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EMPLOYEE LETTER TO CHIEF EXECUTIVES AND BOARD OF DIRECTORS

FROM: CINDY L. WARNER

TO: JEFF BEZOS AND ANDY JASSY

CC: AMAZON BOARD OF DIRECTORS

DATE: JUNE 22, 2021

RE: ADDRESSING RETALIATION AGAINST AND LACK OF SUPPORT FOR EMPLOYEES IN AMAZON WEB SERVICES PROFESSIONAL SERVICES

I write to you not as an aggrieved employee, but as a proud AWS executive and experienced business leader who wants to help rectify an increasingly alarming situation within Professional Services. Our business unit has reached a boiling point, with many ProServe employees feeling defeated by the repeated mismanagement of discrimination complaints and retaliation against those who report misconduct to Employee Relations (ER). As an L8 within ProServe, my situation is only one example of this pattern. Although I have sent this letter only to Jeff and Andy, I do not have the contact information for Amazon's Board members. I trust that it will be distributed to the Board as well.

You may be aware that, on May 19, 2021, I filed a federal lawsuit against Amazon in California after the Company terminated me from my position—just three weeks after my attorney sent a letter to Amazon describing discriminatory mistreatment which I and others were facing in ProServe. I was given two months to find a new job at Amazon—a period the company has called “generous”—with no assistance or support from the company whatsoever to transition to a new executive-level role. On June 28, despite my best efforts to find a new post, it is very likely that my employment with Amazon will involuntarily end next week as I hit that two-month mark. I still hold out hope that I will get a chance to help turn around the situation in ProServe, retain many of the outstanding team members I know work there, and resume achieving great results for AWS. It is in that spirit that I present my experiences below (as reflected in my court-filed complaint, which is attached for your reference) and offer some suggested actions the company can take right now.

I readily acknowledge that my 40-year tech career is one of privilege and good fortune, in addition to hard work and commitment. I am a 59-year-old white woman and member of the LGBTQ+ community who has been fortunate enough to lead cloud-based initiatives at some of the best brands in the world, including IBM, FedEx, Ernst & Young/Capgemini, PwC and Salesforce. I have served on boards of several influential non-profits and associations, including bPeace, The Gift of Adoption, Special Olympics of Southern California, and the Michigan Council of Women in Technology. More recently, I was appointed by Governor Gretchen Whitmer to serve on the board of the Michigan Strategic Fund,

where we have approved over \$400M in grants and loans during my tenure to make Michigan a leader in sustained economic development.

In 2019, AWS aggressively recruited me to lead ProServe's Global Advisory Team at a time when I was being considered for a number of public boards. The opportunity to grow a services organization at the largest and most successful tech company in the world was one I simply could not pass up. Though I was recruited at the L10 level, I was offered an L8 position after being told (falsely, as it turned out) that Amazon does not hire L10s externally. I was also hired with the understanding that I was to eventually succeed the L10 Vice President of ProServe, Todd Weatherby. I started work in February 2020, weeks before the COVID-19 pandemic hit.

Despite taking charge of a struggling unit at the onset of the pandemic, I hit the ground running at ProServe and within my first month established a COVID Business Continuity team for our unit. Later, while traveling in my RV between my homes in Michigan and California, I made stops along the way to meet colleagues in a socially distanced manner, turning a difficult situation into a chance to build camaraderie. By October 2020, I had successfully restructured the Advisory Team and grew several of our most important client relationships, such as Novartis and Cisco. Despite the value my efforts were bringing to ProServe, they were often met with resistance and resentment from male colleagues. Weatherby in particular displayed disdain for me as an outspoken female executive trying to address the challenges our unit faced. As my lawsuit details, he accused me of having "sharp elbows" (a term not applied to male peers who truly acted in a hostile manner, as shown below) and refused to provide additional headcount or responsibilities despite my results and experience, without any concrete explanation. When an opportunity for an L10 position (for which I was clearly qualified, if not overqualified) became available and was posted externally, Weatherby outright refused to consider me for the role.

As my legal complaint alleges, the sexist nature of the treatment I encountered at ProServe was laid bare on a February 2021 phone call, when a peer verbally assaulted me in a manner I have never before experienced in my career. With an HR representative also on the line, Dave Lavanty (another L8 in ProServe), who was seeking to take over a client relationship that had attracted the attention of Andy Jassy, hurled insults and threats at me, including calling me a "bitch" and a "nobody," and referred to me and another woman executive as "idiots." He further threatened that he would ensure I went "nowhere" in the company. It was horrifying on multiple levels. At the end of the call, the HR rep told me it was the worst attack on an employee he had seen, and that the conduct was so bad he would file an ER complaint himself on my behalf. Around two weeks later, I was told by an ER representative that the matter had been investigated and escalated all the way to Andy Jassy. However, any consequences would be up to Weatherby.

Predictably, Weatherby did not take any action regarding Lavanty's misconduct. On a call with a different HR rep, Weatherby stayed silent when I raised the issue of the assault leveled by Lavanty and instead had the audacity to suggest that I was the one who provoked his tirade. Just days later, Weatherby announced that Lavanty had been promoted to the same L10 position that I was denied the chance to apply for. Numerous employees in ProServe expressed shock and dismay at this promotion, particularly because it was well-known that he had been the subject of several complaints and

investigations by ER. Many viewed his promotion as a reward for remaining loyal to Weatherby and a ratification of a “white boys’ club” that rarely questioned his decision-making. The promotion prompted an impassioned discussion on Chime among the Women@ProServe group (which group was shut down by Weatherby), with several members writing about their experiences with gender discrimination. Lavanty effectively became one of my supervisors.

After this, I had to seek legal representation and sent a letter to Amazon asking for help and offering to be part of the solution. Three weeks later, I was removed from my role in ProServe and told that I had two months to find a new job, or my employment would end. It is no surprise that my efforts to find a new role have been fruitless; seeing an L8 employee with no direct reports or even a title would raise the eyebrow of any hiring manager. To be clear, I did not want to leave ProServe. No one chooses to leave this way. I was proud of the relationships I cultivated with my team and our business partners and was turning around a struggling business unit with losses of over \$1 billion a year. Instead, Amazon’s administrators hung me out to dry because I retained legal counsel and would not drop the most blatant display of hate towards a professional woman that I personally have experienced.

I share this with you because I am only one among a long list of employees who have been mistreated in ProServe. Harassment and unequal treatment are rampant, led by an inner circle who reward deference over performance. Several dozen employees, current and former, have contacted me since I filed my lawsuit to share their experiences of abuse and retaliation from ProServe leadership, HR and ER.

Jeff, Andy, and Members of Amazon’s Board, the situation in AWS ProServe is serious and cannot be ignored. Every day that the situation in ProServe, HR and ER (which consistently turns on employees) fails to improve, the company loses talent and morale, risks customer relationships, and lets management insulate itself from accountability and real oversight. Many of my coworkers in ProServe have expressed their intention to leave, telling me that my lawsuit resonated and echoed their own treatment and belief that discriminatory favoritism, not merit, drives advancement. HR and ER have developed a reputation for protecting management and not listening to employees, which only increases managerial impunity. In fact, shortly after joining ProServe, I discovered a white male leader on my team, who had reported to Weatherby upon my arrival, had been working a second full-time job while essentially no-showing repeatedly for his AWS job. He had managed to fly under the radar for over a year because of the permissive approach toward favored employees in ProServe.

I believe change is possible and would love to be part of it. Below are three steps Amazon can take immediately to correct course and get ProServe back on track toward a highly productive and profitable future:

1. Employees in AWS must be permitted to raise complaints to and have their concerns investigated by ER or HR employees who are not assigned to their team or unit. I have been told by ER reps themselves that misplaced “loyalty” and fear generally drive the handling of complaints, rather than objectivity. Amazon should begin looking into hiring ombudspersons who can provide truly independent oversight.

2. Update employee training to include bystander intervention training, material specifically for managers regarding anti-retaliation practices, and “train the trainer” programs that equip AWS business-side employees to conduct training themselves with HR oversight, as these may have more credibility and impact.
3. Discontinue ER practices that seem to favor a leave of absence for or transfer of an employee who raises concerns regarding mistreatment. Managers with multiple complaints against them should be put on leave pending investigation of the complaints, and those with multiple serious complaints should be barred from leading other employees.

I am devastated that my employment with Amazon is likely to end in a few days. I am grateful for the opportunity to work at AWS and was intent on finishing my career here. As a manager, problem-solver, and practical person by nature, I know that ProServe and AWS will need to work with their employees in order to make us Earth’s most employee-centric company.

I would welcome the opportunity to sit down with any of you to discuss how we can work together on this.

All the best,

Cindy L. Warner