

February X, 2025

Via email at: corporate-secretary@amazon.com

Jamie S. Gorelick
Lead Independent Director
Amazon.com, Inc.
410 Terry Avenue North
Seattle, Washington 98109

Jonathan J. Rubinstein
Chair, Nominating and Corporate Governance Committee
Amazon.com, Inc.
410 Terry Avenue North
Seattle, Washington 98109

Re: Shareholder Concerns Regarding Quebec Warehouse Closures and Commitment to Freedom of Association and Collective Bargaining

Dear Ms. Gorelick and Mr. Rubinstein,

We, the undersigned investors representing more than [XX b/trillion] USD in combined assets under management or advice, are writing regarding the company's announcement to close all seven warehouses in Quebec, during active collective bargaining contract negotiations and unionization efforts. These closures add to the growing concerns about Amazon's commitment to respecting employees' rights to freedom of association and collective bargaining,ⁱ which in turn creates risks for investors.

The January announcement arises in the context of recent unionization efforts at Amazon's Quebec sites, including the Laval facility which is the first Amazon warehouse in Canada to unionize. In July 2024, Amazon was fined by a Labour Tribunal for union interference and ordered to remove anti-union material from its sites.ⁱⁱ More recently, it has been reported that Amazon sought to delay voluntary contracts negotiations with the unionⁱⁱⁱ and separately has also filed a constitutional challenge against the Quebec Labour Code. This challenge was dismissed by Quebec's Administrative Labour Tribunal.^{iv} We also understand that the company was likely to face an arbitration process with the Confédération des syndicats nationaux (CSN), which under Quebec labour laws would have required Amazon to enter into a collective bargaining agreement.

Amazon's decision to close down its Quebec warehouses and logistics sites has far reaching implications. The Quebec sites, as you are aware, are a significant employer in the region. The closure will result in the loss of approximately 1,900 permanent full-time directly employed roles. Additionally, it is expected that an additional 2,765 jobs will be lost, primarily workers employed by Amazon's delivery partner companies.^{vi} As investors we are concerned about the manner in which these layoffs have been announced and managed, without apparent consultation with affected stakeholders including the relevant trade unions.

As investors, we would like to reiterate that we consider freedom of association and collective bargaining rights as fundamental rights that all companies have an obligation to respect, and crucial to long-term value creation. Failing to properly uphold freedom of association and collective bargaining rights can expose shareholders to significant operational, reputational, legal and regulatory risks. In particular, we are surprised the company is making a strategic business decision to close its operations so suddenly, and so soon after expanding operations and investment in Quebec. We also question the decision to revert to using third-party companies to operate the company's sites – this is a departure from the model the company prefers to use in its global operations where direct control over warehouses is important to enabling greater efficiency and productivity gains.^{vii}

In addition, we are concerned about the broader consequences of the company's sudden announcement. These include the potential implications of the Canadian Federal Government's decision to review its contractual relations with the Company in the wake of the company's announcement;^{viii} the lawsuit that has been filed by the CSN which alleges violation of the Labour Code;^{ix} and the reputational damage associated with extensive negative media coverage and consumer boycotts^x.

At the company's 2024 AGM, item 12 - the proposal calling for a third-party assessment of Amazon's adherence to its commitment to workers' freedom of association and collective bargaining rights – received a strong and consistent support from 37% of independent investors.^{xi} The Quebec closures will undoubtedly amplify investor concerns about Amazon's practices relating to freedom of association and collective bargaining, and its public commitment to the ILO Core Conventions, the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Universal Declaration of Human Rights, as outlined in the company's Global Human Rights Principles.^{xii}

We invite the company to respond to the concerns raised in this letter. We would also like the company to detail how the company plans to engage with the Federal Government and CSN to resolve this matter and provide remedy for those impacted. Finally, we encourage the Board to commit to conducting an independent, third-party assessment of Amazon's adherence to its stated commitment to workers' freedom of association and collective bargaining rights – doing so would communicate the company's seriousness on this issue and provide investors and other stakeholders with critical information about the company's management of labour-related risks.

We would welcome a timely response to this letter and the opportunity to discuss these issues with you.

Sincerely,

[list of investor signatories]

ⁱ Business Insider, 9 February 2021, [Amazon Investors Tell Firm to Stop Interfering in Union Vote: FT - Business Insider](#)

ⁱⁱAdministrative Labour Court, 31 July 2024,

<https://www.canlii.org/fr/qc/qctat/doc/2024/2024qctat2716/2024qctat2716.html?resultId=33f32357e76e43>

[218a2d210851858923&searchId=2025-02-](#)

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ⁱⁱⁱ Radio Canada, 21 February 2025, [Amazon's departure from Quebec: the CSN calls for the reopening of warehouses | Radio-Canada](#)

^{iv} The Gazette, 24 October 2024 [Quebec tribunal rejects Amazon's challenge of Laval warehouse union | Montreal Gazette](#)

^v Le journal de québec, 31 January 2025, <https://www.journaldequebec.com/2025/01/31/fermetures-chez-amazon-pres-de-4700-emplois-perdus-au-quebec>

^{vi} Le journal de québec, 31 January 2025, [Fermeture d'Amazon au Québec: près de 4700 emplois perdus | JDQ](#)

^{vii} Amazon, 14 October 2022, [Maximizing the efficiency of Amazon's own delivery networks - Amazon Science](#)

^{viii} City News, 24 January 2025, [Amazon agrees to discuss closures of Quebec warehouses with government officials, but say plans remain unchanged](#)

^{ix} Canadian Lawyer, 21 February 2025, [Quebec union files complaint against Amazon, asks tribunal to order reopening of warehouses | Canadian Lawyer](#)

^x The Gazette, 4 February 2025, [Union calls for boycott of Amazon after closure of Quebec warehouses | Montreal Gazette](#)

The Business Times, 4 February 2025, [Amazon to face legal action after laying off 1,900 in Quebec - The Business Times](#)

^{xi} SEC Notice of Exempt Solicitation, 25 April 2024

<https://www.sec.gov/Archives/edgar/data/1018724/000121465924007550/o425242px14a6g.htm>

^{xii} Amazon, January 2025, [Human Rights Principles - Amazon Sustainability](#)