

The Ursuline School Model United Nations Conference

Amazon Board of Directors

Background Guide

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Letter from the Chair and Crisis

Dear Delegates,

It is our pleasure to welcome you to the Amazon: Board of Directors committee of TUSMUNC IV. My name is Katie Miller, and I will serve as the committee chair alongside my hardworking and dedicated crisis counterpart, Madeleine Spark.

We are currently freshmen at Ursuline, but we started MUN in 6th grade and have loved it ever since. Aside from Model UN, Katie is on the Swim team, Madeleine enjoys baking, and the two of us love theater and old films.

We are super excited for TUSMUNC IV and promise that our committee will be super fun! As the two of us are interested in large universal companies and how they impact our world, Madeleine and I are very excited to see what you all bring to the table in this exciting committee. We urge you all to read the background guide thoroughly, while doing additional research for your position papers. Overall, we want you all to enjoy every second of this committee while improving your public speaking skills and growing as a delegate! We are thrilled to be your chair and crisis for this committee and to see you all put your unique skills into action. If you have any questions about the committee, rules, guidelines, any concerns, or just want to reach out you can email us at millerk2025@ursulinenewrochelle.org and sparkm2025@ursulinenewrochelle.org
See you on November 13th!

Best,

Katie Miller and Madeline Spark

A History of Amazon

Founded in 1994, Amazon is an internet-based enterprise that sells books, movies, housewares, toys, music, etc., either directly or as the middleman between retailers and their millions of customers. They also provide web services, which include renting data storage and computing resources all over the internet. Additionally, Amazon produces the market-leading Kindle, and the promotion of the device has led to the dramatic growth in e-book publishing and turned them into a significant force in the publishing industry.

While they started as an ebook seller, Jeff contended from the start that Amazon was not just a retailer; it was a technology company whose business was simplifying online transactions for customers. Amazon's business strategy was often met with criticism, and for years, the lack of profit seemed to justify it. In response to this, Bezos argued that the critics simply didn't understand the growth potential of the internet and said that the company needed to "Get Big Fast," a slogan he printed on all his employees' uniforms. Following his initial strategy, the company quickly began to sell more than just books and expanded to an international scale.

Amazon needed more private investors to sustain this immense growth, so after two years, in May 1997, Amazon.com became a private company. Amazon stocks skyrocketed, making over \$610 million in 1998, making Bezos Time magazine's 1999 Person of the Year. In addition to the cash it received from NASDAQ, the company was able to use its high stock to fund its aggressive growth and acquisition strategy. Although the selling of more variety goods benefited the company's appeal, it was the site's service that gained the company loyalty and ultimately profits. Its personalization tools recommended other products to buy based on customer purchase history and data from other buyers. The publishing of customer reviews created a "community of consumers" who helped each other find the "just right everything."

Starting in 1997, Amazon began holding inventory in warehouses; and in 2000, they started a service that let individuals and small businesses sell their goods through the site. By 2006, Fulfillment by Amazon service was created to manage the inventory of the goods as mentioned above. Over the years, Amazon has acquired or invested in many other online retailers, such as Zappos, purchased for \$847 million in 2009.

In 2002, the company launched Amazon Web Services (AWS), which initially offered data on website popularity, internet traffic patterns, and other statistics for developers and marketers. The company expanded the AWS portfolio in 2006 with the Elastic Compute Cloud, which rented out computer processing power in increments. In 2006, the Simple Storage Service (which rented data storage over the internet) became available. These two quickly succeeded and “popularized the idea that companies and individuals don’t need their own computing resources, they can rent them as needed over the internet...” Within six years, Simple Storage Service held more than 905 billion files, and today AWS is used by huge companies such as Netflix and JP Morgan Chase.

In 2020, Amazon’s net revenue increased over 38% for an annual profit of \$386 billion. That would be an 84% increase in profit in comparison to the previous year. It is predicted that the trajectory of Amazon’s growth will continue to skyrocket as the company controls more of the supply chain and last-mile delivery. In early 2020, Amazon purchased eleven Boeing 767 passenger jets, currently being converted to cargo planes. This would bring Amazon’s total fleet to 85 by 2022. This is one of the first times Amazon is purchasing planes, as they are typically leased out. Between April and August of 2020, Amazon Air Flights have increased by 27%. They have also been testing drone delivery and currently offer a program called Amazon Delivery Service Partners, which allows people to start their own package delivery business

using Amazon's logistics and tech. By controlling and owning significant aspects of the supply chain, Amazon has become less reliant on third-party suppliers like FedEx and UPS, allowing them to shorten their delivery time from click to door (they reduced it from 3.4 to 2.2 days in early 2020). Overall, Amazon is projected to grow as a company in the coming years, and it is up to you, delegates, to ensure this growth.

Committee Tasks:

There are a variety of issues that Amazon and its board of directors and representatives are currently facing. Some of the most critical issues are workers' rights and unionization, antitrust law violations, and the current Climate Change Pledge. Since Amazon is such a household name, each action taken by the board on these issues will most likely be looked upon by the media, workers, politicians, and billions of customers. All of these groups can impact your committee plans and change Amazon's global success... something to be mindful of when writing directives, crisis notes, etc.

Topic One: Worker's Rights and Unionization

“There is a David versus Goliath aspect to this. Workers getting paid \$15 per hour are going up against one of the world's most powerful corporations owned by the world's richest man. Having a union would be a disaster for Amazon, so it's pulling out all the stops to prevent workers from organizing.” (John Logan)

Everyone has seen it on the news, the tabloids, social media... the awful conditions that Amazon workers have to live through every day. But, unfortunately, it has been hurting Amazon's reputation for the past couple of years, despite all the good that Amazon believes they are doing. Within the last three years, notable media outlets like the New York Post and MSNBC have reported on the worker's abuse and unionizations of Amazon. While Amazon has denied this abuse, claiming that workers knew about the demanding conditions they might face, many continue to shed light on the “hellish working conditions.”

The article depicting said conditions sparked outrage and put Amazon and its board of directors in the hot seat. The book, On the Clock: What Low-Wage Work Did to Me and How It Drives America Insane details one worker's experience while working with Amazon and shows the poor conditions people face daily. “When Guendelsberger hit her pain threshold at Amazon and ran out of the Advil she'd been popping like candy, she sought out one of the company-supplied medicine vending machines ‘stocked with single-dose foil packets of pills.’” It is even noted that Amazon treats their employees like robots, tracking them with GPS and timing out how long they have for tasks down to the second. Failure to beat this so-called countdown could be grounds for termination. Additionally, workers can be expected to walk 15-20 miles per 12-hour shift while at the warehouse and expect to be as tired as an “Amazonian.”

Amazon is also known to stop unionization in its tracks and even punish those involved. After a walkout was staged in Queens over Covid-19 safety issues, Amazon “detained” organizer Jonathan Bailey during his lunch break. He was “interrogated” by an ex-FBI officer, who asked what he did to get the workers to join the walkout. When he refused to answer, he shifted his tone and said it could have been seen as harassment. Later, he was formally charged with harassment by Amazon. He, and many others, believe that was part of a corporate strategy to silence organizers. In May 2020, he filed a charge against Amazon to the NLRB, alleging that the company had violated labor law. The board found truth to the allegations and filed a federal complaint against Amazon.

Bailey’s complaint is one of at least 37 charges filed to the NLRB against Amazon, America’s second-largest employer, across 20 cities since February 2020. These complaints accuse the company of interfering with the worker’s rights to unionize. These complaints have become significant enough that the NLRB considers whether the “meritorious allegations warrant a consolidated effort between the regions.” Typically they are investigated by one of 26 regional offices. But in some cases, the board combines these allegations into one complaint if it believes there is a pattern emerging at a company. Labor experts say that the surge in such charges reflects a dramatic increase in organizing among a small but vocal portion of Amazon’s warehouse workers. Workers have been coming together to demand better working conditions through solidarity campaigns, strikes, protests, and walkouts — at warehouses across the United States (Chicago, NY, Minneapolis, Iowa City, Sacramento, the Inland Empire of California, Salem, and King of Prussia).

As this activism gains momentum, Amazon’s effort against it with anti-union propaganda, surveilling employees, firing organizers, and hiring Pinkertons to gather intel on

warehouse workers. NBC interviewed over two dozen warehouse workers, and out of them, nine said they had been fired, disciplined, or retaliated against for protected activity. They say that Amazon has enforced its social distancing, vulgar language, and insubordination policies to target those in favor of worker rights. They also say that the allegations made against them seem to play into racist stereotypes of black men being angry and aggressive. “We have zero tolerance for racism or retaliation of any kind, and in many cases these complaints come from individuals who acted inappropriately toward co-workers and were terminated as a result,” said Leah Seay. “We work hard to make sure our teams feel supported, and will always stand by our decision to take action if someone makes their colleagues feel threatened or excluded.”

The highest-profile organizing campaign was in Bessemer, Alabama, where almost 6,000 workers voted to form a union. There Amazon waged a classic and well-funded union-busting campaign. Workers described how they were forced to attend mandatory meetings on why the union was not (in Amazon’s view) beneficial for the workers. Amazon filled the warehouse with banners and signs encouraging workers to vote against the union, and the company set up a website and hashtag, #DoItWithoutDues, to warn them about union fees. “Amazon fears the union because of the leverage it can have to organize strikes that could cripple the business,” said Michael Pachter, an analyst at Wedbush Securities. He also added that if unions negotiate better benefits and pay, it would reduce profit and increase operating expenses. One source says that Amazon hosts “regular information sessions for all employees, which include an opportunity for employees to ask questions.”

Amazon has also been in many settlement cases after finding guilty in allegations that they had illegally retaliated against union organizers. “If what they set out to do is shut down

organizing, I think they are doing a good job right now,” Bowden said. “But when you take out some people there will always be someone else later down the line.”

Experts say that Amazon warehouses are also designed to detect and squash organizing through surveillance technology, including the scanners workers, mandatory daily surveys, and AI-powered camera systems to detect social-distancing violations. “Amazon controls workers’ bodies and movement in such minute ways, ostensibly to track productivity, that people cannot have any purpose in the workplace except for, to produce,” said law professor Veena Dubal. Dubal notes that surveillance and intense pressure on workers to meet productivity targets make it “easy to pin a termination on one of the thousands of rules workers have to abide by.” However, Amazon spokeswoman says that scanners were for tracking “inventory, not people,” and that data collected from the mandatory surveys are used to improve employees’ work experience.

Senior warehouse staff are also trained to inform higher-ups if they hear workers discussing organizing, said Enesha Yurchak. “I remember one of my supervisors came up to me and said if you ever hear the word ‘union’ please let us know right away,” she said. “I asked what was going to happen to them and he said, ‘Don’t quote me on this but they are going to get fired.’” Amazon has currently denied that senior staff were trained to keep an eye out for organizers. “We respect our employees’ right to join, form or not to join a labor union or other lawful organization of their own selection, without fear of retaliation, intimidation or harassment,” a spokesperson for Amazon stated.

The pattern of firing, suspending, or disciplining organizers has played out nationwide. Chris Smalls, who worked at a warehouse in Staten Island, organized a walkout on March 30, 2020, to protest the lack of Covid-19 protections for warehouse workers. He and other workers

held signs outside the building with messages such as “Treat your workers like your customers” and “Alexa, send us home.” Additionally, Amazon fired or disciplined many of them in the following weeks. He said he was fired for failing to quarantine for two weeks after being around an employee who tested positive. However, Smalls said many other workers were in contact with the same employee for more extended periods, but he was singled out for asking management to sanitize the warehouse and be more transparent.

In February, NY Attorney General Letitia James sued Amazon for failing to protect workers at warehouses and accused the company of illegally retaliating against workers who complained. A spokesperson for Amazon said that she did not show an “accurate picture of Amazon’s industry-leading response to the pandemic.”

Brett Daniels, who was let go in January from his job at Amazon’s warehouse in Arizona, said managers would hush him when speaking about workplace issues and organizing. He described coming back from a protest in Seattle, organized by the Congress of Essential Workers. He said he was approached by a manager he’d never spoken to before, and that he told him that they had pinged him on the cameras for breaking social-distancing rules because someone had entered his bubble. "I think they were letting me know they were watching me."

These firings triggered a wave of solidarity from corporate employees, including user experience designers Emily Cunningham and Maren Costa. “The Covid pandemic has cast a very harsh light on the stark inequality of power and wealth that are a feature of 21st century capitalism,” Bray said in an interview. “With Covid, the penalty for the working class might be death. You had to go to the warehouse while white collar workers stayed at home. It’s not terribly surprising that labor sentiments have been strengthened over the last year.”

What Amazon does about the unionization now, especially towards the “end” of the pandemic, is up to you, delegates. Watch how this ties in with other topics and how specific plans enacted might affect these issues.

Topic Two: Antitrust Violations and Legal Issues

Amazon is one of the most ubiquitous companies in the world right now, being part of so many aspects of our daily lives. However, being so large comes with great power... something that many people believe that Amazon has misused. For example, along with Apple and Google, Amazon nearly ended the fast-growing social media platform, Parler, in one swoop fell earlier this year. Amazon also owns large shares of many apps and websites across the vast web and has made it clear that they will take action against them if needed. And while this may be good in some instances, some people ask the question, "What will stop this monopoly from taking down any and all competition or those who don't agree with them?"

There have also been investigations in two states on the abuse of Amazon's power. This investigation, which involved Washington and California, inquired whether the giant tech company had abused its power over the sellers on the site. The company's private label products and whether it uses data from sellers to inform which products it sells was in question during these investigations (the sources remained anonymous out of fear of what the company would do.) The Washington attorney general's office also examined whether Amazon makes it harder for sellers to list their products on other websites. These investigations signify that the scrutiny of the company is widening (mainly involving accusations that they "box out small business and competitors,") with many liberal politicians singling out founder and current CEO Jeff Bezos. Although Amazon has an abundance of small businesses on its platform, many in-person stores (as well as entire industries) have been forced to close or go online. For example, toy stores were a large industry until Amazon (with its easiness and accessibility) began to overshadow much of it, forcing many to close due to the heavy competition. Amazon has a foot in every industry, whether it be food (Whole Foods), security (Ring), or entertainment (Amazon Prime Video).

Amazon is not the only large tech corporation currently under antitrust investigations. Google and Facebook are also under scrutiny, with many antitrust suits coming to courts within the coming months.

Trade groups representing small hardware stores, office suppliers, grocers, booksellers, and more, along with business groups from twelve cities, are forming a national coalition to campaign for stricter antitrust laws... including measures they hope can force Amazon “spin off some of its business lines.” These merchants plan to push their congressional representatives for federal legislation to prevent the owner of a dominant online marketplace from selling its own products in competition with other sellers, a policy that could separate Amazon.com’s retail products from its marketplace. It is unknown whether this will take further legal action, but this should still play into your decisions in committee.

In addition to current state investigations and merchant groups, Missouri senator Josh Hawley recently introduced a bill that would “bust up” big techs like Amazon. “Big Tech companies like... Amazon have been coddled by Washington politicians for years. This treatment has allowed them to amass colossal amounts of power that they use to censor political opinions that they don’t agree with and shut out competitors who offer consumers an alternative to the status quo,” Hawley said in a statement to news outlets. “It’s past time to bust up Big Tech companies, restore competition, and give power back to the American consumers.” This act would ban Amazon from selling Amazon-branded products on Amazon’s market, where competitors also do business. Hawley also said the practice allows the company to destroy its competitors. “No one company should be able to control e-commerce AND privilege its own products on the same platform AND control the cloud.” “[Amazon] should be broken up.” His

office also stated that this bill would ban Amazon from simultaneously owning a large amount of cloud computing services (used by other companies) while running their retail business.

In a previous blog post, Amazon criticized fringe notions on antitrust laws, saying that they would “destroy small businesses and hurt consumers.” The blog, written by Amazon staff, stated, “flawed regulatory ideas rely on the false narrative that Amazon’s false secrets are not aligned with those of the thousands of small and medium-sized businesses thriving as the sellers in our store....” “The opposite is true: Amazon and sellers complement each other, and together we create a better customer experience than neither could create alone.

Regardless of your political standpoints with this bill, it is vital that you solve these antitrust violation issues, for it can damage the company’s integrity and cost millions, if not billions of dollars.

Topic Three: Climate Change Pledge

“The Climate Pledge Fund will look to invest in the visionary entrepreneurs and innovators who are building products and services to help companies reduce their carbon impact and operate more sustainably,” said Jeff Bezos. “Companies from around the world of all sizes and stages will be considered, from pre-product startups to well-established enterprises. Each prospective investment will be judged on its potential to accelerate the path to zero carbon and help protect the planet for future generations.”

Amazon has currently taken a very positive and progressive stance on climate change. They are currently part of the climate pledge and the climate pledge fund. They currently have pledged to go net-zero carbon emissions by 2040, a whole decade before the Paris agreement. They also aim to power all of their operations with 100% renewable energy by 2025. While it is good to know the goals to work towards, it is up to you as a delegate to develop plans and actions to reach them.

In 2019, Amazon and Global Optimism co-founded the Climate Pledge, intending to reach zero net carbon in just two decades. Since then, an ever-growing list of signatories have joined the pledge and play a crucial role in stimulating investments in developing low-carbon services and products. Some of these major companies that joined include Microsoft, Verizon, and Best Buy, many of which Amazon worked with previously. Amazon's new Climate Pledge Fund will accelerate investment in innovations, invest in companies in multiple industries (transportation and logistics, energy generation, storage and utilization, manufacturing and materials, and food and agriculture). To date, Amazon has announced 91 renewable energy projects around the globe. Together, these projects totaling over 2,900 MW of capacity will deliver more than 7.6 million MWh of renewable energy each year (enough to power 680,000

homes). The company has also made two investments from its \$100 million Right Now Climate Fund in nature-based solutions and reforestation projects globally, including a reforestation project in the Appalachians and an urban greening initiative in Berlin. Additionally, since 2015, Amazon has reduced the weight of outbound packaging by 33% and eliminated over 880,000 tons of packaging material, equal to 1.5 billion shipping boxes.

Amazon is also introducing “Compact by Design,” a new certification for products designed to reduce carbon emission through increased efficiency and better packaging. In addition, they are currently launching Climate Pledge Friendly, a new program designed to help make it easier for customers to discover and shop for sustainable products. Customers will now see the CPF label when searching for 25,000+ products to signify that the products have one or more of 19 sustainability certifications that help preserve the natural world. This selection can be found across many categories, including brands like Hp Inc., Seventh Generation, Burt’s Baby, and Honest Company.

Compact by Design helps customers discover more sustainable products.

We created Compact by Design to identify products that, while they may not always look very different, have a more efficient design. With the removal of excess air and water, products require less packaging and become more efficient to ship. At scale, these small differences in product size and weight lead to significant carbon emission reductions.

How can you tell that a product is more efficient? We've put together a few examples.



LESS PACKAGING

Many products have been designed to stand out on a store shelf. Products don't need eye-catching packaging online and Compact by Design has identified products without this excess packaging.



LESS AIR IN CONTAINER

Some Compact by Design products have less air, which can mean less packaging. You can get the same amount of product in a smaller container.



MORE EFFICIENT SHAPE

Compact by Design highlights products whose shape allows them to deliver the same amount of product while minimizing cubic inches.

Amazon is working together with 18 trusted third-party certifications, like Cradle to Cradle Products Innovation Institute, a global non-profit dedicated to transforming products' safety, health, and sustainability.

While all this is good and will ultimately help the planet, some wonder if this is what Amazon should be focusing its resources on currently, as there are many other issues going on right now.

Questions to Consider:

1. How should Amazon address the current worker abuse allegations?
2. Should Amazon issue a message to the workers or implement new plans to help ease the workload?
3. What should Amazon do if the workers do begin to unionize successfully? Should they prevent other locations? Disband the union? Negotiate?
4. Will you take action against politicians and lawyers currently going against you based on anti-trust violations? If so, how?
5. How will Amazon continue to grow and sell its products if these antitrust allegations and laws become a reality?
6. How will you help Amazon achieve its goal of going 0% net carbon by 2040, 10 years before the Paris agreement?
7. Should the Climate Pledge be one of the more crucial things to focus on?
8. Should Amazon partner with other companies to help with their climate pledge?
9. How should the U.S government tie in with the current crisis?
10. How do the changes in power change plans?
11. What role does the media play in the current crises?
12. How has your position dealt with similar problems at other companies?
13. What role does your position play at Amazon? How does it affect the company?

Positions

Jeff Bezos- CEO and Founder, Chairman of the board

Jeff Bezos is the current CEO and founder of Amazon, and after he steps down as CEO, he will become chairman of the board. He is also the largest individual shareholder in the company, so he will do well when the company does well. Additionally, since he owns the Washington Post, he has a link with the press and media and might be a strong partner if you want to do anything in that realm.

Dave Clark- CEO Worldwide Consumer and Retail Chief

Also known as the Sniper, Dave Clark is the Retail Chief and Senior VP of Amazon's Worldwide Operations. He has worked at Amazon almost his entire career and has helped build their humongous delivery and warehouse network. Many important aspects of Amazon, including memberships and the supply chains, fall under his purview, so he will be imperative to your plans during this committee. While he has criticized poor working conditions in certain instances, he has stated that he does not believe Amazon is at fault. Some believe that he should become CEO instead of Jassy.

Andy Jassy- Chief Executive Officer Amazon Web Services

Andy Jassy is the current CEO of Amazon Web services, the highest performing branch of the Amazon company. After Jeff steps down, he will become the CEO of Amazon. He is also the second-highest individual shareholder. Combining these two things will make him one of the most powerful and influential members of this committee. He will be a solid ally to have in committee and will significantly impact business relations, especially involving deals with the Climate Pledge and any lawsuits.

Brian Olsavsky- CFO & Senior VP

As CFO of Amazon.com, he oversees the company's overall financial activities. Before becoming Senior VP and CFO, he was VP, Finance, and CFO for the Global Consumer Business. He had oversight and responsibility for the finance team supporting Amazon Websites, merchant services, and fulfillment operations and subsidiaries in this role. From 2007-2010, Mr. Olsavsky was Vice President, Finance for Amazon's North America retail business unit and acquisitions, and from 2002-2007, he led the finance departments for Amazon's Worldwide Operations organization. As the CFO, he will have a significant say in finance and a large impact on large shareholders.

Adam Selipsky- New CEO of Amazon Web Services

After Andy Jassy is promoted to CEO, Adam Selipsky will replace him as CEO of Amazon Web Services. Previously he led AWS sales, marketing, and support from 2005-2016 and helped launch AWS. Before he becomes CEO, he was/is the CEO and President of Tableau Software, an “interactive data visualization software company focused on business intelligence.” He led Tableau through its acquisition by Salesforce, which was the third-largest (software) acquisition at the time.

Shelley Reynolds-VP Worldwide Controller

Shelley Reynolds joined Amazon in 2006 as VP of Finance Controller. As VP Worldwide Controller, she oversees the company’s accounting function, leading the team that works with the company’s geography and global efforts. Before joining Amazon, Reynolds spent 19 years at Deloitte & Touche LLP, specializing in matters related to mergers and acquisitions and the Securities and Exchange Commission. She will be a strong ally for anyone who wants to work on a global scale.

David Zapolsky-Senior VP General Counsel and Secretary

David joined Amazon in 1999 as the Associate General Counsel for Litigation and Regulatory matters, and in 2002, he was promoted to VP. He became the VP of the General Counsel and Secretary in 2012, where we oversee the company's legal, policy, compliance, and regulatory affairs. As he deals with legal matters within the company, he will have a large part in the antitrust allegations and laws being discussed and may significantly impact determining their course.

Jonathan Bailey- Co-founder Amazonians United

Jonathan Bailey is the co-founder of Amazonians United, a group/movement of workers "fighting to end management's domination in our workplaces." His goal is to organize with his coworkers to fight for the dignified lives that they deserve. He and his group have the main principles of being an independent and democratic organization of workers, running the organization and determining their strategy collectively, growing his organization deep and wide, seeking sustained participation in their decisions and maximum involvement in their actions, standing up to every oppression and attempt to divide up, build solidarity with their fellow workers across workplaces, borders, and industries; and fighting for dignity and control over their work, lives, and collective future.

The Climate Pledge Representative

The Climate Pledge Representative represents the whole company/group. The Climate Pledge works hand in hand with Amazon to achieve your goals of having net-zero carbon emissions by 2040 and stopping climate change. The Climate Pledge Representative mainly focuses on the Climate Pledge and its workings with Amazon and other companies, but they also work closely with other organizations that deal with climate change, such as Race To Zero.

Indra K. Nooyi- Chairperson of the Audit Committee

Indra K. Nooyi has been a director since February of 2019. Before joining Amazon, she was the CEO of PepsiCo from 2006 to 2018. There, she also served as the Chair of its board of directors. She is also currently serving as a director of Royal Phillips and was a director of Schlumberger Limited until 2020. As chairperson of the Audit Committee, Ms. Nooyi assists in fulfilling the oversight responsibility relating to Amazon's financial statements and financial reporting; the qualifications, independence, and performance of Amazon's independent auditors; the performance of the internal audit function, and Amazon's compliance with legal and regulatory requirements.

Judith A. McGrath- Chairperson of the Leadership and Development and Compensation Committee

Judith McGrath is the Chairperson of the Leadership and Development and Compensation Committee and the former Chair and CEO of MTV Networks. Before joining Amazon in 2014, she formed a multi-media joint venture with Sony called Astronauts Wanted: No Experience Necessary, which identified and created content with emerging digital media talent. As chairperson of the leadership and development and compensation committee, she evaluates Amazon's "programs and practices relating to talent and leadership development"; establishes, reviews, and reports compensation of the executive officers; administers the equity-based and other compensation plans, oversees "management of risks for succession planning and compensation"; and oversees Amazon's policies and strategies related to human capital management.

Jamie S. Gorelick- Chairperson of the Nominating and Corporate Governance Committee

Jamie Gorelick is the Chairperson of the Nominating and Corporate Governance Committee and has been a director since 2012. In addition to being a director at Amazon, she is a partner at Wilmer Cutler Pickering Hale and Forr LLP and has held many positions in the U.S. government (Deputy Attorney General, General Counsel of the DOD, Assistant to the Secretary of Energy, and a member of the National Commission of Terrorist Threats Upon the U.S.). She is also a director of VeriSign Inc and was a director at United Technologies Corp and Schlumberger Limited. As chairperson, she “review and assess the composition and compensation of the Board, Assists in identifying potential new candidates for Director, recommends candidates for election as Directors, and oversees the Company’s environmental, social, and corporate governance policies and initiatives.”

Ken Buck- Republican member of the House Antitrust Subcommittee

Congressman Ken Buck is a republican member of the House Antitrust Subcommittee. He currently represents Colorado’s fourth district in congress, and he also focuses on foreign affairs. As part of the subcommittee, he has jurisdiction on bankruptcy and commercial law, bankruptcy judgeships, state taxation affecting interstate commerce, administrative law, interstate compacts, antitrust matters, and other appropriate matters as referred by the chair. He is currently working on the antitrust bill that could possibly significantly hurt Amazon and will be a valuable ally to work with if you focus on this.

Mary Gay Scanlon- Democrat member of the House Antitrust Subcommittee

Like Congressman Buck, Mary Gay Scanlon is a democrat member of the House Antitrust Subcommittee. Congresswoman Scanlon, an education and human rights advocate, currently represents Pennsylvania's Fifth Congressional District. Like Congressman Buck, she has

jurisdiction on bankruptcy and commercial law, bankruptcy judgeships, state taxation affecting interstate commerce, administrative law, interstate compacts, antitrust matters, and other appropriate matters as referred by the chair. In addition to antitrust, Ms. Scanlon has an interest in human rights and will either be a strong ally or enemy to those who choose to work on worker's rights issues.

Jay Carney- Senior VP Global Corporate Affairs

Jay Carney is the Senior VP of Global Corporate Affairs. He was previously the White House Press Secretary under President Obama. As Senior VP, he oversees public policy and public relations globally and has strong ties to the media. He will be a strong candidate for defending the company through the media and may be able to help reassure shareholders.

Michael Bloomberg- U.N. Secretary General's Special Envoy for Climate Ambition and Solutions/ Race to Zero Global Ambassador

Michael Bloomberg is part of the UN Secretary General's Special Envoy from Climate Ambition and Solutions and a Race to Zero Global Ambassador. Additionally, he is the founder of Bloomberg LP and Bloomberg Philanthropies and was the 108th Mayor of NYC. As a global ambassador, he strives to help end climate change and is a partner with the Climate Pledge.

Emily Cunningham-Amazon Employees for Climate Justice Founder

Emily Cunningham was a user-experience designer based in Seattle, and was one of the most visible critics from inside the company until she was illegally (settled in a court case) fired in during the pandemic. She is known for speaking out against Amazon's relationship with the fossil-fuel industry and lack of leadership on climate change, even though Amazon is part of the Climate Pledge. Ms. Cunningham helped found Amazon Employees for Climate Justice, and organized a walkout of 3,000 Amazon employees during last year's Global Climate Strike

Maren Costa- Amazon Employees for Climate Justice Member

Maern Costa, like Ms. Cunningham, was a user-experience designer based in Seattle, and was one of the most visible critics from inside the company until she was illegally (settled in a court case) fired in during the pandemic. She is also known for speaking out against Amazon's relationship with the fossil-fuel industry and lack of leadership on climate change. Ms. Costa is a member of Amazon Employees for Climate Justice, and was part of the walkout during last year's Global Climate Strike.

Amazonians United Representative- New York

Serving the NY branch of Amazonians United, they represent "NYC Amazon Logistics workers seeking improvements in our workplace." Their main principles are to be an independent and democratic organization of workers, running the organization and determining their strategy collectively, growing his organization deep and wide, seeking sustained participation in their decisions and maximum involvement in their actions, standing up to every oppression and attempt to divide up, build solidarity with their fellow workers across workplaces, borders, and industries; and fighting for dignity and control over their work, lives, and collective future.

Amazonians United Representative- Chicago

Serving Chicago, they represent "Chicagoland Amazon workers union fighting for respect and decent working conditions." Their main principles are to be an independent and democratic organization of workers, running the organization and determining their strategy collectively, growing his organization deep and wide, seeking sustained participation in their decisions and maximum involvement in their actions, standing up to every oppression and attempt to divide up, build solidarity with their fellow workers across workplaces, borders, and industries; and fighting for dignity and control over their work, lives, and collective future.

Race To Zero Representative

Race To Zero is a global campaign to recruit leadership and support from cities, businesses, regions, and investors for a resilient, healthy, zero carbon recovery that prevents future threats, creates jobs, and unlocks inclusive, sustainable growth. Race To Zero is currently a partner with the Climate Pledge.

Wendell P. Weeks- Member of Audit Committee

Mr. Weeks has been a director since 2016. He has been the CEO of Corning Inc since 2005, and Chairman of the board there since 2007. He has held a variety of financial, commercial, business development, and general management positions across Corning's businesses and technologies since he joined the company in 1983. Additionally, Mr. Weeks served as director of Merck & Co. from 2004 to 2020.

Patricia Q. Stonesifer- Member of Nominating and Corporate Governance Committee

Patricia Q. Stonesifer has been a director since February 1997, and is a member of the Nominating and Corporate Governance Committee. Prior to this, she served as the President and CEO of Martha's Table (non-profit) from 2013-2019. Additionally, she served as Chair of the Board of Regents of the Smithsonian Institution, and was the Vice Chair from 2012-2013. From 2008-2012, she served as senior advisor to the Bill and Melinda Gates Foundation, where she was CEO for two years, and President and Co-chair from 1997-2006. Since 2009, she has also served as a private philanthropy advisor. From 1988-1997, she worked in many roles at Microsoft Corporation, including Senior VP of the Interactive Media Division, and Chairwoman of the Gates Learning Foundation from 1997-1999.

Thomas O. Ryder- Member of Leadership Development and Compensation Committee

Thomas O. Ryder has been an Amazon director since November 2002, and is a member of the Leadership Development and Compensation Committee. Prior to this, he was the Chair of the Reader's Digest Association, Inc. from 1998- 2006, and was CEO from 1998-2005. Additionally, Mr. Ryder served as a director of ILG, Inc., a director of RPX Corporation, a director of Quad/Graphics, Inc., a director of Starwood Hotels & Resorts Worldwide, and was the Chair of the Board of Directors at Virgin Mobile USA from 2007-2009.

Jonathan J. Rubinstein- Lead Director and Member of Nominating and Corporate Governance Committee

Jonathan J. Rubinstein has been a director at Amazon since December 2010, and is a member of the Nominating and Corporate Governance Committee. Previously, Mr. Rubinstein was Senior VP (Product Innovation) for the Personal Systems Group at HP, as well as Senior VP and General Manager of the Palm Global Business Unit. Additionally, Mr. Rubinstein was CEO and President of Palm, Inc., a smartphone manufacturer, from June 2009 until its acquisition by HP in July 2010. Prior to joining Palm, Mr. Rubinstein was a Senior VP at Apple, also serving as the General Manager of the iPod Division. Mr. Rubinstein has served as the lead director of Robinhood Markets, Inc. since May 2021.

Daniel P. Huttenlocher- Member of Leadership Development and Compensation Committee

Daniel P. Huttenlocher has been a director since September 2016. He has been the Dean of MIT Schwarzman College of Computing since August 2019, and served as Dean and Vice Provost, Cornell Tech at Cornell University from 2012 to July 2019. Additionally, he worked for Cornell University from 1988 to 2012 in various positions. Mr. Huttenlocher has served as a director of Corning Incorporated since February 2015.

Keith B. Alexander- Member of Audit Committee

General Alexander has been an Amazon director since September 2020. He has been the Co-CEO, President, and Chair of IronNet Cybersecurity, Inc. (a cybersecurity tech company he founded) since 2014. Additionally, he served as the Commander of U.S. Cyber Command from 2010-2014 and was Director of the NSA and Chief of the Central Security Service from 2005-2014. General Alexander also served as a director of CSRA, Inc from 2015-2018.

Edith W. Cooper- Member of Leadership Development and Compensation Committee at Amazon

Edith W. Cooper is a co-founder of Medley, and has served as Executive VP of Global Head of Human Capital Management of Goldman Sachs Group from 2008 to 2017, where she led various client franchise businesses for the firm. Ms. Cooper has also served as a director of PepsiCo and MSD Acquisition Corp. since September 2021. Additionally she has been a director of EQB AB since 2018, and was a director of Etsy and Slack from 2018-2021. Ms. Cooper is currently a member of the Leadership Development and Compensation Committee at Amazon.

Jeffrey Blackburn- VP of Business Development

Jeffrey Blackburn holds 48,967 shares of Amazon, or 0.01% of outstanding shares. He has been Senior VP of Business Development for Amazon since 2006. He previously was Vice President of Operations Integration, and joined Amazon in 1998 after working for several years as an Associate at Morgan Stanley and Deutsche Bank.

Jamie Price- CEO of Advisor Group

Jamie Price is President and CEO of Advisor Group. Advisor Groups is an institutional brokerage company that offers asset management, investment advisory, etc. Advisor Group

currently owns 35.4 million shares of Amazon stock (7.1% of outstanding shares), the most a single company currently owns, and second only to Jeff Bezos himself.

Please note, additional positions and/or double delegation positions may be added

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