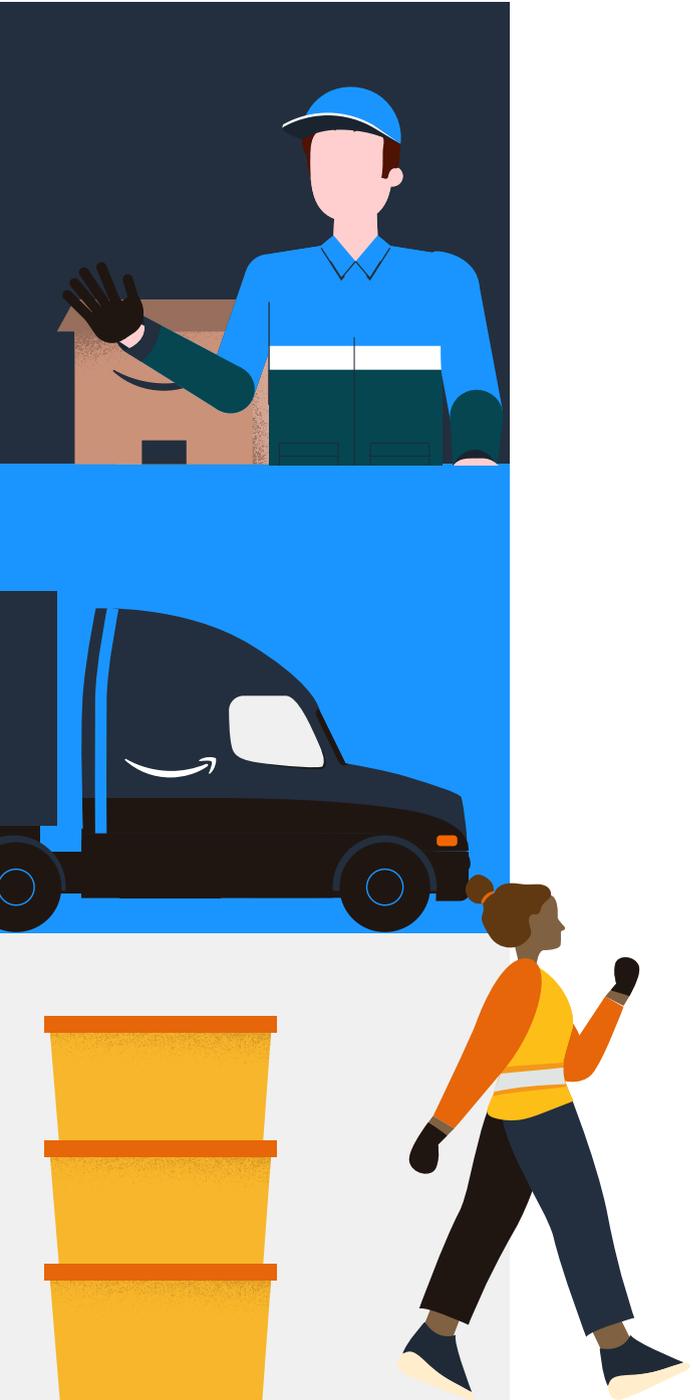


# Delivered with Care

Amazon's 2022 Safety, Health, and Well-Being Report





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# Executive Summary

**One of the most important factors behind Amazon’s success is our Leadership Principles—a set of values that drives everything we do. The Leadership Principle “Strive to be Earth’s Best Employer” challenges us to create “a safer, more productive, higher performing, more diverse, and more just work environment,” and reinforces that nothing is more important than the safety and well-being of our teams.**

Our goal is to be the safest workplace within the industries that we are typically designated: the General Warehousing and Storage and Couriers and Express Delivery Services industries. This report gives an update on our progress towards achieving this goal. While we still have work to do, you’ll see that from the beginning of 2019 to the end of 2022—even with the addition of nearly 900,000 new employees—we saw our worldwide recordable incident rate improve by almost 24%, and our lost time incident rate improve by 53% (you can find more about these metrics and what they mean later in this report). These are substantial improvements and a solid foundation from which to build, and we are committed to continuing this trend.

In our last Delivered with Care report, we shared our performance for 2019 and 2020. This second edition takes our safety reporting further to share performance over four years so readers can see safety trends across Amazon operations—because the trends help explain how we inform our decision-making.

These results have come during an unusual time for most companies, including Amazon. Over the last few years, the macro environment, and the way people work within it, has been disrupted and continues to evolve. The pandemic, the war in Ukraine, and economic uncertainty affecting people across the globe have challenged business as we know it.

For Amazon, this meant—among other things—a sudden and sharp increase in customer demand during the COVID-19 pandemic, which resulted in onboarding many new people very quickly. From the very start of the pandemic, teams across Amazon took decisive action to protect our people—working closely with world health and safety experts and scientists to keep our teams safe—all while delivering an unprecedented number of essential goods to customers around the world. You can learn more about our response to the COVID-19 pandemic on our corporate website, [www.aboutamazon.com](http://www.aboutamazon.com).

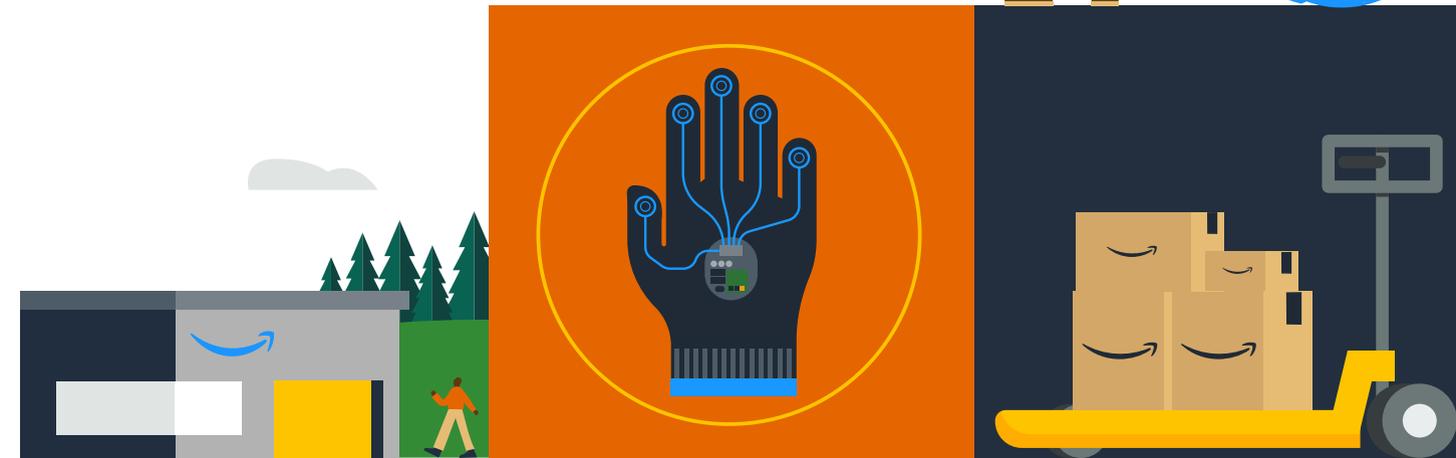
When examining Amazon’s safety performance from 2019 to 2022, we see significant improvement—a trend that continued from 2021 to 2022 where we improved our recordable incident rate by 11% and our lost time incident rate by 14%.

We believe this positive trend is the result of a long-term strategy to continuously improve. Many safety efforts that were underway prior to the pandemic—including employee engagement and addressing both physical and mental health and well-being—continue to be a solid part of our foundation. And we’ve continued building on them with new technologies, including artificial intelligence, robotics, sensors, wearables, and innovative engagement tools and learning methodologies.

**By sharing our safety practices and progress, we’re able to help clarify misconceptions while holding ourselves accountable for the work we still must do to be the best in our designated industry groups.**

While the metrics we’re sharing apply only to Amazon employees, the report also details initiatives, programs, and improvements that advance safety for our business partners within our fulfillment, freight, and delivery networks and help protect the communities we serve.

As we continue to engage with our employees, partners, customers, stakeholders, and the safety industry, we’re inspired by the potential to further reduce incidents at our sites and on the road, as we strive to be safer every day.





# Safety at a Glance

## ↓24%

From 2019 to 2022, we saw our recordable incident rate improve by almost 24%.

## ↓11%

From 2021 to 2022, we improved our recordable incident rate by 11%.



## ↓53%

Since 2019, we reduced the number of injuries resulting in employees needing to take time away from work by 53%.

## ↓14%

From 2021 to 2022, we improved our lost time incident rate by 14%.



## 1.5M

Our workforce has more than doubled in size since the beginning of 2019, growing to over 1.5M people globally.



## 1.4M

In 2022, we engaged with over 1.4M employees to understand safety sentiment and areas of improvement.

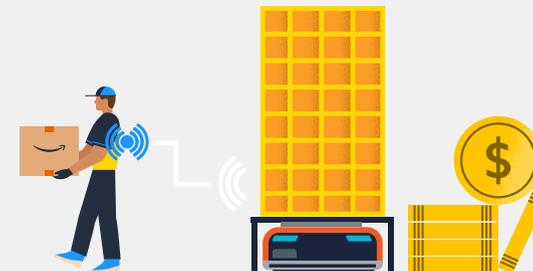


## \$1B

From 2019 to 2022, we invested \$1 billion in safety initiatives unrelated to COVID-19.

## \$550M

In 2023, we are investing another \$550 million in safety initiatives.



## \$1B

We have invested \$1 billion in our trailer fleet, raising the bar on safety.

## ↓35%

We have reduced collision rates in our U.S. Delivery Service Partner network by 35%.





# Our Operations

Across our operations, we have two distinct working environments: activities that occur in our buildings that make up our fulfillment network, and activities that occur on the road in our freight and delivery networks.

Seeing is believing. We encourage anyone interested in seeing our facilities to sign up for one of our tours, offered both virtually and in person. More than 1M people experienced our tours in 2021 and 2022.

## In our Buildings

Our fulfillment network consists of fulfillment centers, delivery stations, sortation centers, Amazon-branded physical stores, and air hubs. Most people who work in our buildings are full-time, seasonal, or temporary Amazon employees, as well as contractors who help maintain our sites.

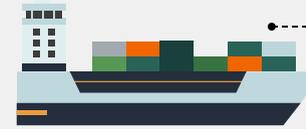


## On the Road

Our transportation network is made up of an extensive freight network that transports products from suppliers to Amazon buildings, and a robust delivery network that delivers packages to our customers around the world. We have a small number of Amazon-employed freight drivers who manage movement within our yards and also travel between local sites; however, our partners account for the majority of our transportation network.



Employees and partners work collaboratively to get packages from suppliers to customers.



### 01. Suppliers

Small and medium-sized businesses and traditional retail suppliers ship their products to Amazon.

### 02. Inbound Cross Docks

Employees receive products from suppliers, combine them, and send them to fulfillment centers.



### 03. Fulfillment Centers

Orders are picked, packed, and shipped.



### 05. Sortation Centers

Customer orders are sorted by destination and loaded onto trucks for distribution.



### 04. Truck Driver Partners

Semi-tractors and trailers move inventory and packages between our buildings.



### 06. Delivery Stations

Packages are divided into shipments for drivers who deliver them to customers.



### 07. Delivery Network

Partners in box trucks, cargo vans, and passenger vehicles deliver packages to customers.



### 08. Customer

Smiles delivered.





# Our Safety Performance, 2019–2022

Safety is integral to everything we do—every day, in every country, across our business. Everyone working at Amazon is encouraged to embrace that safety starts with them and, as a business, we continually enhance and improve our safety processes, programs, and technology.





**At Amazon, we obsess over data because it helps us assess the effectiveness of our efforts, identify where we can improve, and continue to innovate.**

**Data provides operations leaders and safety professionals with measurable, objective facts and numbers that allow us to detect and mitigate risks, solve safety problems, and guide technical decisions.**

We start every meeting and shift across our operations with a discussion focused on safety—including safety tips, updates on safety performance, and recaps on safety controls for tasks being carried out on that shift. Risk mitigation is incorporated into routine business reviews, strategic planning meetings, and discussions at all levels of the company—including with our Board of Directors.

We measure progress by balancing inputs we generate from leading indicators, which are preventive measures, and lagging indicators, such as incident rates. Leading indicators at Amazon include data from inspections, assessments, and audits, as well as data from employee and leader surveys, one-to-one conversations, focus groups, and observations of actual on-site activities provided by our employees. We recognize that some lagging indicators are publicly available, and while industry group comparisons are imprecise approximations, these lagging indicators are sometimes used to provide a comparison of our performance against those in our industry groups.



**Our commitment to improve is embedded in a safety management system that is aligned to the ISO 45001:2018 international standard for health and safety management—a voluntary framework that’s generally considered the best in the world.<sup>1</sup>**

A core part of our system is using a risk management approach to guide prioritization and decision-making, which includes: identifying and removing hazards; evaluating our adherence to standards through audits; and continually improving safety in our operations. We use a variety of risk mitigation measures and prioritize them according to a hierarchy of controls. Also, we invest in high-impact solutions that reduce risk and make our machines, equipment, and processes safer, while at the same time implementing a variety of preventive measures such as training, standard operating procedures, and personal protective equipment.

## Our Global and U.S. Performance

Throughout the past four years, our commitment to safety remained unwavering; but the global pandemic presented operational challenges that affected most retail and transportation businesses. The combination of government-mandated policies and additional internal process changes—based on medical advice—created a unique work environment.

We accelerated the growth of new buildings in the network and hired hundreds of thousands of additional people to help us meet unforeseen demand and deliver essential products and supplies to customers quickly and safely. By bringing in new and less tenured employees, many of whom were performing job tasks for the first time, our percentage of employees who had been in their roles for less than six months increased from 39% to 51%.

Like other companies in the industry, we saw an increase in our recordable injuries between 2020 and 2021. However, when examining 2019 through 2022, we’re proud to report **our global Recordable Injury Rate (RIR) improved by 24% and our global Lost Time Injury Rate (LTIR) improved by 53%. And, between 2021 and 2022, we improved our recordable incident rate by 11%, and our lost time incident rate by 14%.**



*“Quickly adapting to changes is in every Amazonian’s DNA. With the commitment to safety as a goal and our team working together, we are able to create one of the safest environments. Really proud of what we have achieved!”*

**Miguel Gómez Leal, Inbound Dock/Receive Area Manager, Murcia, Spain**



<sup>1</sup> ISO 45001:2018 specifies requirements for an occupational health and safety management system and gives guidance for its use. It is maintained by the International Organization for Standardization (ISO), a global organization that develops and publishes international standards. At the time of this report, Amazon has four sites that are ISO 45001:2018 certified. All other Amazon sites are implementing processes that are aligned to these standards.



# Our Safety Performance

We've made meaningful and measurable progress over the last four years—but there's more to do.

## ↓11%

From 2021 to 2022, we improved our recordable incident rate by 11%.

## ↓14%

From 2021 to 2022, we improved our lost time incident rate by 14%.

## ↓24%

From 2019 to 2022, we saw our worldwide recordable incident rate improve by almost 24%.

## ↓53%

Since 2019, we have reduced the number of injuries resulting in employees needing time away from work by 53%.

## 1.5M

Since the beginning of 2019, our workforce has more than doubled in size, growing nearly 140% to 1.5M employees.

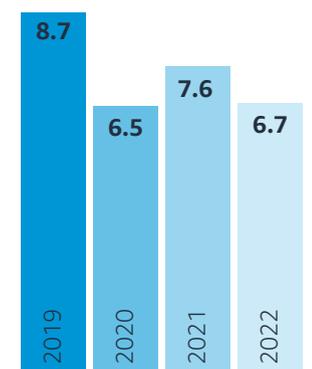
### Recordable Incident Rate (RIR)

RIR denotes how often an injury or illness occurs at work—measured in injuries per 200,000 working hours—according to local occupational safety and health reporting requirements. In 2022, about 55% of all recordable injuries at Amazon were a result of work-related musculoskeletal disorders (MSDs). The majority of the remaining 45% were largely due to slips, trips, falls, and occasional objects that came loose and fell.

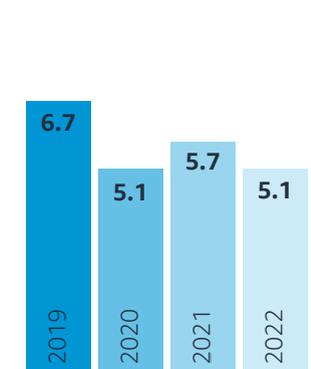
MSDs are the leading cause of workplace injury across transportation and warehousing industries. These injuries include strains, sprains, and lower back injuries and are sometimes caused by repetitive motion, such as lifting and lowering objects or improper posture when reaching or twisting. According to the U.S. National Safety Council, MSDs affect one-quarter of the global population and can occur at work or at home.

Our data indicates that MSDs are more likely to occur during an employee's first six months on the job, as many people might be performing a physical task in the workplace for the first time and are learning how to accomplish their work safely. To improve this, we are developing tools and technology specifically for new employees to help reduce risk.

U.S. RIR: **23% improved**



Worldwide RIR: **24% improved**

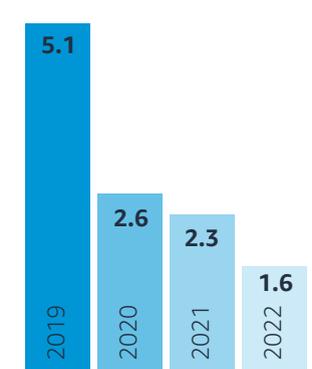


### Lost Time Incident Rate (LTIR)

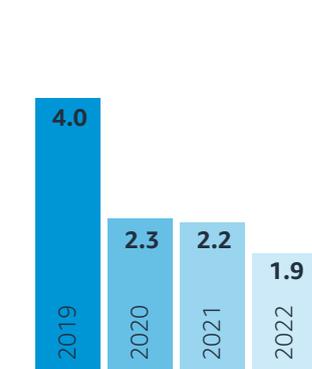
LTIR measures the number of injuries and illnesses that result in time away from work. LTIR allows us to analyze the injuries that have the most significant impact on employees. In the U.S., a Lost Time Incident (LTI) is work-related and results in one or more days away from work, excluding the date of the injury and including the days the employee was scheduled to work, weekend days, holidays, vacation days, or other days off.<sup>2</sup>

Since 2019, we have reduced the number of injuries resulting in employees needing to take time away from work by half. While we seek to avoid injuries and illness from occurring in the first place, providing an injured employee with a temporary work assignment that safely accommodates their injury—following their treating physician's instructions—can allow the individual to continue generating an income while they recover. One of the drivers in our reduction of time off work due to injury is Amazon's Return to Work (RTW) program. RTW facilitates safe and appropriate temporary work placements so employees can continue to work while recovering from work-related injuries or illnesses, and while managing disabilities, non-work related medical conditions, or pregnancy.

U.S. LTIR: **69% improved**



Worldwide LTIR: **53% improved**



While we measure safety across all of Amazon, the safety performance rates reported here are based on data for our global operations—fulfillment centers, sortation centers, delivery stations, and Amazon-branded physical stores. This is where approximately two-thirds of our employees work and where we see the majority of our incidents. For the purposes of this report, we removed performance data from our corporate offices, call centers, and Amazon Web Services.

We work every day to help prevent injuries and tragedies, such as fatalities, in our workplaces. Sadly, sometimes they do occur from personal health causes, natural disasters and work-related activity. In 2022, we lost three Amazon employees in the U.S. to work-related fatalities, which is defined as an occupational injury or disease sustained or contracted during an employee's tenure with their employer. Members of the community and other members of our Amazon family—including some drivers and individuals who deliver packages for us—were also impacted by tragedy last year during fatal incidents. While we continue to provide support and counseling to any employee who may need it, our thoughts and condolences remain with the families, friends, and coworkers impacted by tragedy this year.

Following each employee fatality, we conduct thorough, internal investigations, implement corrective actions to enhance safety, and work with regulatory authorities as they conduct their own independent reviews.

<sup>2</sup> Outside of the U.S., lost time varies by country and we follow local laws and recordkeeping requirements.



## Reporting Safety in the U.S.

Comparing injury and illness data across businesses can be done using two primary sources: the U.S. Occupational Safety and Health Administration (OSHA) publicly available data and the U.S. Bureau of Labor Statistics (BLS) industry benchmarks. At a glance, it seems logical that safety data would be the best way to compare the safety credentials of various organizations. In reality, however, it's near impossible to establish a truly accurate comparison.

Federal U.S. law requires some employers, including Amazon, to submit annual workplace injury and illness data to OSHA, which then becomes publicly available once the reporting period closes annually in March (i.e., 2022 data is available in April 2023). OSHA does not require employers to file under specific North American Industry Classification System (NAICS) codes, leaving employers to use their best judgment as to the codes under which they will report.<sup>3</sup> This is one reason why industry comparisons are often imprecise. Most of our operations occur within two NAICS code categories: "General Warehousing and Storage" and "Couriers and Express Delivery Services."

Discussions of injury rates often focus on the OSHA RIR, which measures how often an injury or illness occurs at a job site. The OSHA recordkeeping definitions were designed for general surveillance of illness and injury prevalence, not for measuring safety performance.<sup>4</sup> This is why RIR does not tell the whole story. RIR does not differentiate between a minor injury and a more serious one that should result in greater scrutiny. For example, in calculating RIR, a cut that requires

stitches, a recordable event under the OSHA recordkeeping definition, is given the same weight as a serious injury, such as a fractured bone. Without more specificity, RIR contributes little understanding of which prevention strategies work and which do not work.

BLS annually reports on workplace injuries and illnesses, with the most recent data being 2021 (i.e., 2021 data was released in November 2022). Due to the nature and size of our operations, we compare ourselves against two NAICS categories: 493110 - General Warehousing and Storage for establishments with more than 1000 employees, and 492100 - Courier and Express Delivery Services for establishments between 250 and 999 employees.

Our goal is to be the best when compared to peers of similar industries, size, and nature of operations, and we will not be satisfied until we have reached that goal.

<sup>3</sup> North American Industry Classification System (NAICS) is a system used by the United States, Canada, and Mexico to classify and categorize businesses based on their type of economic activity. The system is designed to be used for data collection and analysis, and to help businesses identify their competitors and potential customers. The NAICS system organizes businesses into 20 sectors, with each sector further broken down into industries and sub-industries. Each industry is assigned a unique six-digit code, which can be used to identify the industry for various data-related purposes. The NAICS system is updated every five years to reflect changes in the economy and business landscape.

<sup>4</sup> See "Measuring Health and Safety Performance Globally: ASTM Standard E2920-14 for Recording Occupational Injuries and Illnesses," Dee Woodhull and Steve Newell, ORCHSE Strategies, Inc., paper presented at the ASSE Professional Development Conference and Exposition, Atlanta, Georgia, USA, June 2016.





### Comparing RIR

According to the BLS<sup>5</sup>, in 2021, large establishments (those with more than 1,000 employees) in the General Warehousing and Storage industry group had an average RIR of 6.7. Amazon's RIR for Warehousing and Storage in the U.S. was 7.6 in 2021 and 6.9 (a 9% reduction) in 2022.<sup>6</sup> Reporting to the BLS follows the similar conditions as reporting to OSHA, meaning that selecting which portions of the business reports under which NAICS code is at the discretion of the organization.

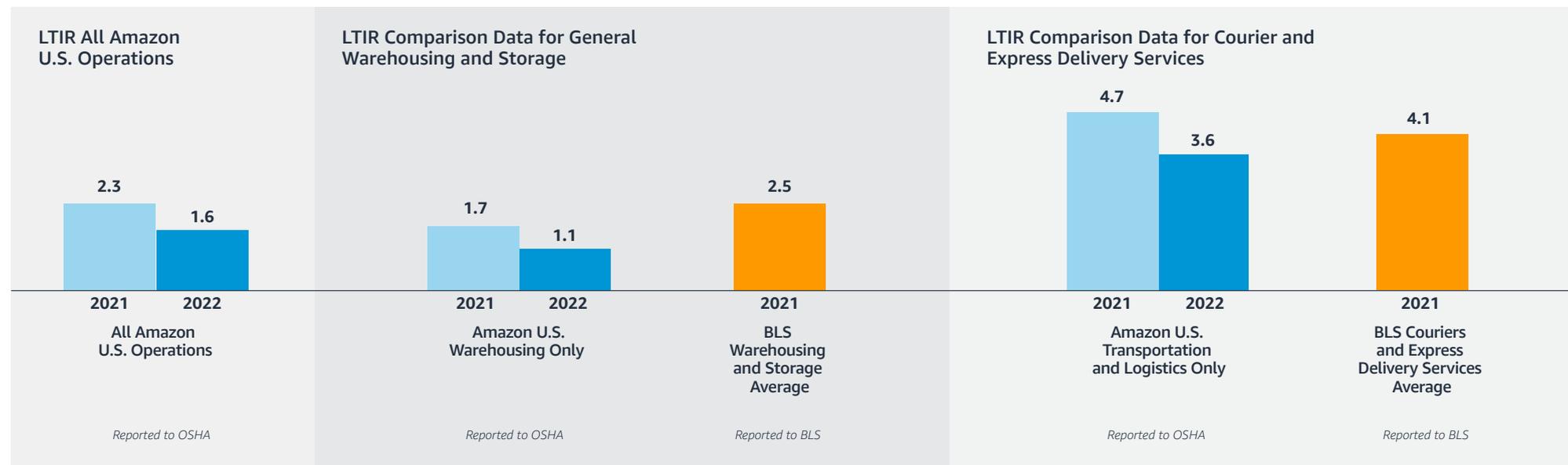
Compared to the Couriers and Express Delivery industry group (for establishments between 250 and 999 employees), Amazon achieved an RIR of 8.5 in 2021 and 7.0 in 2022 (18% reduction), against a 2021 BLS benchmark of 9.7. This industry category reflects data for Amazon employees who work in sort centers and delivery stations.<sup>7</sup>



### Comparing LTIR

Amazon's LTIR for the establishments that report under the General Warehousing and Storage industry group was 1.7 in 2021 and 1.1 (a 35% reduction) in 2022. Comparatively, the 2021 LTIR BLS Average for a large establishments (those with more than 1,000 employees) in the General Warehousing and Storage industry group was 2.5.

Within the Couriers and Express Delivery industry group (for establishments between 250 and 999 employees), Amazon achieved an LTIR of 4.7 in 2021 and 3.6 in 2022 (23% reduction), against a 2021 BLS benchmark of 4.1.



**BLS annually reports on workplace injuries and illnesses, with the most recent data being 2021 (i.e., 2022 data will be released in November 2023).**

Industry-wide and other inter-business safety metric comparisons are inherently imprecise given the many and various differences across businesses even within the same industry or sector. We understand, however, that such comparisons are one way that we and the public might assess our safety performance.

<sup>5</sup> <https://www.bls.gov/iif/nonfatal-injuries-and-illnesses-tables.htm#summary>

<sup>6</sup> We reported into Warehousing and Storage (NAICS code 493110) for all U.S. operations until 2021, but we are providing the Courier and Express Delivery data for these now-covered operations for 2017-2020 for benchmarking purposes.

<sup>7</sup> Data excludes contractors and external Delivery Service Providers (DSP) as Amazon does not submit data for them to OSHA or BLS.



# Leading Indicators

Leading indicators are proactive metrics used as early predictors of safety performance. They help safety professionals and operations leaders identify potential risks that may cause incidents or injuries before they occur. By examining leading indicators and addressing hazards proactively, we are able to create a safer environment for our employees, partners, and communities.

## 5.5M

In 2022, we conducted almost 5.5 million inspections globally.

## 440

In 2022, we completed site assessments at over 440 sites across Amazon.

## Inspections and Audits

We perform audits and inspections to assure that effective resources and protocols are in place for identifying, eliminating, or controlling safety hazards.

### Inspections

During inspections, we check that our safety measures and controls are working to reduce or mitigate potential risk, as designed. This includes checks of critical safety controls focusing on high-risk operations such as contractor maintenance works, machinery use, maintenance and repair, dock and yard safety, and powered industrial truck operations. In 2022, we conducted more than 5.5 million inspections globally, an increase from 2.5 million conducted in 2020.

### Audits

Auditing verifies our compliance with national and international regulations and standards in over 150 jurisdictions globally. We audit in the areas of occupational health, safety management, and facility and technical safety. Audit findings are tracked to completion using our management system and used to identify root causes, improve compliance, and update our internal standards and procedures.

## Safety Leadership Index

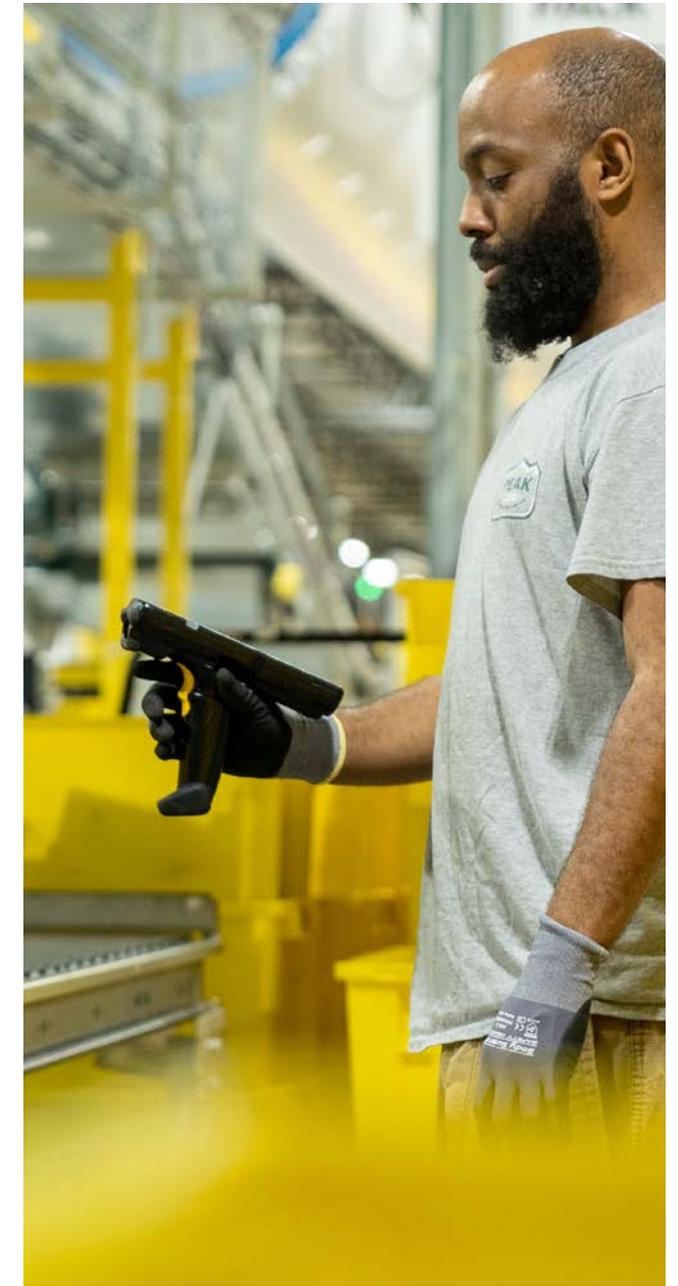
**Getting unvarnished feedback about safety from both our employees and our front-line managerial leaders at our sites around the world is crucial to continuous improvement. We invented the Safety Leadership Index (SLI) in 2018 to measure employee and leader perceptions of safety and maintain a pulse on the people who know our safety efforts the best.**

SLI enables Amazon to get ahead of safety risks by soliciting information from employees through a monthly rotation of questions that pop up on employees' scanners and computers when they log in for work. Feedback is anonymous, confidential, and intended to drive improvement. Employees are asked questions relating to various safety themes, including their leaders' safety commitment, awareness, structures, involvement, and accountability. These responses provide our leadership with a deeper understanding of safety sentiment, safety issues, and suggested potential solutions so managers can be better prepared to identify risks and take proactive steps towards a safer work environment.

In 2022, through SLI, we engaged over 1.4 million operations employees across more than 3,300 sites in 34 countries. Globally, 86% of employees said they felt they worked in a safe workplace. In 2023, we are expanding SLI by introducing two new components that target increasing employee knowledge retention about how to stay safe, and assessing leader accountability.

*"Auditing has helped make our safety culture stronger by improving our safety program and policies, improving our root cause analysis investigation process, creating a stronger, more robust job hazard analysis process, and creating a stronger communication process that benefits both Crown and Amazon."*

**Keith, Health and Safety Manager, Crown (powered industrial truck manufacturer)**





*“Since the day that I walked through the door in 2017, Amazon’s obsession and ownership of safety was very obvious. I love that everyone has a voice and the ability to raise the bar on safety. Recently, I had the opportunity to lead an initiative that streamlines and simplifies how safety announcements and alerts are delivered to technicians in the North American Sort Center network. With the help of my team, we quickly identified a solution and implemented it across all 123 of our North American Sort Centers in a matter of weeks!”*

**Aaron, Regional Maintenance Manager**

## Employee Safety Observations

**In 2022, we improved our employee-led safety observation program to make it easier for employees to report safety suggestions and concerns. This proactive approach gives us another leading indicator to track.**

We are educating and enabling employees to rectify and report safety issues specific to their work area. We are encouraged that our employees feel empowered to respond to minor items so they can be fixed more quickly. By actively looking for potential hazards, our employees become more aware of safety and feel engaged and empowered to speak up about safety concerns. Our managers have told us that the observation program has facilitated timely and meaningful safety conversations with employees, leading to increased leadership engagement. We are encouraged by the preliminary results we are seeing and the potential reduction to lagging indicators as a result of this program.

**10,000**

**In 2022, nearly 200,000 Amazon employees participated in over 10,000 safety meetings held at Amazon sites.**

**25,000**

**In 2022, Associate Safety Committees at Amazon developed nearly 25,000 actions to increase safety at their sites.**



# People at the Center of Safety

Our people are the heart and soul of our operations and the reason we prioritize safety. We continue to invest in our employees and process-focused interventions alongside our investments in technology and design improvements.





# Mental Health

**We are committed to providing resources and support for employee mental health. We have an established team of mental health experts, including clinicians and public health experts, who lead our global strategy and programs. Having a dedicated team means that Amazon can move quickly to provide our employees with world-class programs that are closely vetted and customized to align to industry and clinical best practices.**

## Comprehensive Support Services

Amazon offers a range of mental health support services, including the Employee Assistance Program (EAP), health plan benefits for mental health and substance use conditions, and mental health awareness training for managers and employees. In 2022, mental health awareness training was delivered to tens of thousands of managers to provide guidance on what to do if mental health concerns arise at work. We expanded and enhanced our global EAP in 2022 to offer Amazon employees and their families additional mental health resources, including guided programs, mental health coaching, and free counseling sessions—both in person and virtually.

## Self-Guided Mental Health

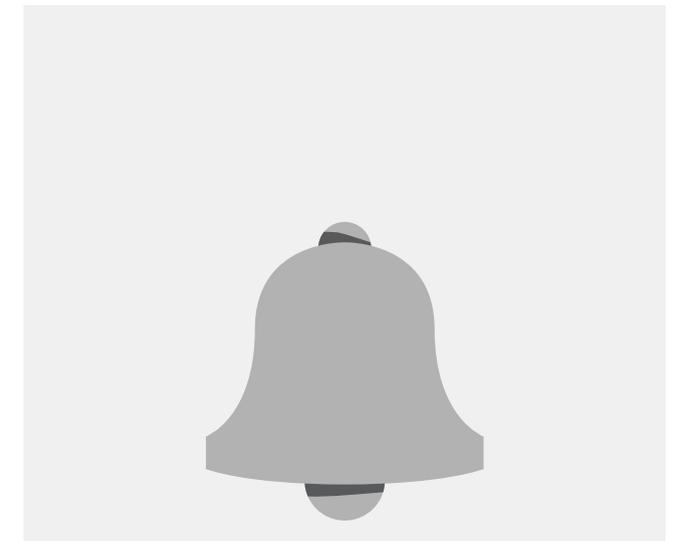
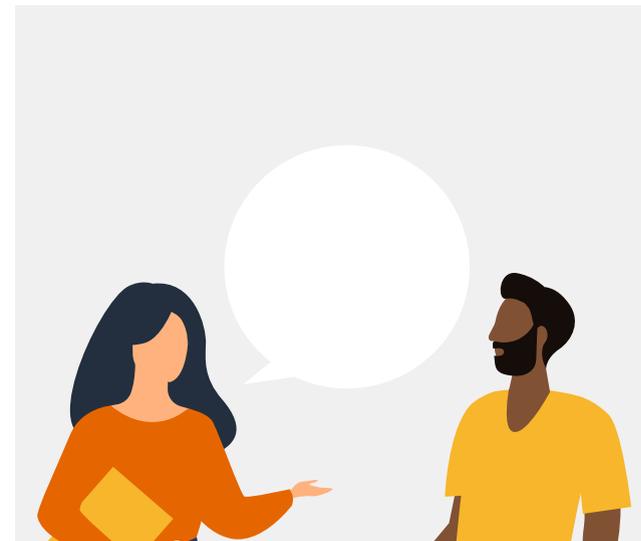
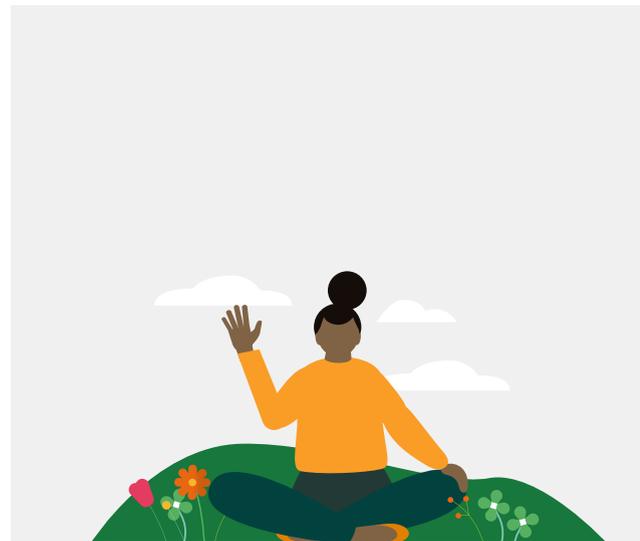
Employees can also find supplemental mental health tools at any time through a new partnership with Twill—a self-guided mental health app. Twill provides mood tracking, science-backed games aimed at reducing stress, and activities designed to help employees and their family members work through negative thoughts, build confidence, and manage anxiety.

## Suicide Prevention

Employees have 24/7 access to industry-leading suicide prevention best practices, including evidence-based screening and risk assessment, detailed safety planning, referral for follow-up treatment, and caring contacts. These practices align with recommendations from the U.S. National Action Alliance for Suicide Prevention.

## Platinum Bell Seal

In October 2022, in recognition of our commitment to promoting mental health support, Amazon was awarded the Platinum Bell Seal for 2023 by Mental Health America (MHA). This award is granted to employers who provide access to mental health resources, promote a culture of wellness, and implement policies and practices that support the mental health of employees. The Platinum Bell Seal is the highest level of recognition offered by MHA.





## Body Mechanics Training and Conditioning

WorkingWell is an Amazon-created training and conditioning initiative that empowers employees to achieve their best physical health and well-being. In addition to ongoing body mechanics training, WorkingWell includes a two-week, in-person course centered around educating and guiding our employees on how to work safely through proper body movements, health, and wellness. To support our new hires, we also offer a graduated integration onboarding schedule to help them smoothly adjust to our working environment and prevent MSDs.

We also developed a safety product called Mind & Body Moments. These are short, informal, guided physical and mental wellness exercises offered to employees during a shift to help reduce muscle fatigue and stress, and to avoid injuries. Research shows that pauses and exercises that occur earlier in the work shift lead to gains in employees' energy and concentration, and are associated with reduced mental fatigue and increased job satisfaction.

*"The health and safety of workers is Amazon's top priority. By investing in new technologies, Amazon shows commitment to safety within the business. I feel fortunate to be in an organization that commits so much time, effort, and investment into new ideas to improve the safety of all Amazonians."*

**Dave Edwards, WHS Specialist, Belfast, Ireland**



# Learning and Development

**A key part of striving to be Earth’s best employer is creating learner-centered safety training that empowers our employees and leaders to take ownership of safety, succeed and grow in their roles, and understand how to stay safe on the job.**

[Learn more](#) about how we support our employees with education to advance their careers.

*“What I enjoyed most about my training experience is the knowledge I received. My trainer excelled at properly preparing me for the road as well as any situation that may occur while driving over the road through my trainer’s experiences. Active listening and applying what my trainer taught me is what helped me pass my training.”*

**Marcelino Ortiz, Jr., Transportation Associate, New York, USA**

## Engaging and Empowering Employees

In 2022, we reinvigorated the employee learning experience to focus on scenario-based learning that fosters higher engagement and promotes practical skills. This approach provides a safe and supportive environment for employees to practice their knowledge and abilities, helping to solidify their competencies. Employees are provided with critical safety information on their first day of employment, followed by job and process path-specific training throughout the next few months. We cover a broad range of topics including incident reporting, seeking first aid treatment, avoiding hazardous equipment, and proper personal protective equipment use.

Also in 2022, we enhanced our worldwide Emergency Response Preparedness (ERP) training program with realistic emergency scenarios. The training has been further strengthened with an on-site tour that highlights visible cues throughout the facility, providing clear guidance in case of a shelter or evacuation event.



In 2023, our employee annual safety refresher—Compliance Awareness Safety Training (CAST)—is being distributed in multiple smaller-scale training sessions to enhance the learner experience and increase knowledge retention. CAST is a refresher on potential workplace hazards, how to avoid them, what to do if they are encountered, and how to seek help if a safety incident occurs.



## Operational Leaders

As a crucial component of our leader onboarding initiatives, safety is among the top three pillars covered for all levels of leadership, from recent university graduates to experienced general managers.

In 2023, we are placing a strong emphasis on advancing and fostering the growth of our operational leaders by strengthening their safety leadership skills. To achieve this, we redesigned our Safety Operations Annual Refresher (SOAR) program using realistic, scenario-based training to evaluate and enhance safety leadership competencies on an annual basis. Through SOAR, our leaders learn about having safety-centered conversations, how to engage employees in finding the best solution to common safety challenges, and which experts to engage when faced with equipment needing repair or visits from regulatory agencies.

## Driver Training

Although most drivers are not Amazon employees, we are committed to investing in training to continually enhance their safety performance. In 2022, we increased the amount of training time given to each driver and introduced additional hands-on and interactive training. We enhanced our practical behind-the-wheel training, improved training for severe weather, and shifted the curriculum towards a more facilitator-led model to increase classroom interaction.

Our driver training program provides a more interactive onboarding experience that incorporates in-classroom training as well as hands-on, real-life delivery scenarios and practical vehicle maneuvers. We also invested in our first centralized driver training facility, the Last Mile Driver Academy and incorporated virtual reality to simulate conditions that better reflect the real-world scenarios drivers face. A fully simulated neighborhood prepares drivers to better handle safety situations ranging from pet engagement and driving in wet weather to slip and trip hazards.

In our freight network, we also expanded the commercial driver simulator program. The simulators provide drivers with advanced simulations for adverse conditions (ice, snow, heavy rain, wind, mechanical and tire failures) and common transport events on public roadways.

[Learn more](#) about the support we provide our drivers to pay for education, build better businesses, and save for the future.



# Buildings, Vehicles, and Technology

We continue to invest in capital improvements, new safety technology, vehicle safety controls, and engineered ergonomic solutions that aim to reduce and eliminate risks for our employees, partners, and communities.





# Investing in Safety

As we continue our investment in safety-related projects across Amazon, this funding will be divided among our global fulfillment, freight, and delivery networks.

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## \$550 million

In 2023, we will invest over \$550 million in safety-related projects and initiatives across Amazon.



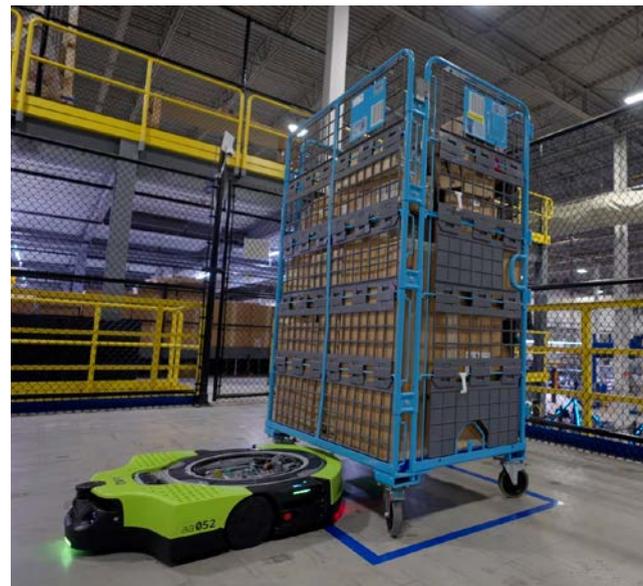


# In Our Buildings

**In our buildings, employees pick, pack, and ship customer orders for everything from books, toys, and housewares to gardening equipment, TVs, and groceries. With items of all shapes, weights, and sizes, we continue to find ways that improve our operations and process paths to create safer and more productive ways to work.**

**Amazon's Global Robotics is innovating in computer vision, robotic manipulation, pack automation, autonomous mobility, and product identification to provide safer and more ergonomic workstations and equipment to employees.**

With the help of robotic technology, we are exploring new and enhanced safety advancements that simplify everyday tasks for our employees. These robots reduce the need for employees to reach, bend, or climb when storing and retrieving inventory items. They also reduce the need for employees to push heavy carts or trolleys between areas in our buildings. Our goal is to automate container handling and allow employees to focus on other tasks. For example, in some of our fulfillment centers, we are deploying a robot equipped with advanced safety, perception, and navigation technology. This robot autonomously lifts and transports carts of packages, operating in a way that allows for safe interaction with employees. The robot emits a light beam and stops if someone steps in front of it.



[Learn more](#) about how robotics are improving our safety and efficiency.

## 750,000

**We deployed over 750,000 mobile robots and added hundreds of thousands of jobs since 2012.**

### Package handling powered by artificial intelligence.

Another way we are reducing the risk of injury is through a robotic arm that automates package handling. In locations where this is possible, the arm uses artificial intelligence and computer vision to sort packages by reading their labels and placing them in the correct cart, thus reducing the need for employees to lift heavy packages or maneuver heavy carts. We are currently testing a prototype that's able to lift boxes up to 50 pounds and, where feasible, expect to continue deploying this technology to robotic fulfillment centers.



### Smart job rotation to minimize stress.

Another ergonomic risk reduction initiative is our automated job rotation program. Rotation to different tasks and positions minimizes fatigue and ergonomic stress, helping reduce the potential for MSDs in the workplace. In select buildings where the program has been deemed feasible and deployed, the job rotation program matches employees with complementary jobs to reduce repetitive motion by using opposite muscle groups. We continue to evaluate process paths that can be added to the job rotation program.

### Reducing the need for repetitive motion.

For some of our fulfillment centers, we also developed a robotic containerized storage system that reduces the need for employees to bend, climb, or reach for inventory items. When a customer orders an item, the system locates the container with the needed product and either grabs the item from the container autonomously or presents the container directly to the employee in an ergonomically friendly position. In tandem, we developed a system that helps handle individual products in our inventory by detecting and selecting them. Working with the containerized storage system, it minimizes the need for repetitive motion by automating frequently occurring tasks.





**Beyond robots, our professional ergonomists, safety professionals, and engineers work every day to reimagine and redesign our work environments, stations, and tools.**

We are investing in technology at pack stations that reduces risks associated with lifting and twisting as employees prepare products for shipment. We are finalizing conveyance and equipment that will bring ready-to-ship products in containers directly to the employee. In select buildings, this will eliminate the need for an employee to lift the container, rotate, and physically move it to the pack station.

**We are committing \$100 million in 2023 to improve universal fork truck safety.**

Across our network, many of our employees use fork trucks to move pallets and other large items across our racking system. We are working to eliminate or reduce risks with a goal of zero serious incidents involving fork trucks. Partnering with manufacturers, we developed and deployed collision avoidance technology which uses light detection and ranging, and a real-time locating system, to sense and avoid collisions. We're continuing to implement this collision avoidance technology across select sites and exploring additional ways to reduce potential risk due to powered industrial vehicles.





# On the Road

**Our transportation operations blend Amazon's advanced technology and safety initiatives to transport packages across our network of fulfillment centers, sortation centers, and delivery stations—and to our customers.**

## \$1B

**We invested \$1 billion in our trailer fleet, raising the bar on safety features such as sensors, blind spot detection, and speed limiters.**

For the most part, drivers operating within our freight and delivery networks are small business owners, traditional freight and delivery companies, and individuals delivering packages according to their flexibility and availability. Although most of our freight and delivery partners are not Amazon employees, we are committed to investing in technology, training, and communication mechanisms that continually enhance their safety performance.

We have invested more than \$1 billion to create a best-in-class fleet. We will continue to build on our trailer and truck fleet with commitments to supporting safety, sustainability, and automation, which includes implementing trailer sensors, digital side camera mirror technology to reduce blind spots, lane-keeping assist, front collision warning (including automatic emergency braking), stability control, side-object detection, adaptive cruise control, and speed limiters.

**While our trucks and vans are essential in getting packages to customers, our priorities are the safety of our partners, the safety of the communities where we deliver, and having a sustainable operation. A challenge as complex as roadway safety requires strong partnership across the public and private sectors.**

Amazon is partnering with the U.S. Department of Transportation (USDOT) to improve roadway safety. Our commitments include developing new mapping and routing technology for delivery network vehicles that address common roadway issues, such as construction and accurate lane navigation, as well as potentially unsafe maneuvers like U-turns. We are implementing this technology in 2023 to enhance the on-road experience and eliminate navigational challenges. In addition, we are continuing to invest in other safety measures, such as driver training programs, to make deliveries safer and more seamless for customers.



**There's more  
to Prime.  
A truckload  
more.**

**amazon**

**AZNG  
V50463**

**H 38691**



# Freight Network

**Amazon's freight network guides the flow of goods from selling partners into our fulfillment network, and then to facilities including sortation centers, delivery stations, and third-party facilities. To make all of this work, we use a variety of partners, vehicle types, and technology.**

Amazon works with nearly 60,000 registered motor carriers across the U.S., providing growth opportunities to small businesses. For small carriers looking to expand but needing support and guidance along the way, we offer the Amazon Freight Partner program (AFP). With AFP, small business owners can grow their trucking companies by utilizing Amazon-branded trucks and trailers with the latest safety technology.

Since 2015, we have actively invested in advanced technologies in our freight network. Safety optimizations include automated route planning navigational systems, real-time tracking solutions, and trailer sensors that allow us to better monitor our fleets for safety and efficiency.

**Our freight operations use cutting-edge technology to keep drivers safe.**

At the core of Amazon's freight network is Relay, a transportation management system that connects carriers and drivers to Amazon's services and technology. This technology is designed to help drivers perform their work safely, with features such as alerts for speeding and inclement weather. Relay also provides intelligent automation for authenticating and checking drivers in, providing access to documentation, and keeping them updated on the status of a load. Additionally, location-based proximity alerts keep drivers aware of nearby hazards, disruptions, and restrictions such as low-clearance bridges in the U.S.

*"As an AFP partner, Amazon is just so innovative. There's always something new to try to be better, safer, more productive, more efficient. It's things that we would never think about that we didn't even know was possible that help us do what we do, better, and to bring a better experience to our customers."*

Jarvaris Anderson, Unity Transport Service. SCAC: UYTS

## **Advanced safety technology for network fleet.**

Amazon's freight network fleet includes advanced safety technology such as front-collision warning (including automatic emergency braking), stability control, side-object detection, adaptive cruise control, and speed limiters. We are also investigating the feasibility of digital mirror systems. These investments aim to mitigate driver errors, such as attentiveness, decision-making, and performance variables, which—according to the Federal Motor Carrier Safety Administration's (FMCSA) large truck crash studies—can lead to safety incidents.

## **Video technology helps reduce unsafe behaviors.**

In 2022, we grew our AFP program to service roughly half of our day trips—each equipped with video camera safety technology. This alerts drivers of potentially unsafe behaviors, like following too closely or distracted driving, thereby encouraging safer operations over the road. We are promoting this through an incentive program where drivers and carriers who demonstrate safe practices on the road can earn additional financial incentives.





# Delivery Network

**Our delivery network completes the final leg of a package’s journey from one of our facilities to the customer’s doorstep. Amazon uses a variety of methods to handle delivery, including third-party carriers through programs like Amazon Flex and Amazon Delivery Service Partners (DSPs).**

## ↓35%

Implementing alerts and notifications has resulted in a 35% reduction in collision rates by drivers in the U.S. DSP network.

## 89% ↓

Reduction in distracted driving occurrences.

## 83% ↓

Reduction in speeding events.

## 92% ↓

Reduction in sign/signal violation events.

## 95% ↓

Reduction in seatbelt-off events.

Our delivery network is powered by thousands of small businesses and hundreds of thousands of drivers who leverage Amazon’s technology to improve on-road safety every day.

Our DSP program empowers entrepreneurs to build small businesses delivering Amazon packages while our Amazon Flex program provides opportunities for individuals to work as independent contractors, delivering packages for Amazon using their own vehicles.

### Real-time safety alerts for drivers.

DSPs regularly inspect and maintain vehicles according to industry standards and use advanced tracking technologies to monitor the performance of delivery vehicles in real time, allowing any potential issues to be addressed quickly.

In the U.S. Amazon-branded fleet, we use a progressive set of alerts and notifications to reinforce safe driving behaviors. These vans are equipped with third-party technology that measures and monitors speeding, stop sign and light violations, distracted driving, following distance, and seatbelt compliance. If a threshold is reached, drivers receive a notification as soon as they stop their vehicle for their next delivery. Related notifications are also sent to their DSP manager who is encouraged to coach the driver to develop safe driving habits. Implementing these alerts and notifications has resulted in a 35% reduction in collision rates by our U.S. network drivers, along with an 89% reduction in distracted driving occurrences, 81% reduction in following distance events, 92% reduction in sign/signal violation events, 83% reduction in speeding events, and 95% reduction in seatbelt-off events.

[Learn more](#) about how our delivery network is fighting global hunger.



**In 2022, we launched our electric delivery vehicles (EDV) produced by Rivian and scaled the fleet to more than 3,000 vehicles in support of The Climate Pledge, our commitment to reach net zero carbon by 2040.**

The vehicle is equipped with more than 12 advanced driver assistance systems, including blind spot warning, rear cross traffic alert, manual park assist, and other alert-based features. The EDVs are also equipped with assist features, such as lane keep assist to gently nudge the driver back in lane, adaptive cruise control to maintain safe cruising distance from vehicles on the road, and automatic emergency braking to mitigate or prevent collisions with road users, vehicles, and other types of objects on the road.

In addition to these advanced driver assistance features, we’ve also equipped the EDVs with a surround view system to provide a top, “birds-eye” view and rear camera view which are projected over a large centered driver display.

| [Learn more](#) about our EDVs by taking an online tour.

*“We have 40 beautiful, modern, safe, sustainable vehicles to help us with our goal of keeping our customers happy. Our drivers are very happy driving comfortable vans with heated and cooled seats and steering wheels. We are now safer, cleaner, and environmentally friendly!”*

**Eugene Krel, Operations Manager, New Jersey, USA**



# Amazon Air

**Amazon Air (AIR) helps deliver packages through its dedicated air cargo networks in the U.S., Canada, Europe, and India. We have nine AIR-operated air hubs across the U.S. and EU, as well as a network of over 50 third-party managed gateways. We have made significant investments in these facilities to ensure safety throughout our network.**

*"As a member of the WHS team, I always want to do my part to ensure that our employees are working at a safe workplace. I appreciate Amazon's commitment to implement various forms of technology when it comes to safety."*

**Berill Csanadi, WHS Program Manager,  
Cambridge, UK**

## **Amazon Air has established industry-leading safety standards across our network**

Air cargo tractors are designed to automatically reduce their maximum speed of 10 miles per hour on the airport ramp to five miles per hour when they enter the cargo building. To enhance safety in the more confined space inside of the facility, our team added limiters to the battery-operated tractors that are activated by a beacon at the building doors which automatically reduces their speed upon entering.

We have implemented a vehicle access control system for all powered ground support equipment (GSE). This safeguard requires operators to swipe their employee badge to validate their training and qualifications prior to enabling the use of GSE. Our GSE is equipped with telematics software that tracks its location, speed, and other relevant vehicle inputs. We have also reduced the potential for aircraft ground damage events by training our employees with a mock Boeing 767 aircraft fuselage at select sites. This mobile B767 training platform allows new GSE operators to practice their skills and build confidence prior to working their first live aircraft operation.





# Delivered with Care

We're constantly striving to be safer for our employees, partners, and communities every day, and we're proud of the progress we made over recent years. At the same time, we know there's more work to do on our journey to become the safest employer in our industries.

Our commitment to safety has never been stronger—and it will only continue to grow.



