

Reining in the Bulls with Michael Marx

Interview with Eliza Pan, Former Lead on Amazon Employees for Climate Change
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Name: Eliza Pan

Title during campaign: Project Manager, Operations Team

Organization during campaign: Amazon Retail

Name of campaign: Amazon Employees for Climate Change

Target companies/corporations: Amazon

Summary: This campaign was an employee-led effort to get Amazon to report on its climate emissions and to have a plan in place to address its climate impact across the whole company. It utilized a shareholder resolution, petitions, and direct actions – a walkout – which lead Amazon to issue its Climate pledge, a comprehensive company-wide plan about its emissions.

00:02 Michael Marx:

Eliza Pan, and thanks for taking the time to talk about your involvement in the employee campaign at Amazon. Could you give us just a brief background of your employment there and what your position was, and then we'll launch into what the issues were that you were dealing with.

00:24 Eliza Pan:

I worked at Amazon for just under six years, and I was on three different teams throughout that time. At the time that I got involved with the employee organizing, I was a PM (Project Manager) on the operations team for Amazon retail. And what the issue was, that I and other employees were really passionate about, was about doing something around the climate crisis. And for me personally, it came from a lot of different places. But, my hometown where I grew up and where my parents live still in Southern California, is a big logistics hub. Not just Amazon, but Amazon has a very large presence there in terms of warehouses. And so there's a lot of warehouse pollution, a lot of diesel trucks, hundreds or thousands literally every day.

01:26 EP:

And when I got the job at Amazon in Seattle at the corporate headquarters, the kind of disparity was really stark for me, in terms of air quality and amenities in Seattle versus my hometown. And so working at Amazon, I started realizing this is all connected to the climate crisis and how the effects of the climate crisis affect people differently depending on your background, your race, your income. And so, I started trying to see what I could do while I was at Amazon about Amazon's climate impact. And through that, started meeting other employees who are also really passionate about the climate crisis and were interested in also wanting to do something. We weren't sure what yet, but we knew we wanted to do something about Amazon's climate impact. And so that's how we all came together.

02:25 MM:

Was there any formal report that you guys prepared or had or referred to about Amazon's climate impact? And particularly in those warehouse districts, which sound like that's where it wasn't just climate, it was pollution in those districts?

02:43 EP:

At the time, Amazon did not have any carbon footprint reporting. It actually stood out amongst its peers for not reporting any emission data. And so what we wanted in the beginning was at least, just a plan, right? A report of, like, what exactly is Amazon doing? And so we decided to file a shareholder resolution because as Amazon employees, as part of our compensation, we also got company stock.

03:17 EP:

So, we decided to use our position both as employees and shareholders to file a shareholder resolution that asked Amazon to prepare a report for how it was addressing its climate impact, including its carbon emission reporting. And prior to us really starting to ask Amazon for this information, there was really no criticism about Amazon's climate impact in the public discourse.

03:50 EP:

Amazon would put out a few press releases, a handful about its solar panel purchases, but there was no holistic comprehensive plan about Amazon's overall impact. And that's what we were trying to ask for. In the beginning, all we were asking for was a plan. We weren't even asking for specific targets yet because at that point we thought, well, Amazon should just tell us their plan. Maybe they have a plan. And it became clear very quickly that there was no such plan.

04:24 MM:

So it sounds like you might have met with some senior management people to ask about the plan prior to filing the shareholder resolution and then discovered that there was no plan, or at least not a plan that actually addressed the problem to the extent you wanted it addressed?

04:42 EP:

No, actually, we met with senior leadership *after* we filed the shareholder resolution. Prior to filing it, Amazon had started an internal company program for employees to engage on issues of sustainability. And unfortunately, it was very weak. Essentially what it was, was that anybody could sign up to be an Amazon sustainability ambassador, as they called it. And what they really got, what the major project for these ambassadors was to encourage recycling and composting at the corporate offices, amongst your coworkers, which is not a bad thing to do, but the scope of that was just very small. So, that was the outlet that the company encouraged employees. If you care about climate change, if you care about sustainability and this company's sustainability, you should be part of this thing. And they try to kind of funnel employees to this company's sponsored program. And we thought that, we felt like, well, this is not material. And

basically after that we were like, well, we need to file a shareholder resolution to get leadership's attention, because they clearly just kind of want to funnel employees to this box that's this big when the problem is, you know, this big!

06:22 MM:

What did the shareholder resolution ask the company to do?

06:29 EP:

All it asked was for the company to provide a plan, a report basically, for the company to create a report that outlined its plan for its carbon impact -- its carbon emissions across the whole company, which at that time, it had never done before.

06:47 MM:

After you filed the resolution, was there any meeting subsequent to that with senior management? Because often they will challenge a resolution or at least try to deal with the ones who filed it to see if they could make it go away.

07:05 EP:

Yes, exactly. And that did happen. We had two meetings with senior leadership after we filed the resolution. Honestly, the first meeting, we went into that meeting, (thinking), oh, this is great. Like, we finally can get to talk to senior leadership about the importance of addressing the company's climate impact and having a holistic plan across the whole company rather than siloed plans for little tiny parts of the company.

07:38 EP:

And that meeting was a really, kind of a wakeup call, for us, because the senior leaders were very dismissive. And it was clear that they did not think it was a priority; that having this kind of plan was a priority. And so honestly, quite a few of us left that meeting feeling pretty shocked because we thought, oh, we could have a good faith conversation about what was needed and we can understand like where leadership was thinking, like what progress might have already been made. And we left that meeting feeling pretty shocked that the leaders seemed to have blind spots and didn't think it was a matter of importance.

08:31 EP:

So after that meeting, we realized we needed to do something to wake them up because they weren't listening and they thought that they had it all in hand, that what they were doing was enough when it clearly wasn't. And so that's when we decided to write an open letter to Jeff (Bezos) and the board of directors and organize employees to sign this letter. We ultimately got, I think it was 8,000 signatures on this letter. And in the midst of drafting and collecting signatures for this letter -- we didn't make the letter public yet, but Amazon found out, that we were, you know, gathering signatures for this letter. Senior leadership found out. And so, we had another meeting, and in that meeting, they told us that Amazon was going to announce "Shipment Zero," as they call it, which was Amazon's first ever commitment to reduce shipping emissions.

09:45 EP:

First ever commitment to say, yes, we have a target of reducing shipment emissions. However, the name is a little bit misleading because they call it Shipment Zero, but the commitment is actually to reduce 50% of Amazon's shipping emissions to net zero. So it really should be called Shipment 50. But that aside, in this meeting they told us, okay, we hear you, we're going to release Shipment Zero. Can you withdraw your resolution now? To your point, they were trying to kind of make it go away. And, we said, well, why should we withdraw it? And they said, well, because we announced Shipment Zero, so now we've met your concerns and so you don't need this shareholder resolution anymore.

10:38 EP:

And, again, we were thinking, well, you've kind of missed the point, right? We're talking about a holistic plan for the entire company. Shipping emissions is just one part of the company. There's AWS. There's devices like Kindle and Alexa, and the company is not just retail shipping. So we said, no, we're not going to withdraw the resolution because we still think you need a comprehensive plan for the whole company, not just for one part of the company. And so after that, we decided to publish the letter that we had gotten thousands of signatures on, because we realized that the leadership -- they didn't get it. They didn't understand the gravity of the climate crisis and did not understand the scale of the response that was needed. The type of response that's needed is an entire company mobilization, not just one part, one arm of the company.

11:51 MM:

It sounds like there were different parts of the campaign, which is typical. One part is the petition with 8,000 signatures, which is substantial. So there's that piece of organization. Then it sounds like a second part was at least the threat of the shareholder resolution, and then ultimately the reality of the shareholder resolution. It sounds like there was also kind of at least a nominal negotiations team, the team of you that met with the senior management to discuss whether you'd filed the resolution, whether you'd made the petitions public, et cetera. Were there any others, for example, in some campaigns or organizing efforts, there'll be some kind of a demonstration or a rally or something to make it more visible, and feel like you're turning up the heat? Or were there any other pieces to this organizing?

12:49 EP:

Shareholder resolutions are ultimately on the company's essentially ballot at the annual shareholder meeting. And so we organized, I want to say it was around 50 to 60 people, employees, to go to the shareholder meeting. And typically these meetings are very kind of, you could say boring. They're very structured, very boring, not many people usually attend in person. And so the fact that we had, I think it might've been more than 60, but you know, roughly somewhere between 60 to a hundred people show up to this meeting. And because typically very few people show up to these meetings but the entire board of directors is there, and the entire SVP team essentially is there, and SVP team at Amazon is basically the C-suite. So Jeff Bezos was there, and all his deputies, and the board of directors. This is the one time a year they have to present to all the shareholders, right? So we all wore the same thing and we

went into this shareholder meeting and it was an extremely impactful time because it was very clear to everyone in the room that this was an organized effort by employees and who all the employees are.

14:32 EP:

It was very clear that we were there for a shared purpose. We planned at various points in the meeting to stand up in unison and ask questions as well during the meeting. We have some recordings of one of our core employee organizers. She was given time to give a speech, because as a shareholder, when you file a shareholder resolution, you are allotted time for a speech. And that speech was extremely powerful. Calling out Jeff Bezos and the leadership team for not taking action because they had recommended to all the shareholders that they vote no on our resolution when all our resolution was asking for was a report. So it was extremely powerful. People were visibly moved by the speech, including not just employees, but including investors, because typically in shareholder meetings, who shows up are, like I said, the board and the C-suite, and also major institutional investors and a handful of some kind of stockholders, right?

15:48 EP:

But mostly it's institutional investors and the board and the C-suite. Our speech and our coordinated movements made a visible impact on investors and employees alike. We definitely got some coverage of that, because typically, these events are pretty stayed. And, reporters do report on these events because it's of interest to the investor community. But since what we did was so out of the norm, showing up to the meeting in a coordinated fashion, disrupting the meeting, asking questions, those are all things that are out of the norm.

16:35 EP:

And it was, frankly, very scary for a lot of people to do that, for a lot of employees to do that, to go visibly against your employer. But, people still did it because of kind of the gravity of the situation, because of the clear lack of vision and clear blind spots from leadership and realizing, I think a lot of us are trained to think that people in leadership positions are the smartest in the room.

17:08 EP:

They know best about what's going on. And to some degree, you know, that is true to some degree in some matters. But when it comes to matters that people are more intimately familiar with, like the impacts of the climate crisis, leadership does have blind spots. And I think it was a realization for a lot of employees that leaders don't actually always know what's best, and actually leaders are sometimes wrong, and they need employees to tell them when they're wrong. And that's our responsibility as employees -- to hold the leadership accountable, you know? I think a lot of us felt that's how ultimately we make the company better, by holding leaders accountable. And so the fear that I think a lot of people have, when you think about it, is I'm speaking out against my employer, my boss, my company. I mean, I think that's kind of what society and what our professional culture has taught us to believe.

18:17 EP:

But, I think what we learned is that actually it is necessary to speak out at sometimes, and if you don't, then we will just be complicit working at this company. And so it's necessary to speak out when you realize that leadership has blind spots and they will.

18:38 MM:

Great. And it seems like your generation is more willing to do that and more concerned about climate change, for example, more concerned about diversity. And so I'm wondering if we can expect to probably see this in more companies down the road here.

18:58 EP:

I mean, I sure hope so. I think, you know, with the climate crisis and with a lot of other issues, it's becoming very clear to people everywhere, for example, with the climate crisis that it's here, and it can't be ignored anymore. Because, you know, I have family and myself who has been affected by climate disasters, and more and more people, either they themselves or they have family or friends who have been affected by climate disasters.

19:33 EP:

And, also the growing understanding that companies have lied to us for a very long time about the climate crisis. Fossil fuel companies, obviously, but even companies that are not fossil fuel companies have obscured their contributions to the climate crisis for a long time. Whether it's about the climate crisis or about other issues, I think more and more people are realizing that the companies we work for have a responsibility. And, it's a question of who is going to make these companies take responsibility? And waiting for the government, unfortunately, I mean, I think government legislation is important and needed. But I think we've also seen throughout history that government follows political will and public pressure and public will. And so public policy is always going to be just a little bit behind what is needed in the moment.

20:39 EP:

And also, it needs to start somewhere. I'm not a politician, I'm not a legislator, but I am an employee at a company that has a big impact. I think the question to ask ourselves, and, your question about generation, I'm sure there (are) some generational differences, but people who have been involved with our campaign came from all generations.

21:03 EP:

Amazon has a relatively young workforce, probably compared to most of corporate America. But, the people who were part of the shareholder resolution, the open letter -- and we haven't even talked about the walkout yet -- there were people from all generations as part of that. I think that it's about coming to realize we have real power as employees, and if we want to see some kind of change in the world, we can be the ones to be part of making that change.

21:43 MM:

So there was the petition, there was the shareholder resolution, there was the organizing of employees to show up at the shareholder annual meeting. And I did hear about the walkout,

and that was an international event as I recall, but Amazon in Seattle showed up in force on this one. Can you give us just a brief sense of that and how people organized to do that?

22:16 EP:

Essentially, after the shareholder action that I mentioned where we showed up at the shareholder meeting in force, coordinated and organized, Amazon voted down our shareholder resolution. But we got a number of major institutional investors to side with us. But Amazon still did not want to create this comprehensive report that we were asking for. I think what was very obvious to us was that Amazon was going to fight this and continue to fight this. And so we realized that we needed to escalate the pressure. And that's when we called after the shareholder meeting, I think it was maybe a month or two after that, we called for a walkout to coordinate with the International Day of Climate Action.

23:37 EP:

We announced that walkout publicly because we wanted other employees to know that we were doing this and we wanted them to join us. We can go into details about how that all happened, but essentially, we called for a walkout. Amazon knew that we were calling for this walkout. And we spent a very crazy couple of months prepping for this walkout. And on the day, literally 24 hours before the walkout, we heard that Amazon, that Jeff Bezos, who was the CEO at the time, was going to hold a press conference the following day in DC.

24:27 EP:

So we knew that something was happening, that something was going on. And lo and behold, surprise, surprise, Jeff Bezos announced the climate pledge. I forget now if it was, I think it was the morning before the walkout, when he announced it with a big press conference in DC. And we were obviously thrilled because we knew that this was a response to our pressure of a walkout, and we were thrilled. And at the same time, we were also kind of, rolling our eyes, like, oh, of course, he would decide to announce this literally hours before our walkout is about to start, you know? Oh, is that a coincidence? I think not! You wonder, well, why did he decide to announce this literally hours before a walkout?

25:33 EP:

Well, obviously it's, you know, to try to diffuse it, right? But we held the walkout, we walked out anyway. We had over 3000 employees walk out all over the world. The biggest contingent was obviously in Seattle, but we had organized employees all over the world in Amazon offices from, you know, Canada to Italy, to Germany, to the UK, to South Africa, and all over the US from California to New York.

26:13 EP:

I think it was a really big moment for a lot of people who had never participated, who had never done any kind of action like that before. But I think it was also important for a lot of people to clearly communicate that this was an issue that we really cared about, that Amazon's climate impact was really important to us, and that we were watching our leadership for how they would respond to the climate crisis.

26:50 MM:

Did Jeff Bezos' announcement constitute a solution that the employees were looking for, such that they could say, okay, we won't file the same shareholder resolution next year, for example?

27:09 EP:

Yeah. I mean it to some degree, yes. It did. It was a concession, right? It was like, okay, Amazon is listening and they released what they called the Climate pledge, right? Which was a comprehensive company-wide plan about its emissions. So yes, some people actually decided not to walk out because they saw the announcement and they were like, okay, the threat of the walkout, we got what we were wanting, right? So yes, I absolutely think the climate pledge is a win for the employee movement. And I think it's undeniable that the climate pledge would not be what it is today if it were not for our efforts and the employee movement. At the same time, we had very specific demands. So we've been talking about the shareholder resolution, and our demand was about we need a report, right? But with our open letter, we took it a step further because with shareholder resolutions, there's a limited set of what you can ask for from a company. There's a limitation. We were within the bounds of that to ask for a report. But when it came to the open letter and the walkout, our demands were much more than just a report.

28:48 EP:

We wanted actual commitments to reach zero emissions, not just net zero -- true zero emissions. And a big part of that is because what we know about Net Zero is that it still allows companies to continue polluting.

29:05 EP:

So places like my hometown, places all over the world, all over the country, you can still pollute, and have people be impacted by that pollution, having elevated risks of heart disease and respiratory illness from the pollution. And there are investigations and studies about how this pollution has affected community health, that Amazon warehouses have affected community health all over the country. So anyway, we know that net zero is not enough because not only does it still allow the company to continue polluting, you're still emitting carbon and what we know, as you probably are familiar with, the most recent IPCC reports have shown that countries like the US need to get our emissions down extremely quickly.

30:06 EP:

When you think about the companies or the countries that have the resources to be able to get its emissions down quickly, are countries like the US and companies like Amazon that have a lot more resources than most other companies and even other countries. So the climate pledge, we definitely see that as like, yes, Amazon is listening, but it had significant gaps. It didn't meet the demands that we had wanted around true zero emissions, around justice for communities that have been disproportionately affected by Amazon's pollution, around AWS actually working for and with fossil fuel companies to extract and explore and aid them in exploration for more oil. And as you know, with the IPCC report, all the oil that we already know about, if all

the oil companies did no more exploration and only tapped the oil wells that they already know about, we'd be blowing past climate stability, blowing past.

31:27 MM:

No, that's good. Thank you. And, is there still a core of employees, for example, that are tracking Amazon's progress on this, possibly trying to get them to raise the bar beyond net zero, for example? Because oftentimes the organizing results in at least a core, that kind of represents the employee's interests and tracks their outcome.

31:56 EP:

Yeah, I think what we learned through this process is that you need to hold companies accountable. Left to their own devices, companies and leadership at these companies will kind of take the road that is seen as maybe most efficient or least disruptive to business as usual. And so, yes, the employees continue because they know they have to continue to move Amazon forward on addressing US climate emissions and toward true zero and not just net zero and toward not working with oil and gas.

32:49 MM:

Okay. The big positive lessons, if you were to say, the takeaways and advice for other employees who may do this, here's some bullet points that you definitely should look at and consider adding into your campaign effort or your organizing.

33:10 EP:

Wow, there's so many ways I could take this. It's really important to build up your crew in the beginning, you know, you can't go at this alone. No one can. So you need to find yourself a crew of people who are going to be in it with you, and that you feel like you can trust and that care about not just the issue, but care about you, care about each other because it's going to be hard and it'll be hard and the company is going to want you to go away. And the only way you're going to be able to get through it is if you have people around you who you care about personally, and you know that they care about you too. And so, I think especially in the very beginning, that's the most important thing, to find the people who are going to be in the trenches with you. All the other stuff is important too. Like, you know, the strategy, the planning, like all of that is really important, too. But that all will go so much better and be so much easier if you have people around you that you trust, that you trust each other, and that you feel like they really care about you. So that's definitely what comes to mind initially because this is a hard thing to do, but it's necessary. And so you're going to want to be doing it with people that you like and that you care about. And that kind of solidarity also can build upon because things are going to come at you, the company is going to want you to go away.

35:02 EP:

Companies are kind of structured in a way that they want to continue with business as usual. You know, companies do not want to make changes that would slow down business as usual. And so, it'll be tough, but it is possible, especially when you have people around you that again,

you trust and that you care about. I think that's the most important piece of advice. I could go in a lot of different ways, but I think ultimately that's the most important thing to start with.

35:42 MM:

Well, what's interesting too, when you talked about escalation, there's the petition. You get 8,000 people. That part I would imagine is a good first step in terms of bringing people together. And, then there's the open letter, potentially takes it more public. Then there's the shareholder resolution, then there's the walkout. It seems like what we've learned from campaigns over the years is the ability and the willingness to escalate. But you're right. Build that base because you absolutely have got to have something to build on as you escalate.

36:25 EP:

Yes. And I think escalation is going to be part of probably almost any campaign because companies are going to want to ignore you for as long as possible until you make it impossible for them to ignore you. That escalation along the way is about building that pressure on the company and also building your own power of like getting more people to take part, to be part of your crew. So, it's not just about the actions along the way. It's about the community you're building along the way that makes those following subsequent actions possible because you have a community, and yes, so escalation is absolutely going to need to be a part of it because companies are going to want to ignore you for as long as possible.

37:23 MM:

You know, one of the takeaways, or at least possible takeaways too, is that question of do employees feel empowered after engaging in a campaign like this and getting these kinds of results to be more willing to address other issues that are not just in the company's controlled box, but are the larger issues. Do you have that sense with the employees who were engaged in this campaign?

37:51 EP:

Yeah. I think absolutely because I think people are coming to work and realizing that we can't just be robots who just work and we only care about work. You know, we are full three-dimensional human beings who care about a lot of things. And, it's extremely difficult or impossible to kind of shut off a part of yourself when you're at work, especially when the company you work for is directly playing a role in issues that you care about.

38:26 EP:

Whether it's about the climate crisis, or about racial equity or about sexism, it's impossible to ignore that where your workplace, your employer has an impact on these issues that you care about. And so, I think it's about starting to work at these companies that it's a process of coming to see, because I work here, I could make a difference on these issues that I care about because of my position here. And so how do I do that? Right? And it's a process of coming to realize, I can do that via kind of these official company channels, like I was talking about with the sustainability ambassadors. And there's limitations to that. So how do I think creatively about how do I push the company? How do I think creatively, think out of the box about which

levers I can pull while doing it with the community around me? That's kind of, I think, the question that you're kind of always asking yourself.

39:44 MM:

Good. Did it help along the way to get any help from outside entities? Because obviously there's a lot of groups out there, advocacy groups concerned about climate, concerned about equity and diversity. Does that help? And are there limits in how you engage them?

40:10 EP:

Yeah, I think it absolutely helps. And again, at the end of the day, it comes down to relationships and connections that you have with people. I was a volunteer at 350 Seattle, well before my time with organizing with other Amazon employees, and through my volunteer efforts with 350, I met the community of people who were at 350 and learned about the campaigns they were working on that were not related to Amazon at all.

40:42 EP:

It was about fossil fuel projects in the Pacific Northwest. But because I met activists and campaigners through 350 Seattle when all the Amazon efforts were starting up, through those relationships, I and others were able to learn from those other experiences and try to apply them to what we were doing.

41:11 EP:

Because, nobody is taught in school and maybe it's starting to change, but nobody is taught in school how to run a campaign. That's really something that you learn later. Or maybe when you're in school, maybe you're part of student organizing. There's been lots of student organizing recently at the UC's, University of California's and at Yale. So maybe you were involved in to some degree, with those types of efforts, but I think most students have not been, at least in my generation.

41:44 EP:

So, it was absolutely helpful to have people who -- again, it goes back to the relationships -- who cared about me and others as people because we already had relationships prior to all the organizing efforts. They wanted to support what I was doing, not just because they believed in the mission, but because we knew each other as people first and as comrades first in other efforts. And so, I think we benefited a lot from learning about and getting their support for our campaigns a hundred percent. Like, helping us with the walkout, helping us share their experiences and other campaigns.

42:33 EP:

It's absolutely necessary to get expert advice. But I think it's a question of like, well, who, right? And it comes back to who do you have relationships with? Who is your community? Who cares about you and who trusts you and you trust them?

42:56 MM:

Hey, one last question. Have you seen a ripple effect in other companies as a result of what Amazon employees for climate change did? I'm just curious. One of the things we really think about strategically is, as a movement, we don't have a lot of resources so that when we do something, we want it to be like a stone in a pond, you know, that it really has a ripple effect.

43:25 EP:

Yes, absolutely. A hundred percent. Yes. And we have very specific examples of that, and we've also seen it. We know of at least one, but actually multiple, but we know the intimate details of one company where somebody who worked there was really inspired by our efforts and reached out to us and asked us for help for doing the same thing at her company. And so we did provide some help to her.

43:56 EP:

And she ultimately led an open letter effort and also kind of a disruption, action confrontation at her company's all hands to ask their leadership, why they were still working with oil and gas companies through for advertising. So that was a very specific example that we knew they were directly inspired by us and forced their CEO to go on record to talk about when they were going to stop working with oil and gas companies.

44:29 EP:

But we also know from the walkout, we were not the only tech company who participated but that was only because we announced it first. And, it's really hard to be the first to do anything. It's also really hard to be the second to do anything because one person can be out there saying, I'm going to do this thing, but actually being the second person is also very hard because you're making the decision to like, join this crazy person in doing this thing. But once there's two of you, then it starts to look like a movement, then it starts to look less crazy. And so actually being the second person to do something, I would argue, is almost as important as being the first person to do something. And we saw that with the walkout, with the other tech companies saying that they were going to join in.

45:16 EP:

And, honestly, when other tech companies, after we announced that we as Amazon employees were going to walk out, other tech companies like Twitter and Facebook employees also announced they were going to walk out. And, because they announced that not only did other tech companies then join in and like Microsoft but it also further encourages the employees at the at Amazon to say like, oh, Twitter employees are doing this too. Facebook is doing this too. Oh, we're not just crazy ones doing this by ourselves. This is like a real thing that we should all really do. So you kind of feed off each other, right? So it's like ripple effects, like you're saying, beyond our campaign, but actually those ripple effects in turn, like amplify our own efforts.

46:07 EP:

And then therefore the ripple effects become even larger because the original efforts are bigger. So yeah, we saw that at other tech companies. We saw that advertising companies, at

gaming companies, people reached out to us asking us for help. And, you know, we tried our best to help where we could, but we were also resource constrained of how much help we could give. So, absolutely there were ripple effects even beyond just the walkout, I think to this day, there are people who have been transformed by their experience in being part of the walkouts and carry that forward to the different areas, whether they're still at Amazon or at other companies, they carry that with them.

46:54 MM:

Yeah. I do think that it can be life changing for many people and very empowering to realize, wow, you can stand up and speak truth to power.

47:05 EP:

Right, right.

47:06 MM:

Let me ask, is there any last comment or thing you'd like to just add to this that I maybe haven't asked you about? Or just kind of a summary point?

47:18 EP:

Yeah, I think this is the audience for this, right, is students and other employees who might be interested in taking some action or trying to make change, right? I've said this already, but I'll just say it again because I think it is very important. Really think about building a community and doing this in community. Lone wolves are not going to make it. And, it's a really transformational, life-changing and valuable experience. And it's really hard. If something is hard, that's worth it. It's worth it, you know? And what makes it possible? I think a lot of people start and, I was there too, you start thinking like, okay, what's our strategy? What's our plan? Like, what's our plan of action? Like, yes, that's all important, but you will get there. The first thing to really think about and really be intentional about is your community that you're doing it with, your team, your crew, the people that are going to be, you know, going in with you. And I think it's about creating a community of care about each other, and a community of curiosity about each other and really actually forming relationships with the people that you're going to be doing it with.

49:06 MM:

Great. Eliza, thank you so much for taking this time, and congratulations to you and the Amazon employees. And thank you for taking on this campaign. Congratulations for escalating it and staying with it, and for generating the ripple effect. And as a person who's been involved in corporate campaigns for over 30 years, I see this as a real iconic campaign, which is one of the reasons I wanted to talk to someone who was really on the inside and give us an insight into that. So you've done that, and I appreciate it very much.

49:41 EP:

Thank you for your support. And, I think, you know, to your point about the ripple effects, it continues at Amazon. The organizing continues and there are other issues that, you know,

people care about. So, I feel very lucky to have been a part of it, and also really incredible to see the continued ripple effects at Amazon and at other companies. So thank you for supporting and making this happen.

50:13 MM:

We'll see if we can accelerate the ripple effect with the next generation of students out there right now in universities.

50:21 EP:

Yeah. We need them. We need them. We need everyone.

50:24 MM:

We definitely need them. All right. Again, thank you very much. Thank you.

50:28 EP:

Alright.

50:29 MM:

Appreciate your time.

50:30 EP:

Yeah, thank you. Have a good day.

50:32 MM:

Thanks, you too.

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