regulatory and governance updates related to cybersecurity

Climate-Related Governance

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 supply chain and responsible AI development and AI governance.

The Chief Sustainability Officer oversees Amazon's Sustainability team and provides regular updates to the Nominating and Corporate Governance Committee. Amazon's Sustainability team coordinates efforts across the company to oversee operational changes that help avoid carbon in our business. Our companywide carbon system of record provides business-level emissions information that allows teams 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 business-level leadership teams to track progress toward meeting our commitments under The Climate Pledge.

Human Rights Governance

We maintain dedicated governance systems to oversee human rights protections, ethical labor practices, and responsible business conduct across operations and our supply chain.

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 also provides updates on these topics 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.

Amazon has a Human Rights Officer (HRO) who oversees 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 2025 through April 9, 2026, when we filed our 2026 Proxy Statement, we engaged with 66 of our 100 largest unaffiliated shareholders, as well as with numerous other shareholders. Our lead independent director participated in one-on-one or small group meetings with shareholders owning more than 22% of our stock. This outreach is complementary to the hundreds of touchpoints our Investor Relations team has with shareholders each year. 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

Ethical conduct and integrity form the foundation of our business, from how employees make decisions to how we develop products and services. This foundation is critical to building and maintaining strong relationships with customers, suppliers, and other stakeholders.

Amazon enforces compliance with local, state, federal, and laws of other countries through our Code of Business Conduct and Ethics ↗ and associated policies. We reinforce these through regular employee training and annual risk assessment and compliance reviews.

In 2025, we harnessed AI to create efficiencies in the program. For example, we use AI to develop risk assessments within our operations to flag issues that need further attention.

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, with regional oversight. The program includes the following:

- **Review process:** We take all allegations seriously, and prohibit retaliation. Our Business Conduct and Ethics team records and, where appropriate, investigates (or directs others to investigate) violations, and reports findings to the Board's Audit Committee. The team also tracks any necessary remediation. Employees found in breach of the Code are subject to disciplinary action, up to and including discharge. Senior leadership receives regular updates on harassment and discrimination allegations involving director-level positions or above, and the Leadership Development and Compensation Committee receives detailed quarterly updates for vice-president-level positions and above, or for cases subject to external investigation.
- **Appeals process:** Amazon maintains an online appeals process that allows eligible employees in the U.S. and Canada to challenge certain disciplinary actions. A manager reviews the appeal to confirm whether policies were correctly applied or to take appropriate remediation.
- **Communication channels:** 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. They can also contact Human Resources, the Legal Department, or any manager with questions about Amazon's Code of Business Conduct and Ethics and its application or how to navigate a difficult workplace situation.
- **Ethics line:** This confidential line managed by an independent third party, currently available in 65 countries and in 165 languages, allows employees to voice concerns, anonymously report potential Code violations, and ask questions on ethical matters. Reports received are routed to teams with the appropriate expertise to address them.
- **Extensive financial transaction controls:** Accounting, finance operations services, accounts payable, and payroll are designed to identify, monitor, and assess risks including fraud, misappropriation of assets,

corruption, and financial reporting integrity. Control functions—including finance, procurement, and internal audit—collaborate with the Business Conduct and Ethics team to help prevent corruption.

- **Third-party due diligence:** Before entering into business relationships, we take a risk-based approach to assess third-party partners, where appropriate, through a due diligence program designed to identify potential compliance risks.
- **Gift and entertainment reporting:** We require 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.

Learn more about how we gather and implement employee feedback ›

Training

Ethical practices and integrity are foundational to our company, and these principles begin with Amazon's leaders and Board. Amazon's Board receives training on the Code of Conduct, anti-corruption, and competition. All employees receive Code of Conduct training during onboarding, followed by periodic refresher training. Depending on their position, employees may receive additional training on anti-corruption and anti-bribery, discrimination, and harassment.

Advancing Anti-Corruption Efforts with Governments and Industry Partners

In 2025, we continued to engage externally on advancing anti-corruption efforts. We are a part of the Organisation for Economic Co-operation and Development's Galvanizing the Private Sector as Partners in Combating Corruption 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.

We complement external anti-corruption efforts with clear internal policies. Employees may not bribe anyone for any reason, whether in dealings with governments or the private sector.

Supplier Development and Impact

Amazon's global supply base comprises a wide array of small, medium, and large companies, both public and private, locally, regionally or globally based, including Disadvantaged-owned Businesses (DOB) certified by the U.S. Small Business Administration, U.S. Department of Transportation, and other recognized agencies from various industries. As we continue to grow globally, our long-term goal is to promote supplier relationships and development, including DOBs, in every country where Amazon operates.

Amazon's Supplier Development and Impact (SDI) ↗ Tier 1 spend, direct payments to DOBs for goods and services, increased from $9.7 billion in 2024 to $10.5 billion in 2025. This expansion resulted from increased purchases with existing suppliers in our supply chain and identification of new companies, bringing the total number of qualified, competitive DOBs to more than 650. In 2025, we made direct payments to DOBs in eight 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 2025, 196 Tier 1 suppliers reported over $2.4 billion in Tier 2 spend achieved through this program. Through improved processes and technologies, our spend with DOBs strengthened economic impact in the U.S., Canada, and the UK by supporting approximately 76,000 jobs and generating approximately $6.1 billion in wages. U.S. tax impact was over $850 million in taxes.

Data Protection and Security

Privacy is a core tenet of responsible business practices, and we work to earn and maintain customer trust through strong oversight of privacy practices and responsible data handling.

Learn more about how we protect data ↓

Additional resources:

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

Responsible AI

Recognizing the transformative potential of AI for people and communities worldwide, we are dedicated to fostering its safe, transparent, and responsible development and deployment. Our responsible AI approach ↗ is guided by eight priorities:

- **Fairness:** Evaluating the impact of AI on different groups and broader societal issues
- **Explainability:** Understanding and evaluating system outputs, such as responses
- **Privacy and security:** Appropriately obtaining, using, and protecting data and models
- **Safety:** Preventing harmful system output and misuse
- **Controllability:** Having mechanisms to monitor and steer AI system behavior
- **Veracity and robustness:** Achieving correct system outputs, even with unexpected or adversarial inputs
- **Governance:** Incorporating best practices into the AI supply chain, from technology providers to consumer applications
- **Transparency**: Enabling consumers and companies to make informed choices about their engagement with an AI system

The policies and frameworks that set expectations for Amazon's and our customers' development and deployment of AI and machine learning (ML) reflect these priorities. The AWS Responsible AI Policy ↗ applies to AI and ML services, features, and functionality provided by or through AWS. Our Frontier Model Safety Framework ↗ establishes the processes Amazon uses to identify, assess, and manage potential severe risks that could arise as we develop more advanced and highly capable frontier AI models.

We also provide our internal teams and our customers with the tools and services they need to design, build, and operate AI systems responsibly ↗. Amazon Bedrock Guardrails ↗ and Model Evaluation in Amazon Bedrock ↗ make it easier to introduce safeguards, prevent harmful content, prevent hallucinations, and evaluate models against safety and accuracy criteria. Amazon Nova Canvas ↗ applies an invisible watermark to all images it generates to promote the safe, secure, and transparent development of AI technology and help reduce the spread of disinformation. The detection solution can also check for the existence of the watermark, helping customers confirm whether an image was generated by Nova models. In addition, many of our AI Service Cards ↗

provide transparent documentation on intended use cases and limitations, responsible AI design choices, and deployment and performance optimization best practices for our AI services and models. This documentation helps AWS customers build their AI applications safely and evaluate models against key safety and accuracy criteria. We also provide guidance to customers using AI in the AWS cloud through the Well-Architected Framework Responsible AI Lens ↗.

To protect against performance flaws, we test our AI systems and models using a variety of techniques, including engaging human testers to probe an AI system for flaws in an adversarial style, automated benchmarking against publicly available and proprietary datasets, human evaluation of completions against proprietary datasets, and more. Testing our frontier models helps maintain alignment with our eight priorities for responsible AI.

To promote data quality and evade potentially harmful prompts in our Amazon Nova frontier models, we implement a comprehensive approach that models both prompts and responses and spans pre-training, evaluation, and deployment.

We support AI safety and risk assessment and mitigation by engaging with organizations like the National Institute of Standards and Technology, including with its AI Consortium and Center for AI Standards and Innovation. We also work with multi-stakeholder organizations, such as Thorn and the Frontier Model Forum, and actively participate in initiatives such as the G7 Hiroshima AI Process Reporting Framework ↗.

Through initiatives such as Amazon Scholars ↗, our team of AI and data scientists collaborate with leading academic institutions to tackle complex, evolving, and emerging responsible AI challenges, and help inform how we design, build, and operate our AI services. We accelerate our work in AI safety through initiatives such as our Amazon AGI San Francisco Lab ↗ and the Trusted AI Challenge ↗. These channels enable us to leverage the work of subject matter experts and discover promising approaches toward aligning our frontier models.

As we integrate AI into our operations, we recognize that responsible AI use extends beyond how we deploy these technologies to how they are produced. The development of AI systems depends on physical and human infrastructures that carry environmental and human rights risks—from sourcing rare earth minerals and critical materials for hardware, to energy and water consumption in data centers, to labor conditions for data annotation and content moderation workers whose work underpins model training.

We are focused on addressing these upstream effects as part of our broader sustainability goals. Our Supply Chain Standards, human rights due diligence program, supply chain social audit processes—which extend to services vendors, including data annotation providers—and minerals sourcing policy and program together form the foundation of this effort. We are working to apply these established frameworks to the supply chains that support AI services, assessing environmental and human rights risks associated with AI-related hardware and services. We recognize that industry-wide standards for production-side AI effects are still evolving, and we will engage with emerging frameworks, report transparently on our progress, and contribute to greater accountability across the sector.

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

Policy and Advocacy

Amazon's public policy work serves customers by encouraging long-term legal and regulatory preparedness for existing and future businesses.

We engage with policymakers on a wide range of issues and partner with multilateral organizations, industry associations, coalitions, and other stakeholders to advance our positions.

We publish an annual Political Engagement Policy and Statement ⬇ that details U.S. lobbying activities and discloses spending on ballot initiatives and public organizations, as well as with state and local representatives. Amazon's Senior Vice President, Chief Global Affairs & Legal Officer and the Audit Committee of the Board annually review this statement. They also review related procedures and a report on the company's campaign contributions and lobbying expenses, including donations to other organizations that may engage in indirect lobbying on our behalf. In the EU, we disclose activities in the EU Transparency Register and national registries, where required.

Learn more about our policy positions ↗

Data Tables

Amazon's 2019–2025 Carbon Footprint

2022-2025 carbon footprints calculated in accordance with updated Carbon Methodology.

	2019	2020	2021	2022	2023	2024	2025	YoY%
Carbon intensity (grams of CO_2e per $ of revenue)	182.4	157.1	152.3	127.2	113.6	109.0	112.8	3%
Emissions Category (MMT CO_2e)								
Emissions from Direct Operations (Scope 1)*	5.76	9.62	12.11	13.02	14.22	15.13	15.37	2%
Fossil Fuels	5.57	9.37	11.89	12.60	13.85	14.80	15.00	1%
Refrigerants	0.19	0.25	0.22	0.42	0.37	0.33	0.37	13%
Emissions from Purchased Electricity (Scope 2)	5.50	5.27	4.07	3.06	2.76	2.80	3.74	34%
Emissions from Indirect Sources (Scope 3)*	39.91	45.75	55.36	49.29	48.30	51.62	61.74	20%
Purchased Goods and Services (Amazon corporate purchases made for Amazon's operations and services, Amazon-branded products)				16.15	15.78	16.71	18.63	11%
Capital Goods				10.39	10.03	11.82	16.96	43%
Fuel and Energy-Related Activities				4.40	5.03	4.55	5.70	25%
Upstream Transportation and Distribution				10.10	8.88	9.61	10.87	13%
Business Travel				0.79	0.82	0.98	1.04	6%
Employee Commuting				2.93	2.70	2.76	2.98	8%
Downstream Transportation and Distribution				3.31	3.52	3.73	4.01	8%
Use of Sold Products (Amazon Devices)				1.18	1.50	1.43	1.52	6%
End-of-Life Treatment of Sold Products (Amazon Devices)				0.04	0.04	0.03	0.03	2%
Amazon's Carbon Footprint	51.17	60.64	71.54	65.37	65.28	69.55	80.85	16%

* Scopes 1, 3.1, 3.3, and 3.4 include the application of Environmental Attribute Certificates (EAC): 41.2K $MTCO_2e$ reduction of Scope 1 through Sustainable Aviation Fuel certificates (SAFc) and Renewable Diesel certificates (RD); 23.7K $MTCO_2e$ reduction in Scope 3.1 through sustainable agricultural certificates; 4.3K $MTCO_2e$ increase in Scope 3.3 accounting for the full life cycle emissions of Scope 1 SAFc and RD, and 138.8K reduction in Scope 3.4 $MTCO_2e$ through SAFc and Sustainable Marine Fuel certificates. The net impact from EACs to our emissions is 199.4K $MTCO_2e$. **Learn more** about carbon insets and EACs on Amazon's Sustainability Exchange.

† 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, 80 were announced by January 2026. 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.

Amazon Renewable Energy Projects†

Project Location	Number of Projects	Total MW Capacity¶
Australia	21	1,064
Austria	1	0.03
Belgium	1	1
Brazil	5	171
Canada	4	875
China	5	500
Czech Republic	1	4
Finland	14	987
France	7	17
Germany	13	1,241
Greece	9	699
India	56	1,907
Indonesia	1	355
Ireland	5	352
Italy	41	540
Japan	32	238
Malaysia	1	24
Netherlands	2	380
New Zealand	1	51
Poland	7	334
Portugal	1	219
Saudi Arabia	1	2
Singapore	2	67
South Africa	2	28
South Korea	1	60
Spain	126	3,922
Sweden	9	986
United Arab Emirates	2	3
United Kingdom	50	1,009
United States	291	25,633
Total	712	41,670

Assurance Statements

Please see our 2025 assurance statements at the links below:

- Renewable Energy Assurance Statement
- Devices Renewable Energy Assurance Statement
- Greenhouse Gas Emissions Assurance Statement - Scope 1 and 2
- Greenhouse Gas Emissions Assurance Statement - Scope 3
- Environmental Attribute Certificate Assurance Statement

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	2024 Progress (% of in-scope products that meet our goal or ambition)			2025 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 Roundtable on Sustainable Palm Oil supply chain standard.	100% Whole Foods Market	97% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% Whole Foods Market	94% 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, or Programme for the Endorsement of Forest Certification standards.	100% 365 by Whole Foods Market-branded products	100% Amazon Private Brands North America	97% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded products	100% Amazon Private Brands North America	100% Amazon Private Brands Europe
	We strive to use sustainably sourced fiber in our grocery and consumable Private Brands paper-based primary packaging.	We continued 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.			We continued 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 that the products did not contribute to deforestation.	100% 365 by Whole Foods Market-branded products	95% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded products	100% Amazon Private Brands North America	100% Amazon Private Brands Europe
Soy[C]	In Europe, source soy in our grocery and consumable Private Brands supply chains that is deforestation free by 2025, with a cut-off date of 2020.[D]	In 2024, 6% of soy in our European private brands supply chains was verified Deforestation- and Conversion-Free, 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 joined the Retail Soy Group in Europe.			In 2025, 10% of soy in our European private brands supply chains was verified Deforestation- and Conversion-Free, an increase from 6% in 2024.[E] The remaining 90% supported deforestation-free production via mass balance and regional credits. We continued working with the Retail Soy Group in Europe to address shared supply chain challenges and support the development of a sector where sustainable soy is the norm. We also seek to invest in landscape initiatives to protect forests and increase the availability of deforestation-free soy.		
Cocoa[F]	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	70% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded products	100% Amazon Private Brands North America	100% Amazon Private Brands Europe
Coffee[G]	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	100% Amazon Private Brands North America	100% Amazon Private Brands Europe
Tea[H]	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	75% Amazon Private Brands North America	Amazon Private Brands Europe did not have tea products in 2024.	100% 365 by Whole Foods Market-branded products	100% Amazon Private Brands North America	100% Amazon Private Brands Europe

Materials and Agricultural Commodities Sourcing (continued)

Sustainable Seafood and Animal Welfare

Commodity or Material	Goal or Ambition	2024 Progress (% of in-scope products that meet our goal or ambition)			2025 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.[I]	100% 365 by Whole Foods Market-branded and Whole Foods Market-branded products	100% Amazon Private Brands North America	100% Amazon Private Brands Europe	100% 365 by Whole Foods Market-branded and Whole Foods Market-branded products	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).[J]						
Eggs	Source shell and liquid egg products to a cage-free or higher animal welfare standard.	100% Egg products sold in Whole Foods Market dairy cases in the U.S. go beyond cage-free by meeting the Animal Welfare Standards for Laying Hens 100% Of the eggs used in Whole Foods Markets' own kitchens and bakeries were cage-free or better.	100% Amazon Private Brands and national brands shell and liquid egg selections sold by Amazon Fresh in North America were cage-free.	100% Amazon Private Brands shell eggs sold in Europe were free-range or barn-raised.	100% Egg products sold in Whole Foods Market dairy cases in the U.S. go beyond cage-free by meeting the Animal Welfare Standards for Laying Hens 100% Of the eggs used in Whole Foods Markets' own kitchens and bakeries were cage-free or better.	100% Amazon Private Brands and national brands shell and liquid egg selections sold by Amazon Fresh in North America were cage-free.	100% Amazon Private Brands shell eggs sold in Europe were 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 or another third-party animal welfare program approved by Whole Foods Market.	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.	22% As of the end of 2024, 22% of the pork we sourced came from group housing or crate-free systems. Please see Amazon Fresh's Animal Welfare Position for more details.			100% As of the end of 2025, 100% of the pork we sourced came from group housing or crate-free systems.		
	All fresh pork sausages, bacon, and ribs sourced for our "by Amazon" private brands 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 brands packaged deli meats.	100% Amazon Private Brands Europe			100% Amazon Private Brands Europe		
Other Animal Proteins	Source all fresh beef, pork, chicken, 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 meet requirements under our animal welfare policy.[K]	We enhanced our commitment to animal welfare for Amazon Fresh private brands. Please see Amazon Fresh's Animal Welfare Position for more details.			We continued our commitment to animal welfare for Amazon Fresh private brands.		

Materials and Agricultural Commodities Sourcing (continued)

Apparel

Commodity or Material	Goal or Ambition	2024 Progress (% of in-scope products that meet our goal or ambition)	2025 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, farms certified as producing organic cotton, 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.	100% Amazon Private Brands apparel or shoes	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.	15% Polyester in Amazon Private Brands apparel was recycled polyester.	17% Polyester in Amazon Private Brands apparel was recycled polyester.

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

[B] Scope covers the 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 departments 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] In 2023, we conducted a risk assessment of the soy in Amazon and Whole Foods Market Private Brands supply chains with a third-party consultancy. Through this assessment, we determined that within North America, 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.

[E] DCF soy is soy certified using a segregated chain of custody certification scheme benchmarked to the European Feed Manufacturers' Federation (FEFAC) Soy Sourcing Guidelines to achieve deforestation and conversion free criteria, or soy that is sourced from outside South America and is considered "low risk."

[F] For Whole Foods Market, only Fair Trade USA and Fairtrade International are accepted.

[G] Scope for Amazon North America and Europe excludes extracts and flavorings. For Whole Foods Market, only Fair Trade USA is accepted.

[H] Scope excludes matcha, mixes, and "ready-to-drink" beverages. For Whole Foods Market, only Fair Trade USA is accepted.

[I] Scope includes all products in Whole Foods Market's seafood department, including frozen and breaded options, appetizers, smoked seafood, and seafood dips, as well as canned seafood in our grocery aisle. 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 are certified sustainable by the MSC or rated Green or Yellow by the Monterey Bay Aquarium Seafood Watch program.

[J] Scope includes Amazon Private Brands products sold in North America and Europe in which seafood constitutes more than 5% of 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 Natureland organic, Best Aquaculture Practices ≥ 2-star, or GLOBALG.A.P.

[K] (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 brands 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.

Endnotes

1. As detailed in our Renewable Energy Methodology, we calculate the percentage of our electricity consumption that is matched with renewable energy by adding the amount of energy generated from renewable energy projects enabled by Amazon plus renewable energy in the grids where Amazon operates then dividing by Amazon's global electricity use.

2."What If More People Bought Groceries Online Instead of Driving to a Store?" United States Environmental Protection Agency, 30 March 2026, https://www.epa.gov/greenvehicles/what-if-more-people-bought-groceries-online-instead-driving-store

3. On-premises refers to organizations running hardware and software within their own physical space.

4. We measure both carbon emissions and carbon intensity to provide a complete picture of our progress toward our 2040 goal. Carbon emissions reduction and neutralization define our Climate Pledge commitment, while carbon intensity—measured in grams of carbon dioxide equivalent per dollar of revenue (gCO_2e/$Revenue)—helps us assess how we are decoupling business growth from carbon emissions growth over time.

5. In 2025, we began reporting grams carbon dioxide equivalent per dollar of revenue and have updated carbon intensity figures for all years reported (from per dollar of gross merchandise sales) to better align to independent reporting standards. **Learn more** about how we calculate carbon intensity

6. In 2024, we reported that 90% of our highest-emitting suppliers had decarbonization plans in place, which represented 50% of our carbon emissions. In 2025, we expanded the scope of our top suppliers to include those that represent 70% of our Scope 3 emissions.

7. A "credible decarbonization plan" includes: (1) a verified reduction target (e.g., TCP signatory, public commitment, private commitment), validated through AI-powered scanning of public disclosures and commitments, and (2) measurable progress (e.g., public disclosure, direct data sharing).

8. 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.

9. One ton of freight carried one mile.

10. Ship4wd Editorial Team. "Sea Freight vs Air Freight: Carbon Footprint & Sustainability." Ship4wd, 23 Dec. 2025, https://ship4wd.com/logistics-shipping/sea-freight-air-freight-carbon-footprint

11. SAF purchases include both blended fuel (physically mixed with conventional jet fuel and used in our operations) and book-and-claim arrangements (where we purchase the environmental attributes of SAF produced and used elsewhere in the aviation system, supporting market growth even where physical delivery is not yet possible).

12. Electric delivery vehicles include four-wheel (vans), three-wheel, two-wheel, and e-mopeds.

13. PUE measures the energy consumed by a data center to power computing equipment, cooling, and other data center infrastructure to support operations. A lower PUE value indicates greater efficiency. The theoretical minimum PUE of 1.0 would imply 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. Industry averages are as estimated by the International Data Corporation, 2H24 Datacenter Trends: Sustainable Datacenter Builds and CO2 Emissions Doc # US51911924, January 2025. AWS efficiency data are as estimated in research.

14. Carbon-free energy includes electricity generated from sources that produce no direct carbon emissions—such as wind, solar, nuclear, hydroelectric, and geothermal—as well as site energy contracts and green tariffs with local utilities that add new renewable projects to the grid.

15. Scopes 1, 3.1, 3.3, and 3.4 include the application of Environmental Attribute Certificates (EACs): 41.2K metric tons of CO_2e reduction of Scope 1 through Sustainable Aviation Fuel certificates (SAFc) and Renewable Diesel certificates (RD); 23.7K metric tons of CO_2e reduction in Scope 3.1 through sustainable agricultural certificates; 4.3K metric tons of CO_2e increase in Scope 3.3 accounting for the full life cycle carbon emissions of Scope 1 SAFc and RD; and 138.8K metric tons of CO_2e reduction in Scope 3.4 through SAFc and Sustainable Marine Fuel certificates. The net impact from EACs to our emissions is 199.4K $MTCO_2e$. **Learn more** about carbon insets and EACs on Amazon's Sustainability Exchange

16. We measure progress against this goal by adding together reused water and water from replenishment and dividing that number by total water withdrawal minus water from sustainable sources, multiplied by 100%, as described in our Water Positive Methodology.

17. The water stress levels in this chart use WRI's 2030 business-as-usual baseline scenario, consider source water stress, and cover only leased and owned data centers.

18. Goal scope is food that is considered inventory. We measure progress in terms of food waste intensity, or the amount of food waste generated as a percentage of total food handled within Amazon.

19. 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.

20. Carbon emissions abated from reuse and resale of data center hardware.

21. 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).

22. 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.

23. Schedule 7A of the Town and Country Planning Act 1990 (as inserted by Schedule 14 of the Environment Act 2021).

24. DCF soy is soy certified using a segregated chain of custody certification scheme benchmarked to the European Feed Manufacturers' Federation (FEFAC) Soy Sourcing Guidelines to achieve deforestation- and conversion-free criteria, or soy that is sourced from outside South America and is considered 'low risk'. **Learn more** about how mass balance and retail offset credits are calculated in the Retail Soy Group's Public Accounting Guidelines

25. Based on data from the U.S. and Europe. These results are not a guarantee of future performance.

26. 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.

27. 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.

28. Addressed is defined as assessed, investigated, and resolved, where applicable.

29. One 90-day supply typically costs less than three 30-day refills.

30. 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.

31. 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.

32. We conduct supplier audits for businesses manufacturing Amazon-branded products; products under Amazon's patent or trademark; and third-party labor, service, and not-for-resale goods providers in our logistics, warehousing, and construction supply chain.

33. 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.

34. Data for 2023 represent findings from audits of Amazon-branded product suppliers only. Data for 2024 and 2025 have 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.

35. According to the U.S. Department of Agriculture, 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.

On the cover

Image 1: At our new delivery station in Elkhart, Indiana, a bioretention pond stores and filters stormwater, increasing on-site carbon sequestration and biodiversity.

Image 2: Through the Right Now Climate Fund, Amazon supports the work of ICLEI South Asia to establish urban food gardens in city schools throughout India, encouraging healthy eating and offering hands-on learning.

Image 3: We work to eliminate unnecessary packaging while optimizing material, weight, and recyclability.

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