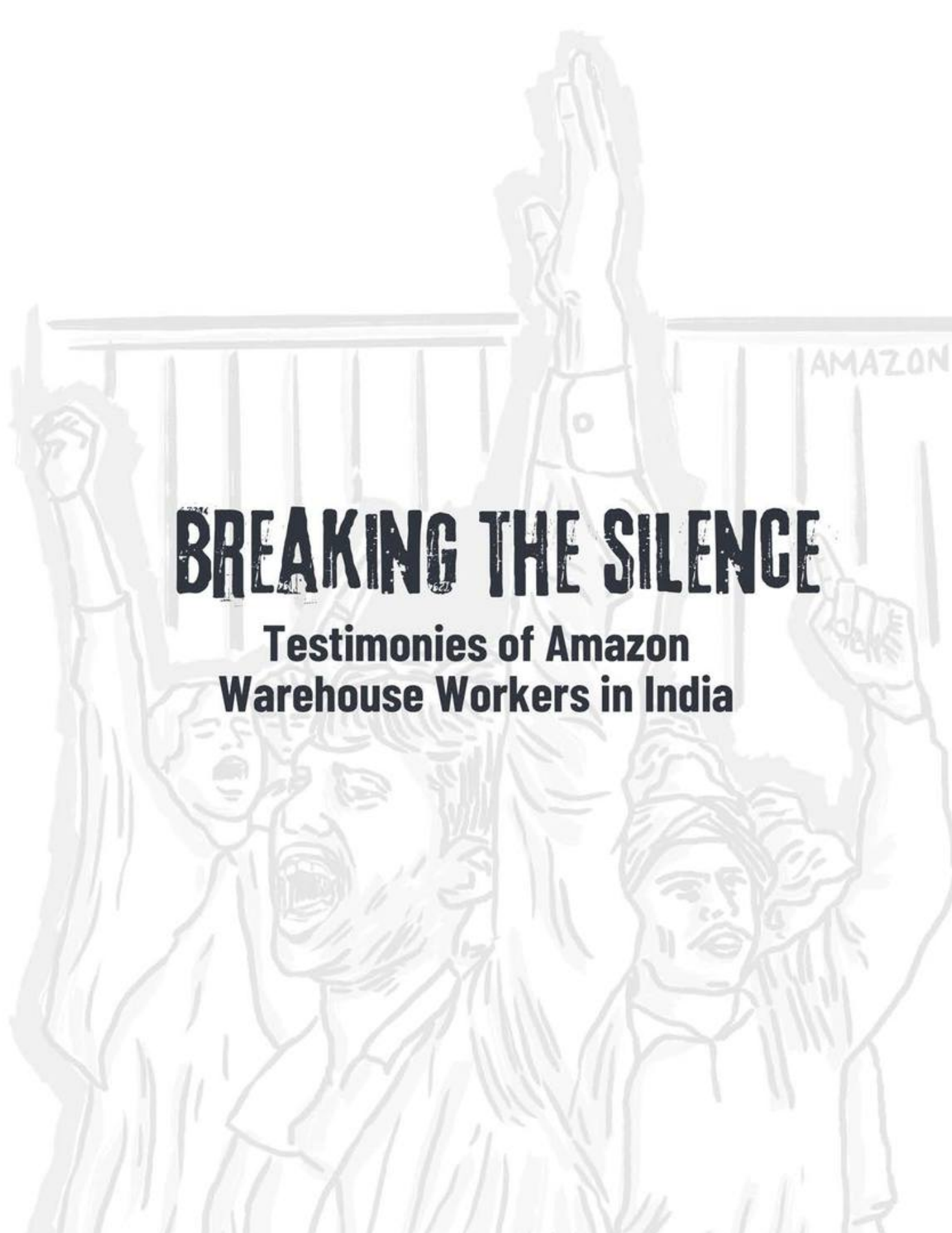


BREAKING THE SILENCE

TESTIMONIES OF AMAZON WAREHOUSE
WORKERS IN INDIA





BREAKING THE SILENCE

**Testimonies of Amazon
Warehouse Workers in India**



Amazon India Workers Union

The "AMAZON INDIA WORKERS UNION" is the first distinct working-class organization of warehouse workers in India, which was formed by warehouse workers themselves through prolonged, painstaking processes and relentless struggles against AMAZON management's anti-worker designs. It has been formed with the intention to create a sense of class unity among Amazon workers and to empower and make the entire warehouse workforce capable of forcing the management to make a legitimate and fair agreement for safe working conditions and a legitimate living wage for all Amazon workers in India.

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This booklet would not have been possible without the courage and determination of Amazon warehouse workers who shared their testimonies despite the risks involved. Their voices form the heart of this work, and we deeply appreciate their willingness to speak out.

It stands as a testament to their struggles, resilience, and collective strength. This booklet is dedicated to every worker who has faced injustice but continues to fight for dignity, fair wages, and safe working conditions.

INTRODUCTION

This compilation presents firsthand testimonies from workers at the Amazon DEL4 warehouse in Gurugram, offering insights into working conditions at Amazon India. These accounts, gathered by the workers themselves, shed light on their experiences. DEL4 employs approximately 1,800 workers.

Last summer, employees collapsed due to enormous work pressure from supervisors under unbearable heat. This constitutes only the tip of the iceberg of unsustainable and highly precarious working conditions, pushing labourers to the brink of physical and mental exhaustion while simultaneously undermining Indian labour laws. To summarize, the following conditions are reported by the employees:

- All warehouse workers are employed by subcontracting agencies issuing contracts of a maximum duration of 11 months. This also applies to people who have been working for Amazon for more than three years.
- The workers are employed under hire-and-fire conditions, which are, in turn, used to pressurize them at work to reach increasing output rates.
- Workers report constant threats of losing their jobs and being regularly shouted at to reach the output rates set by Amazon, including announcements over the microphone used to expose workers.
- Workers face a harsh disciplinary system of blacklisting if they cannot reach the work targets or if they make mistakes. After three warnings, workers are fired and barred from working again at Amazon in India. Workers complain about arbitrary terminations of work contracts.
- The physical and mental strain caused by this disciplinary regime is further aggravated by the fact that the output rates are constantly rising.
- In some departments, workers have to process over 500 parcels per hour.
- There is no possibility to sit and have a short rest or take a proper toilet break.
- During the time slots to prepare Amazon Prime same-day or next-day deliveries (CPT/Customer Promise Time), employees are prevented from leaving work, even if they are unwell.

- The two breaks of 30 minutes at lunchtime and in the afternoon also include transfer and queuing. Therefore, the workers are left with only 15 to 20 minutes of effective break time instead of 30 minutes, adding to the strain of work.
- If people are unwell and seek medical assistance, they have to choose between taking medication and going back to work or being directly sent to the hospital. Getting a 'gate pass' to leave the company and rest at home instead is often denied.
- Working contracts are terminated if a worker is unable to fulfil the strenuous output rates three times, even when this is related to deteriorating health conditions or periods of illness.
- The rules for leave do not take into account the fact that most of the labourers at Amazon are from other states and have responsibilities in their hometowns. When taking more than two days of unplanned leave, employment is terminated by Amazon. This happens irrespective of the urgency of the situation, e.g., attending medical emergencies of family members or funerals.
- Many workers expect Amazon to be a workplace with decent working conditions. However, what they face is an exploitative regime that prioritizes quantitative output over health and safety.
- External audits have so far not improved the working conditions.

Despite all odds, workers at Amazon continue to unionize and are, therefore, part of a global struggle against multinationals that exploit human labour and natural resources by lowering working standards, destroying nature, and evading taxes. So far, Amazon is not willing to negotiate with unions, thereby undermining democratic rights and frameworks to attain decent working conditions.

ABBREVIATIONS & DEFINITIONS

DEL4: Amazon warehouse in Manesar, Gurugram district, Haryana (NCR)

ADAPT: A tracking software that stands for Associate Development and Performance Tracker (ADAPT) at Amazon, monitoring performance and errors of workers, used for blacklisting. If workers fail to meet targets or make errors three times, their employment is terminated. Workers refer to this negative feedback as 'receiving an ADAPT.'

AMCARE: First-aid facility at Amazon

L&D: Learning and development area

FC: Fulfilment Centre (Amazon warehouse)

PA: Process Assistant - Equivalent to the function of an assistant manager

PS: Employees responsible for coordinating and resolving problems in the process, such as issues with barcodes, scanning, and missing items

Rate: Output rate of workers per hour (e.g., items to be picked or packed). The set output rates per hour by Amazon management differ across departments

TESTIMONIES OF AMAZON WAREHOUSE WORKERS

This section contains firsthand testimonies from Amazon warehouse workers in India. These accounts reveal the harsh realities of their working conditions, including extreme pressure, unfair dismissals, and unsafe environments. Through their voices, we bring attention to the struggles faced by those who keep Amazon running.

To protect the identity of the workers, their names have been changed.

1.

ANJALI SINGH

I am Mahesh Kumar, an Amazon worker at the warehouse DEL4 in Gurugram and summarizing the story of a female employee who also works in the same warehouse.

I met Anjali Singh, who originally comes from Purnia in Bihar. She studied till 12th grade under poor financial conditions of her family with her father being ill for a long time. Due to those circumstances, she had to leave her further studies to improve the financial conditions her family and decided to take up a job. She then came to Bilaspur in Gurugram district, in Haryana.

She came to know about Amazon through some of her colleagues and decided to join the company. She was interviewed by the subcontracting agency Om Enterprises and after about seven days she received a call from the DEL4 Amazon warehouse for joining. She had basic training modules for two days and was appointed to the inbound department. She worked there for about 6 months. During work she faced the following problems:

- The work targets set at the warehouse were very high. Sometimes she had to work so hard to achieve the targets that she was not able to cook food after reaching home and would go to sleep hungry due to intense fatigue.
- If the set target was not achieved, the process assistant (P.A.) (an assistant manager of the department) and problem solvers (P.S.), who also have a supervising role, would issue an ADAPT against her. After three ADAPTs issued, she would be fired from the job.
- No separate time was given for the proper use of the toilet. If she left her work to go to the washroom, her seniors would scold her.

Due to not being able to complete the work targets of her department, she was fired from the job after a short time.

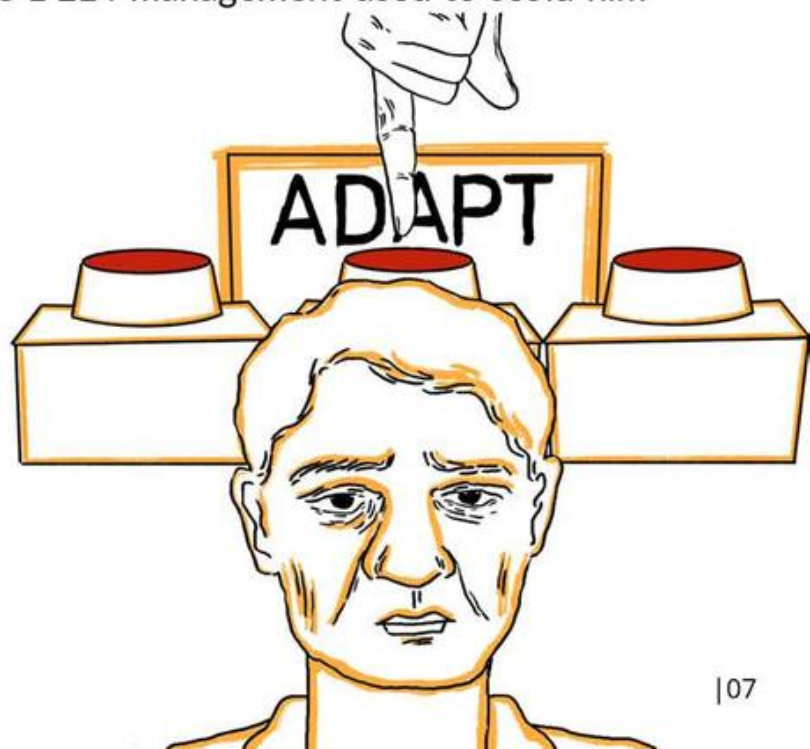
2.

RAMESH

For this case study, I met an employee whose name is Ramesh. He used to work in Amazon's Fulfilment Centre at the warehouse DEL 4 and hails from Purnia in Bihar. He wanted to become a sub-inspector in Bihar after completing his education, but due to the poor financial condition of his family, he came to Gurugram, Haryana to work. He settled in a village named Bilaspur and applied to join work at the DEL4 warehouse. After working for about 7 months for Amazon, he got a call from home and came to know that his father's health was in a bad state. He therefore decided to go to his hometown in Bihar and contacted the DEL 4 management to inform them about the urgency and the reason for not being able to come to work. Nonetheless the DEL4 management fired him from the job as he had to take more than two days of unplanned leave.

After some time, he was able to return to Gurugram and joined again Amazon for work in the DEL4 warehouse. He explained that he had to work standing for 10 hours without time to go to the toilet. If he went to the washroom without informing anyone of the supervisors, the DEL4 management used to scold him and to threaten him with dismissal.

He reported that if the work target could not be completed, he would be given an ADAPT and eventually be fired from the job. During a nightshift on duty, his health deteriorated but he was not sent to hospital, and he was forced to continue working despite his ill health. When he reached his accommodation after duty, his friends had to take him to the hospital.



After getting him tested, it was found that he had contracted typhoid. He informed DEL4 management and sent an electronic copy of his medical report to management but Amazon nevertheless made him redundant.



3.

SHUBHAM KUMAR

During a survey I met Shubham Kumar who also works at the Amazon DEL4 warehouse in Jamalpur, Gurugram, Haryana. He originally comes from Ramthala village in Dausa, Rajasthan. His father was a bus driver who had died in an accident. As the eldest son in his family, Vijay he had to take over the responsibilities of his father. His younger brother's education kept him worried day and night. To take care of his family and to continue his younger brother's education, he came to work for Amazon. He thought that it is an American company and that they would receive a good salary and good facilities at work, but according to him, there is nothing like that to be found at Amazon.

He says that the work rate and the set targets in the company are so high that the entire energy of the body is exhausted when trying to fulfil them. He has been working there for two years and he says that working for Amazon itself was his biggest mistake.

Employees are made to work for 10 hours beyond actual capacity. Furthermore, dismissals of workers happen without any proper reason and justification. They get fired for small mistakes.

Working continuously for 10 hours standing, their legs ache and get swollen. On top of that, if the given target is not completed, ADAPTs are issued which lead to dismissal after not reaching the target for 3 times. He explains that due to the high work pressure he would not be able to do this job any longer and would leave the company in the following month.

4.

SAGAR KUMAR

My name is Sagar Kumar. I am 24 years old and I originally come from Saran district in Bihar, where I lived with my parents and three sisters. My father works as an agricultural labourer in the village. After the marriage of one of my sisters, the financial condition of my family deteriorated due to the wedding expenses. Then the lockdown was imposed due to the Corona epidemic. Under those conditions I had to face many more problems due to which I could not complete my studies.

My dream as well as my parents' dream was that I would study and become a police officer. But that dream remained a dream. Due to the poor financial condition of my family, my parents suggested finding work outside the village. I then met a friend from my village who was working for Amazon in Haryana. He told me about the company and I decided to join him for work at Amazon and stayed with him in Manesar, Gurugram, in a settlement close to the DEL4 warehouse. He informed me that recruitment for part time employment at the Amazon DEL4 warehouse is ongoing. After contacting the middlemen, I received a call through the subcontracting firm Om Enterprises. After ten days, I finally got a call from Amazon DEL4 for signing up. The signing up for my part-time job took place on the Amazon DEL4 premises. To get a shift at the warehouse, I had to book available working slots. I tried to book a slot every day but I faced a lot of trouble in booking them. I had to keep my mobile in my hand even during work at the warehouse to check for available slots. However, there were by far not enough slots to meet the demand of subscribed part-time workers. After a few days, I felt that I was not able to meet my expenses through this part-time job as I only managed to get two or three shifts per week why I had to look for an alternative job. For day shifts I received Rs. 616 and for night shifts Rs. 728.

I then applied for work at the DEL5 warehouse in April 2021, which is situated in Binola, also situated in Gurugram district. I worked there for three months, after that I transferred to Lucknow to work at the Amazon warehouse LKO1. I worked there for another four months. After that my health suddenly deteriorated why I had to go to hospital. This led to my access card to enter the warehouse being blocked.

I handed in my medical report to HR, nevertheless, they did not unlock the access card to the warehouse.

My friend called me and suggested going back to Haryana where I joined him again and I gave an interview through the subcontracting agency BSHR to work at the DEL4 warehouse. After eight days, I received a call from Amazon to join. I was called in the evening. When I arrived at the company in the evening at eight o'clock, they took me inside along with other prospective workers. I was given a temporary badge for access. They made us read English and informed us about the company. The next day, the training took place, and I was assigned to a department at the FC dock (fulfilment centre). On the third day, they already made me work a lot; I had to load trucks, standing and working for 10 hours straight apart from two breaks of 30 minutes which also include queuing and standing at the canteen.

I was made to work so hard that I didn't even get time to go to the toilet.

Then I told my process assistant (PA) to change the department. He said if I cannot do the work, then I should go home. There were a few guys with me who saw the workload and left the company. Eventually my process assistant (PA) told me to talk to HR if I wanted to change departments. I went to HR, where they yelled at me saying: *'Why did you come here if you can't do the work?'* In sum, HR told me not to come to the company if I could not handle the work load. The pressure at work was that intense that I became very stressed. After going home, I couldn't even cook food; I would sleep hungry most of the time. Moreover, the food served at the company canteen was not of good quality. I was however forced to continue working there due to the difficult circumstances at home.

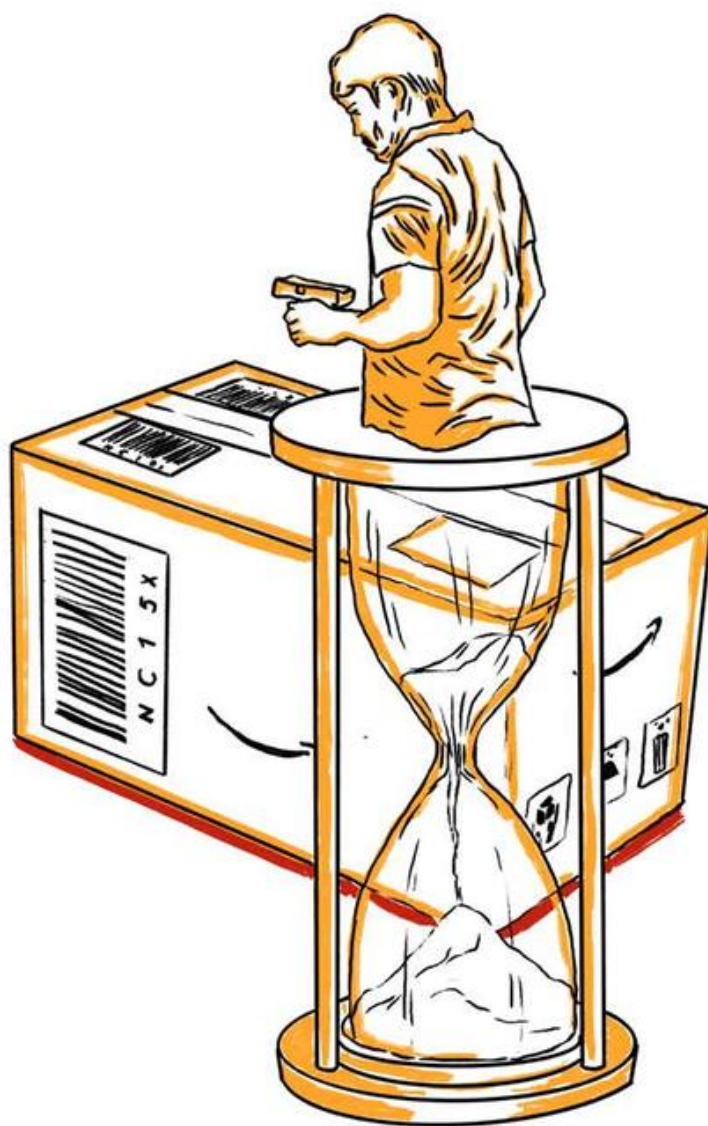
5.

HIMANSHU

My name is Himanshu, and I am 19 years old. I am from Punjab. I first completed training at a Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) centre, a government scheme that helps rural youth transition into the workforce by providing skills training and job placement support. The training provided in that government scheme is completely different from the training and work at Amazon's DEL4 warehouse. When I joined, I had to learn many new aspects of how work is done at the company.

After 2 days of training, I was put into the packing department for a rate of 150 items per hour on that same day. There are boxes at many types of stations, there are stickers, which take a lot of time to understand and remember. I have never done so much work at home, nor did my mom, dad, sister and brother scold me so much as the company's PA and HR scolded me regarding the rates, due to which I felt very stressed and insulted. I went to the toilet and was left in tears.

When I returned, my learning ambassador (responsible for training) explained to me again the procedure and then I started packing again. I tried to increase my rate. I worked for one to two hours more, but my rate reached



only 110 items per hour. The process assistant (PA) called me to their desk and again started scolding me. He told me and other freshly employed female co-workers to resign. The distress caused us to cry but HR then asked if the rate would increase if we cried and gave us one more chance. We then logged in our IDs again at the station and continued working the whole day. When I reached home I was again left in tears and I did not even tell my parents that this kind of work is done in the company. We have to stand for 10 hours, we are not allowed to sit, we are not allowed to talk to anyone.

There is a lot of work pressure, the company's HR, process assistants (PA), and problem solvers (PS) use very disrespectful language, they shout at us constantly regarding work targets which are impossible to achieve. We as workers in the company have been made into robots and are working like machines.

They hire and fire us as they wish and do not even give any prior notice before termination. Neither can we take leave. If we have to take unplanned leave for more than two days the company terminates the employment relation. It has been one year since I started working at Amazon's DEL4 warehouse. Management ignores workers' complaints and concerns, treating us with complete disregard.

6.

MUKESH

My name is Mukesh. I am 32 years old. I am from a village near Agra and graduated with a BA. My parents work in farming in the village. I have two brothers and a sister. My parents worked very hard to educate us and to cover the expenses for my sister's wedding. I am meanwhile a father of two young daughters. I also used to run the household expenses by farming in the village. After the marriage of my brothers, everyone separated. All the responsibility to run the family household was transferred to me. I therefore decided to leave the village in search for a better income and had to abandon my plans to continue my studies.

I then came to Gurugram with my friend and first joined a manufacturing company with him. I worked in this company for three years. Due to the end of my contract I had to leave the firm. Therefore I started getting very worried about my expenses and the financial situation at home. This was when some of my friends living with me suggested considering working at Amazon. I then applied through the subcontracting firm Om Enterprises to get a job at the DEL4 warehouse. They told me that I would get a call and should reach the company at 8:00 the following morning with my documents. I finally received a call after a week to join the recruitment procedure on the DEL4 premises. I had a job interview there too before joining employment at Amazon DEL4. I was then told about work and the rules and regulations of the company before I was sent for training in my department of inbound sorting where I was introduced to the work.

This was a job which did not correspond to my studies. I joined thinking that I would get a good post but that did not happen. I had to work in this company out of financial needs. From the next day I was put to work directly and had to stand for 10 hours and do sorting of items as well as unloading vehicles. I was not even allowed to sit inside the company nor was I allowed to talk to anyone.

There was a lot of pressure on me at work in the company due to which I was neither able to meet my family members and daughters nor to talk to them. Neither had I told my family members that I work at Amazon unloading vehicles under gruelling conditions as they expected something different when I told them that I work for a multinational company!

Through discussions on working conditions at Amazon with friends and colleagues, I met workers associated with the Amazon India Workers Association (AIWA), now the Amazon India Workers Union (AIWU). They told me that this organisation holds a meeting on the conditions of the workers in the company in which we could put forward our views on all the problems like targets, work pressure, blacklisting, termination of employment without reason etc. Then I joined this organisation and I also invited other workers to join the union. After joining this organisation, I came to know about my rights as a worker as well as on existing labour laws.

7.

HINA

My name is Hina, and I am 23 years old. I am from Uttarakhand, but in order to find a job, I came to Gurugram district. My friend worked at Amazon in Manesar and I thought of applying there too because it is a large company and I expected to get good work. Joining Amazon involved a recruitment process, which was extensive. When I was called to the company, I first went through an interview. On the first day, they moreover introduced us to the company and the next day, they explained which department we would be assigned to. After four hours of training, we were put straight to work on the third day. I was sent to the fulfilment centre dock, where the workload is immense.

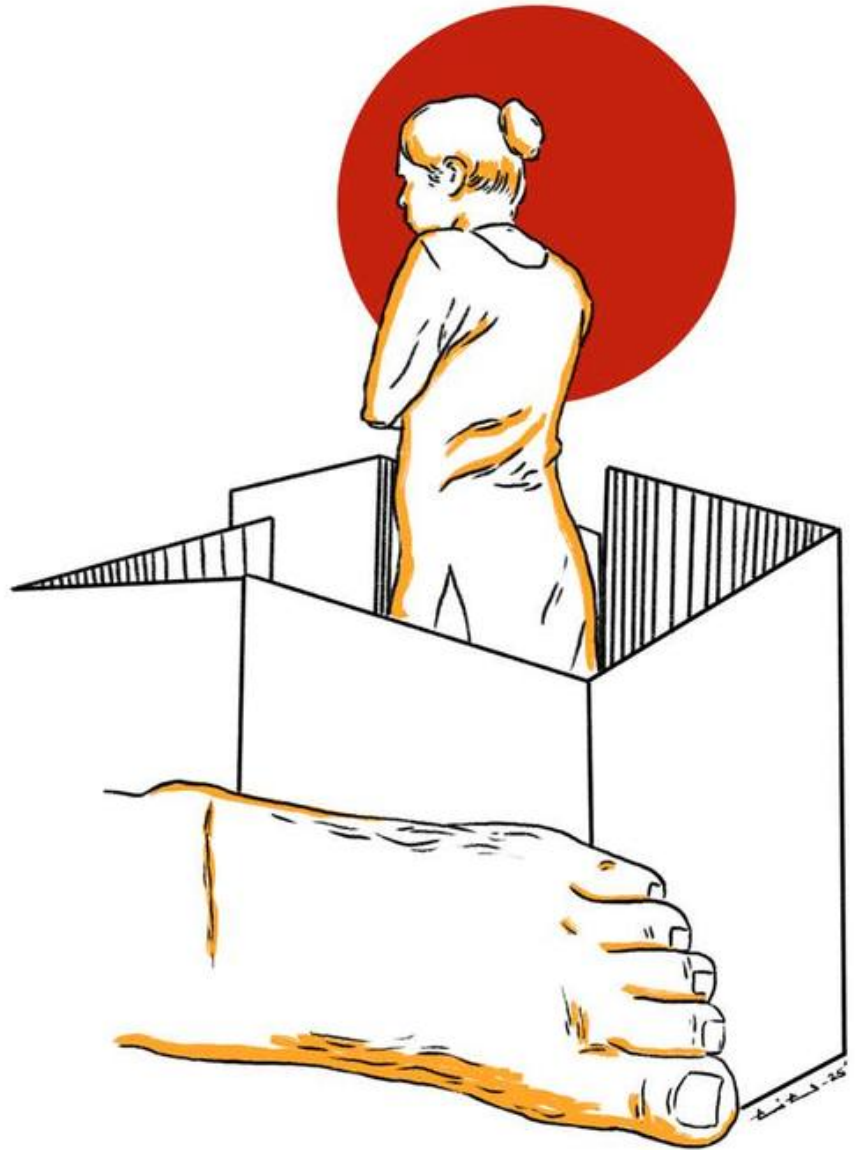
At the FC dock, we have to load and unload trucks and the pressure is very high. The company constantly demands high performance, regardless of how much work you actually do, you still receive negative feedback

The pressure of targets has a physical and mental impact on us. There's hardly any time to talk to anyone, and the stress affects our well-being significantly; sometimes we even faint from exhaustion.

When that happens, they do not send us home and there are no safety measures in place for us. We stand all day without any opportunity to sit, and there is no arrangement for resting or using the toilet conveniently. We have to sneak in time to go to the toilet ourselves. Even when we go to the cafeteria, we only get about 15 minutes out of a 30-minute break due to queuing and transfer time. I've been working at the company for three years. The employees often face a lot of pressure and I experienced some troubling situations as well.

I was for instance accused for an object having gone missing. The company's PA and PS started harassing me, repeatedly bringing up the same matter.

When I approached HR for help, the situation improved a bit as the harassment stopped. However, my friend, who also works in the same department addressed her PS about ongoing pain. The PS, citing my friend's failure to meet targets, reported her to HR, who then forced her to resign. A few days later, while I was reviewing the floor, a shipment was mishandled under my ID. Ten days later, the SLP (Security and Loss Prevention) team called me in to ask how the shipment went missing and pressured me to admit the fault on my behalf in written form. I refused to do so. When my agency contacted me, they also asked me to write a statement, but I still refused.



The next day when I returned to the company, my ID card was blocked. When I inquired with HR, they told me the same thing: to submit in written form a statement that the mishandling had been my fault in order to unlock my card. The following day, I received a notice from the agency blaming me for the situation. I reported the incident to the AIWA team, and after everything that happened, I went to the labour court to present my case regarding the treatment I received from the company. The next day, when I returned to the company, my ID was still blocked, but the AIWA team provided significant help to support my cause.

UNFAIR LABOUR PRACTICE COMPLAINT

Subject: Complaint Regarding Coercion to Sign Unknown Documents and Unfair Dismissal from Employment

To,
The Honourable Labor Commissioner,
Gurugram Circle, Haryana

Respected Sir,

I am writing to formally bring to your attention the unfair practices I experienced at AMAZON DEL-4, Jamalpur-Panchgaon Road, Kharkari, Haryana. I have been employed with Om Enterprises, Raheja Square, 3rd Floor, 12B, IMT Manesar, Gurugram, Haryana, since March 9, 2022. Throughout my tenure, I have not raised any complaints against the management. I have diligently completed all tasks assigned to me. In December, my transfer to OM UNIQUE PVT. LTD., U-45, Krishna Palace, Sohna Chowk, Gurugram, Haryana was executed; however, my work location remained at AMAZON DEL-4. On March 11, 2024, I had a day off, but Mr. Vikas Kumar, the manager, called me to come to the office. Upon arrival, Ms. Rita, the manager, asked me to sign some unknown documents.

When I attempted to read them, Mr. Geeta from the SLP team snatched the papers from my hand and rudely insisted that I sign without reading. When I refused to sign without understanding the documents, the management treated me disrespectfully and dismissed me from the organisation. I submitted a letter on March 11, 2024, detailing these unlawful actions by the management and requesting an investigation. When I attempted to join my duty on March 12, 2024, I discovered that my access card had been blocked out of retaliation.

Upon inquiring with the guard, I was informed that the management had terminated my employment. Despite repeatedly requesting reinstatement, the management refused. The actions taken by the management constitute unfair labour practices as per Schedule 5.

Therefore, I request that you intervene to reinstate me with back pay and take strict action against the management for their unfair practices. Your prompt attention to this matter would be greatly appreciated.

Thank you.

Sincerely,
Mrs. Hina
Daughter of [REDACTED]
Employee Code: [REDACTED]

8.

KRITIKA

My name is Kritika, and I was born in 1999 in a small village in Haryana. I completed my education up to the tenth grade (secondary school). I have one brother and one sister. A few years after my birth, my father passed away, which caused my family's financial situation to deteriorate. My elder brother fell into bad company, started stealing, and was always under the influence of drugs, further worsening our circumstances. As a result, I decided to step out and earn money. I started working at a beauty parlour, but it wasn't enough to sustain my family. One day, a girl in my village told me about the Amazon company, and I decided to go to Manesar to join. However, my interview there didn't go well, so I had to join Flipkart instead, where I initially earned ₹10,000.

A few months into my job, my supervisor spoke to me rudely regarding my work, which led to an argument and eventually to my dismissal from the company. I was very distressed for a long time because I had to continue paying the rent for my room, food expenses, and send money home, which put a huge strain on my finances. After a while, I applied at Amazon again, but it was difficult for me to get a joining date. Eventually, I managed to get a position at Amazon after a lot of struggle. I was assigned to the inbound department, and after my training, I was finally put to work. In the store, I had to pay close attention to keeping a specific order of items (along a chessboard pattern) in the warehouse shelves according to the standards at Amazon, but due to the fast-paced nature of the work, I made small mistakes.

The targets and pressure at Amazon were extremely high, which severely affected my mental and physical well-being. As a result, I had to take leave. When I returned to the company the next day, my access card had been blocked.

HR came and gave me a warning, but then they unblocked my card and I resumed working in my department.

I continued working for two to three months. One day, while preparing breakfast in a hurry, I accidentally cut my hand with a knife. After bandaging it, I went to work. However, when I reached my department, my supervisor told me that I could not work. They advised me to go and see the safety team who then sent me home. However, the next day when I reached the office and I punched in my card, it was blocked again. I waited for HR, and when they checked my ID, they informed me that I had been blacklisted. When I asked why, HR said I had received three warnings for mistakes I made at work, which led to my dismissal. I then tried talking to my subcontracting agency about the blacklisting, but they also refused to help. I made many attempts to get removed from the blacklist, but the subcontractor informed me that I could no longer work at any Amazon facility. Additionally, I was not paid my salary. When I asked the subcontractor about it, they stated that my salary had gone to someone else's account. The subcontractor assured me that my salary would arrive within a day or two, but it never came.

I therefore became very stressed about my financial situation. I spoke to HR and the subcontractor about my pay, but they kept ignoring my concerns with various excuses. Then I joined the Amazon India Workers Association AIWA (now Amazon India Workers Union AIWU) and participated in a meeting in Manesar, where I explained all my problems in detail. Some members of the association spoke to my subcontractor about my salary and helped clarify the situation, leading to my salary being paid to me after a few days.

9.

NIKITA

My name is Nikita. I am from Uttar Pradesh. I have two sisters and one brother. My parents also work. When our financial situation worsened, I reached Gurugram with the help of my friend. After arriving in Gurugram, my friend took me to the Om Enterprises agency for an interview. Five days later, I received a call. On 2 September, I was told to arrive at the company the following day by 8 AM. I arrived at the company by 8:10 AM and stood on the large parking ground on the company premises in front of the warehouse.

More people started arriving, and everyone formed different groups to sit in. Then three or four supervisors came and asked us to line up. All employees stood in different lines according to their agencies. The supervisors began to check our English and Hindi skills. Those who didn't perform well enough were sent home. Next, all workers were taken to the Learning and Development area, where we sat in chairs. We chatted with each other, and many people fell asleep in their chairs due to long waiting times without being permitted to move from a designated chair. The supervisor arrived at 12:30, introduced himself, and started taking attendance. After a while, another supervisor came and began calling each employee individually. They continued to check our English and Hindi skills. I was called third and was asked if I had worked at Amazon before. I was asked which department, and I replied outbound (OB) packing. The supervisor asked me a few questions. I felt very nervous, but I managed to answer slowly.

All employees underwent interviews in the same way. After the interviews, results were announced, and out of 50 employees, 10 were eliminated. We, the workers, waited for a long time, after which HR explained us aspects of safety and security, detailing everyone's responsibilities. After this, we were given 40 questions and had to take a test. After the test, 5 out of 40 workers were put on hold, and we continued to sit and look at each other. Following workers'

requests, we were sent for a late lunch at 4:30. We returned to the L&D area by 5:00 and sat there until 5:30. Then the L&D team leader came in, shared information about the company, the work done here, and explained the rules. After the briefing, we left at 6:30 and headed out of the company, getting on the bus to go home.

The bus left at 7:00, and I got off at my stop at 7:45. After reaching the bus stand, I arrived at my room by 8:00. As soon as I entered, I took off my shoes and lay down. I was extremely tired from the day at work and felt very weak, so I didn't cook anything. I went to the shop to get some milk, heated it, drank it, and went to sleep

The next day, by 8:00 am , I reached the company. After arriving, I sat in the canteen for a bit, and then at 8:25, I went to the L&D area. All the employees were seated there, and I took a seat as well. The supervisor arrived at 9:30 and took attendance. I went and sat on a chair. Then at 9:30, a person from Amazon HR arrived. He took attendance, and afterward, we were assigned an ambassador (trainer) to guide us through training for our respective departments. I went to my department, The manager saw me and said, "She has worked here before; let her start packing today." I mentioned that I didn't have a login ID, but the manager took me and logged me into his laptop, putting me straight to work. I began packing at my station. The ambassadors give training sessions, and we have tests on what we are supposed to learn. While packing, I kept checking the computer to see when it would be 12:00. Finally, at 12:00, I logged out and I reached the canteen by 12:07, washed my hands, and took my bag from the locker. By 12:15, I hurriedly ate my lunch. I got up at 12:26, put my bag back in the locker, and rushed back, logging in by 12:32 to pack the next items. I resumed packing, but my feet ached from standing for so long. I sat down on the floor at my station for a minute or two because I was very tired. I felt like taking a day off and going back to my accommodation, but I couldn't—it was only my second day.

I managed to work until 15:00, then took another break in the canteen for about 10-15 minutes before returning to my station. I couldn't concentrate at all, felt weak, and was unable to talk to anyone. After working for another hour,

I told my PA that I needed to go to the L&D area, but they told me I could go only after an hour. Feeling down, I returned to my station and worked for another hour. Finally, I was allowed to go to the L&D area, where another test was taking place, and I finally received my ID card. I sat down on a chair. I did not have to take the test because I received the training earlier during my first employment at Amazon, so the supervisor sent me back to my department. However, I didn't log in my ID and stayed in the department as the shift came to an end at 18:30. I reached my accommodation at 20:00, changed my clothes, and fell asleep without eating or drinking anything. My feet had swollen, causing me a lot of pain.

On the next day, which was the third day, I woke up again at 5:30. My feet were still swollen and painful, but I managed to get up slowly by 6:00. I didn't prepare any food, so I lay back down. I got up at 7:00, took a shower, got ready, and locked my room before heading to the bus stand at 7:20. I reached the bus stand by 7:35, and the bus arrived at 7:45. I got on the bus and arrived at the company at 8:05. After that, I went to the canteen and had breakfast with my own money. At 8:22, I headed to my department and stood in the stand-up area. By 8:30, the PA, PS, and manager had all arrived. We did a 5-minute jog, followed by a briefing about our packing-related targets. After that, we were instructed to go to our stations. At the station, we logged in our IDs and quickly packed a product. After packing, I took down boxes (called totes at Amazon) which were located on top shelves and set them aside a line equal to my body height to ensure I could pack 120 products from the boxes in an hour.

Each box weighed at least 20 to 25 kilos. Despite packing quickly, my rate didn't meet the target.

I continued to pack as fast as I could, but I still did not manage to achieve the target, and my feet swelled even more from standing. The pain was significant, but I kept working slowly. My boss was very angry with me for not completing my target. I told him that my legs were hurting a lot.

He replied, "Then why did you come to the company? You could have taken leave." After he left, I went to the washroom and sat there for five minutes. Then I returned to my station, drank some water and started working again, but I could barely stand. I managed to work until 12:00 PM with great difficulty. I logged out of my ID and when my break started, it took me ten minutes to get to the canteen. There, I bought a meal for 50 rupees and ate it. After eating, I went to get some water and returned to my department at 12:25, logging in to my station quickly to continue packing items. I worked for a little while and then went to my PA, telling him that I needed to go to AMCARE. He made a slip for AMCARE to register the absence in the system and logged my ID in for me to get access to the care facility. When I reached AMCARE, I told the person sitting there that my legs were really hurting.

He gave me some iodine spray to use. After applying, I returned to my station and resumed work. I managed to work until 15:00, after which I logged out of my ID and went to the canteen for my second break. I arrived at the canteen by 15:10, took off my shoes, and sat down for a while to check my phone. At 15:25, I returned to my station, logged in and began working again. I packed items until 16:00. I then went back to my PA and told him I needed to go home because my legs were hurting. He refused, saying I had to stay until the end of the Customer Promise Time (CPT) at 17:30, which is designated slot to prepare parcels for same day or next day deliveries for Amazon Prime customers. But I was having a hard time standing, so I asked him again, and he issued another slip for me to go to the AMCARE unit.

I went to AMCARE again and also told the supervisor (PA) that I wanted to go home. He refused. Then I showed him my leg, which was very swollen. After seeing it, he sent me to another supervisor who scared me, saying that I wouldn't be sent home but directly to the ESIC hospital. I agreed to go to the hospital. The supervisor then emailed HR. When I went to HR and asked if there was a corresponding email, HR confirmed I could go home. I exited through the main gate, where my ID was checked, and the guard also verified the email. Then, at another gate, a guard stopped me again to check my ID and the email before finally letting me leave the company premises. I spent an hour from 16:00 to 17:00 in order to just leave the company premises. Getting a rickshaw at the place where Amazon DEL4 is located is quite difficult. I waited

for 15 to 20 minutes. Finally, I could hail one and reached my accommodation by 18:00. Once inside, I unlocked the door and immediately lay down on the bed without taking off my shoes. Only after lying down was I able to remove my shoes, and I then fell asleep without eating or drinking anything. I woke up again at 20:30. A colleague who lives opposite to my room came to ask what had happened. I told her that my legs were really painful and swollen, which is why I had returned to my accommodation early. She then went to buy some medication for me.

10.

RACHIT

Rachit hails from Firozabad, Uttar Pradesh and works at the Amazon warehouse DEL4. When he came to Gurugram for this job, he thought that Amazon would be a good workplace. However, after joining, he found the reality to be quite the opposite. On his second day, his manager informed him that his work rate was not satisfactory. Rachit explained that he had only been there for two days, nevertheless, the manager issued negative feedback and threatened to terminate his employment if his performance didn't improve. Rachit assured the manager that he would work on improving his rate.

A few days later, while working on a night shift, he fell seriously ill. He informed his line manager but no action was taken. After struggling for about an hour with a fever, he went to the HR desk to request to be sent to hospital. However, he was told that his salary for the day would be deducted if he left his workplace.

Having a high fever of 104 degrees Fahrenheit/40 degrees Celsius, he insisted on being sent and agreed with the salary deduction. Eventually, he was taken to hospital that night and returned home on foot after getting medication.

During his time at the company, he in general faced the following issues:

- Working continuously for 10 hours while standing.
- He received two breaks of 30 minutes each, but 15 minutes of each break were lost by just walking to the canteen and going through security/theft prevention checks.
- There was high work pressure, as he was required to process 550 parcels in

one hour (called single level apply manifest/SLAM at Amazon) to apply the labels with names and addresses for dispatch.

- There was no specific time allocated for restroom breaks.
- He had to leave his room an hour and a half before the beginning of the shift to reach the warehouse (which is located in a remote area of Manesar).
- He faced daily threats of dismissal from management.

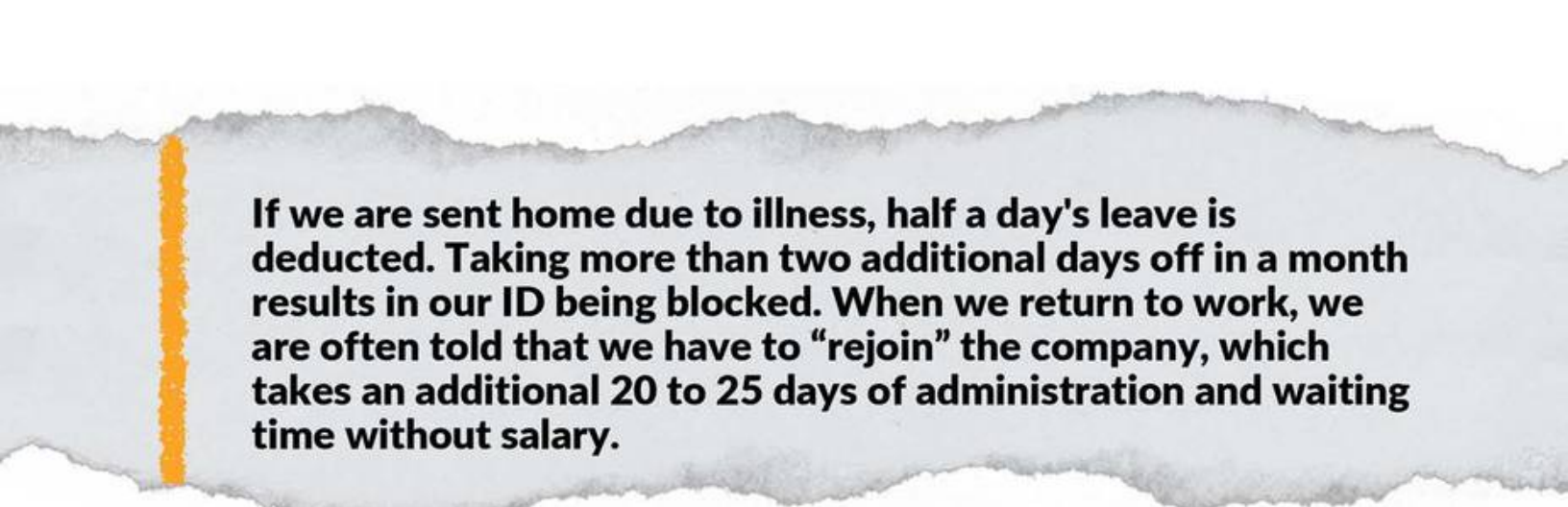


11.

PREET

My name is Preet, and I'm 25 years old and grew up in Punjab. I am currently pursuing a BA. In my village, there was a government centre for the Deen Dayal Upadhyaya Grameen Kaushal Yojana (DDU-GKY) scheme that offers courses lasting from three to six months to help young people with job placements, teaching computer skills and communication for company environments. We stayed in a hostel during the six-month course and after completion, we receive ₹3000. We also get a DDU-GKY certificate only after working in a company for three continuous months to gain practical experience.

Working at a company is therefore mandatory, but the training provided is completely different from the work in Amazon warehouses. The DDU-GKY program has batches of women aged 22 to 30 and 30 to 35. Some women leave after a day or two of working in the Amazon warehouse due to the high workload, while others, including myself, stay out of necessity. I have been working here for two years now. Initially, the target for our work in applying the address on parcels for dispatch (Slam) was 500 items per hour, but it has now increased to 700 items. We manage to clear the Customer Promise Time (CPT) dedicated to Amazon Prime deliveries for all three slots during the day, yet we still receive negative feedback. Apart from tough working conditions to meet the set targets, we at the same time face additional issues such as standing all day and lifting weights of 10 to 15 kilos. Nonetheless, we face mistreatment such as shouting, rude behaviour and work pressure from supervisors and are generally not allowed to sit down. We are not permitted to engage in conversations but the set output targets are so high that there is anyway no time to talk to anyone. The pressure we experience severely affects our physical and mental health. There have been times when I fainted at work, yet even then, it was difficult to be sent home. The company prioritizes work over the well-being of its workers.



If we are sent home due to illness, half a day's leave is deducted. Taking more than two additional days off in a month results in our ID being blocked. When we return to work, we are often told that we have to “rejoin” the company, which takes an additional 20 to 25 days of administration and waiting time without salary.

The company provides a one-month contract initially. If we perform well, they may keep us, otherwise, the contracts are not renewed and we have to leave the company. The salary is so low that it doesn't cover my living expenses and I am therefore not able to support my family. Moreover, if I have to take one or two additional days off, I lose all my incentives (monthly bonus of Rs. 3'500 for full presence in addition to the base salary of Rs 11'000), irrespective of the reason of absence.

12.

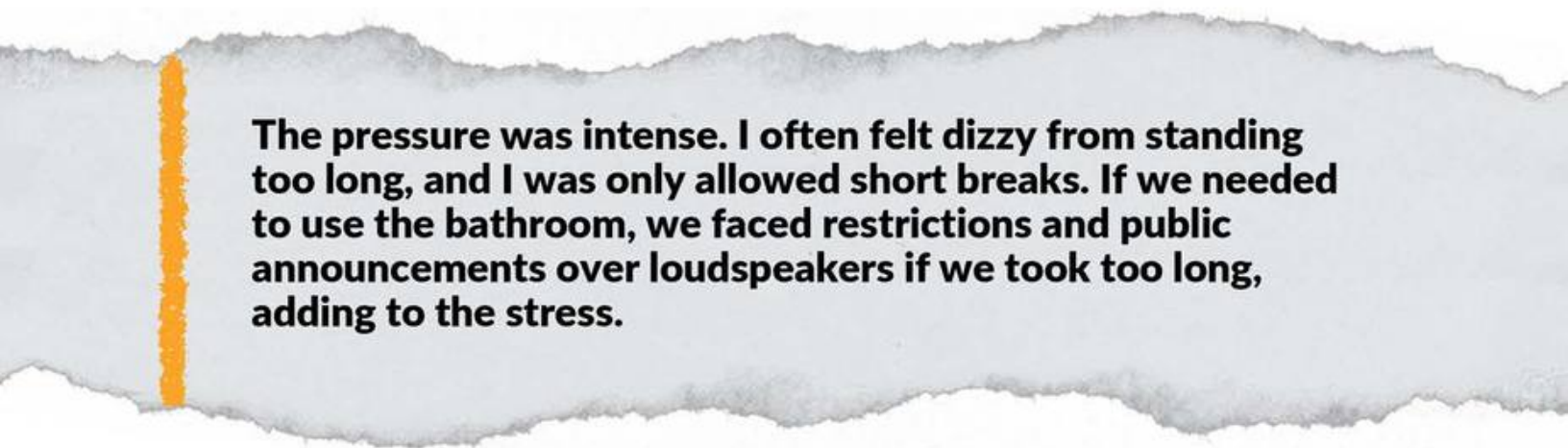
KUMAR

I'm Kumar from Maharajganj district in Uttar Pradesh. I was born in 1999. I have two brothers and one sister, both of whom are married. My parents have worked hard to support us, but as my father aged, he could no longer find work. My brother and I were studying. After my sister's marriage, financial difficulties increased significantly. My dream was to become a doctor, but due to the circumstances, I could not pursue that career path. The difficult conditions of my family led me to the decision to leave the village and to look for a job elsewhere. I therefore moved to the state of Haryana to stay with my uncle's son, who works at a different company than Amazon but he informed me about job opportunities at the Amazon warehouse in Gurugram district. The next day, I went to the BSHR subcontracting agency in Bilaspur (Haryana) for an interview. There were many candidates, and when my turn came, I had to scan a barcode and fill out a form in English. Despite many candidates failing, I somehow managed to pass.

After the interview, I was told I would receive a call from the company. The job conditions presented were as follows: - CTC (Cost to Company)- Rs. 13,712 - Gross- Rs. 11,754 - In-hand - Rs. 10,232 - Incentive Rs. 3,250 (additional to gross salary)- Night Allowance: Rs. 115 per night - Overtime: Rs. 134 per hour - Duty Hours: 10 hours - Day/Night Duty Timing: - Day: 8:30 AM to 6:30 PM - Night: 6:30 PM to 4:30 AM - Work details: Picking, packing, scanning, loading, unloading.

On December 10, 2023, I received a call from the company for an interview. I arrived early, and we were interviewed again in the parking area in front of the warehouse. Many were eliminated during this recruitment stage. Those who passed were taken inside the warehouse. We were given red uniforms to enter. In the learning and development area (L&D), we had another orientation where HR explained the company rules, departments, and facilities.

The following day, we received training specific to our department, which was in the Fulfilment Centre Dock (FC Dock).



The pressure was intense. I often felt dizzy from standing too long, and I was only allowed short breaks. If we needed to use the bathroom, we faced restrictions and public announcements over loudspeakers if we took too long, adding to the stress.

We work 10 hours straight with only two 30-minutes breaks, which is often insufficient due to the time it takes to get to and from the canteen area. The company food quality is insufficient and it affects our health. The only medical help available is often a simple paracetamol tablet for any pain.

We have to load six trucks each, and if we want to sit for a short while to take rest, we are not allowed; we risk termination if we do. Despite the poor salary that barely covers my family's expenses, I work at Amazon out of necessity because I currently have no other options. The company exploits our difficult circumstances and I somehow feel compelled to continue working here due to my family's financial situation.

13.

ANUSHA

My name is Anusha, I am 21 years old, and am originally from Sultanpur in Uttar Pradesh. During the recruitment process, we are asked questions in interviews and have to perform tasks such as reading lines in English and translating them into Hindi. Sometimes they ask us to translate English into Hindi three to four times, as if it was a government job. If we make even one mistake, they will not employ us. Those who do get hired are often put under enormous physical and mental pressure by the company, forcing them to quit. My joining date was 3 March 2024.

In the interview, I was also asked about the department, as my previous joining was on 8 July 2023, when I was also working in the inbound department (IB). However, the company ended my contract on 7 February 2024, despite the fact that I never took a leave and completed all my work properly. I therefore had to rejoin the company again.

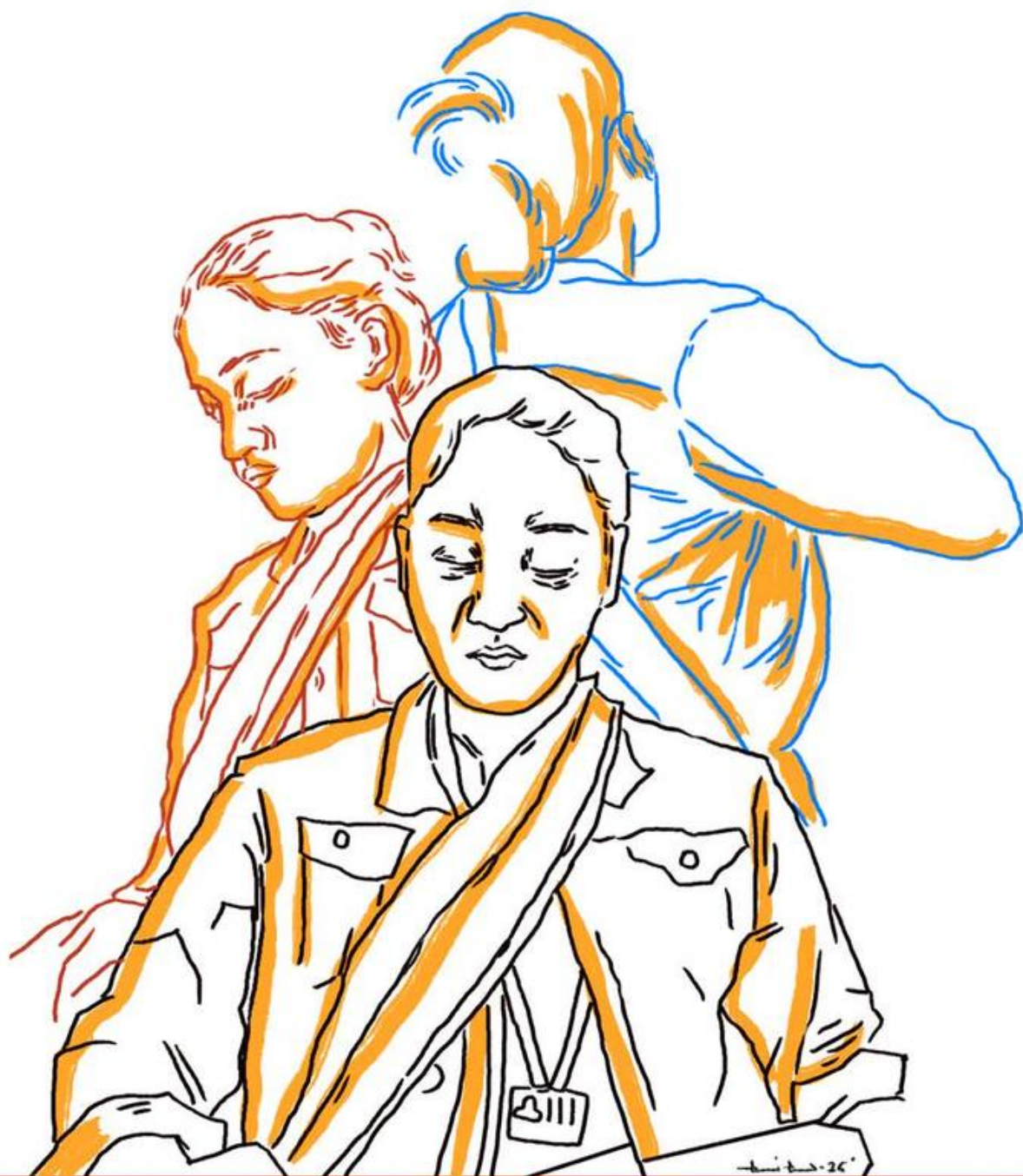
Currently, I have been employed at the FC Dock, and they are making new hires work excessively. Five of us female workers were sent to FC Dock, and within just four days, they started shouting at us to increase the targets.

I work here out of necessity. We are two sisters and have no brothers; our parents joined us to live in Baslambi as we have to take care of them. My father is often ill and has lost his eyesight due to diabetes, which prevents him from working. We live on rent in Baslambi (a hamlet close to the DEL4 warehouse). Both, my sister and I work at the Amazon DEL 4 warehouse to support our family. However, the salary is very low and if we fall ill and take only 1 to 2

days off, they deduct ₹3200 from our incentives (monthly bonus granted for full presence). If anyone makes a mistake, they can get terminated immediately and even minor errors can lead to termination.



WORKING DIARY OF ANKITA



DAY 1

I woke up at 5:30 in the morning, then I took a shower. After that, I cooked food. I packed my lunch. Then I got ready. I reached the bus stand at 7:20. The bus came at 7:32. I then sat on the bus, which unfortunately broke down on the way. All the employees got off and started walking a bit ahead towards the next stop. Then the company bus came, and we boarded it. I reached the company at 8:25. At 8:27, presented my Amazon-ID. After that, I went to the warehouse and stamped my card there. I reached the team meeting area at 8:30. The PS and manager were standing there, and there was a lot of crowd. The manager asked why I was so late. I explained that our bus had broken down. The manager replied not to leave the house late and that the associates (as Amazon company workers are called) must arrive on time with commitment! Because of the delay, I could not go to my working station and missed my duty. They instead kept me standing in the standby area and only sent me to my station later.

At 9 o'clock, I was finally allowed to log in with my ID at the working station I was assigned for multi-packing. The corresponding work target amounts to 250 items which have to be packed per hour. Before even being able to start packing, the PS brings his laptop and comes to my station and says, "Why isn't your rate coming up?" I said I am just about to start after logging in. The PS replied, sarcastically, "I know you are just sitting here and not packing anything." I said, "If I am sitting here, then check the scanner and it will be clear". After that, I started packing. I continuously packed items from 10:00 till 11:59, when I logged out and then stamped my card to leave for the break. After that, I had to line up for screening (which takes place in order to prevent theft by workers) before being able to leave the working area and go to the break room. Upon washing hands and reaching a table it was already 12:15. Then I ate my food. At 12:25, I got up, left the canteen, and put my bag in the locker. I then went again towards my department and stamped my card. There everyone was told to stay in the stand-up-area (where work-related issues are discussed with the workers, such as targets, mistakes etc.). The PS with whom I had a conversation had complained about me to the manager. The manager therefore asked the PS,

'Who was that girl?' The PS started exposing me in front of 70 other workers and said: "She is working but her rate count is not showing up, what should I do?" I replied that the laptop itself might be faulty and not showing the correct rate per hour. Thereafter, the manager scolded me repeatedly in front all the other workers.

After that, I went to my station. Normally, we have to log in our ID at 12:29, but I was in the standby area, so I couldn't log into the ID at that time but instead logged in at 12:40 and started packing. Then at 13:20, the PS came and asked, "Where were you from 12:30 to 13:10? Your rate isn't showing up". I then had to explain that I was in the team meeting area until 12:40 due to the discussion on failing to reach the hourly rate of packing. The PS insisted and said, 'Your rate is still not showing up.' The PS went on and reported me to the manager. The manager came to me and then he in turn started scolding me, saying, 'Your rate isn't showing up!' Finally the manager gave me some more time to evaluate my output rate. From 13:10 to 14:59, I worked continuously without taking a break, yet the manager kept scolding me about the rate. My break was at 15:00. At 14:59, I logged out of the ID, went to the screening and stamped my card. Then I queued in the line to stamp my card for the break and walked over to sit in the canteen. I rested on a chair for a while as I was very tired. Drinking water is not allowed at our station, which is why I went to the canteen for my afternoon break. I sat in the canteen for 20 minutes, then went to the department, stamped my card, reached my working station and logged in with my ID at 15:29. Then I started packing. I packed until 16:00, after which I walked to the washroom. I returned from the washroom at 16:10 and began packing again. At 16:30, the PS came again to me and asked, "Why? Why isn't your rate showing up today?" I replied that I had gone to the toilet. The PS said, 'It seems like you are spending a lot of time in the washroom.' Then, the PS reported me again to the manager. The manager called me over and said, 'Log into your ID and come over.' Then I went to my station, logged into my ID, and went over to the manager. The manager looked at my profile showing the login time and then took me to HR. The manager spoke with HR, who then came to me and scolded me a lot. I said, I am working continuously. "If my rate isn't showing up, it's not my fault." HR said, "If you had been working, why didn't your rate show up? You should reorganise. If the work isn't done according to

the target, you will have to leave.” HR and the manager pressured me a lot. As a result, I became very anxious and was left in tears. I was crying for a long time, and then HR gave me a 30-minute break. I returned to my station at 6 o’clock, logged into my ID, and then began packing. I continued packing until 18:28.

At 18:29, I logged out of the ID, then I stamped my card and went towards the exit screening, went to the locker room, took my bag and then had to tap in my ID again to leave the building. This procedure takes 10 minutes and I finally could leave the company premises at 18:40. After that, I went to look for the company bus, which finally left at 19:10. I reached home at 20:00. After reaching home, I was so exhausted that as soon as I got on the bed, I fell asleep. I didn’t even make dinner.

DAY 2

I went to my working station and logged in with my ID. I started packing items, but as I continued working, I started feeling really exhausted, which made me lose motivation to work. I was packing slowly, and as a result, my output rate did not fulfil the set working target of 250 items per hour. The PS kept coming and, in a rude way, kept scolding me and putting me down. I told the PS that I wasn’t feeling well, but he said, “Then why did you come to work in the first place? Go back home.” After that, I went to the medical area where I told the doctor that I was feeling dizzy and needed to go home. The doctor logged my ID into the system, checked my temperature, and then gave me paracetamol and an electrolyte powder to drink. He also advised that I should drink two glasses of water and return to my station. When I returned to my station, the PS came to check on me and told me that after taking the medication, I wasn’t allowed to rest and that I had to work even more. I said to the manager that my health was getting worse and that I needed to go home. But I wasn’t sent home, and this caused my condition to further worsen.

DAY 3

A colleague and I went to the washroom, in front of which some other female colleagues were sitting to take some rest from continuously standing. One PS came out from the male washroom next to it and saw the female colleagues sitting. He reported them to the lead PS, who then came to the washroom with his phone's camera turned on and recorded videos of the area. He took all the female colleagues' IDs and locked them, so that they would face restrictions and couldn't scan the ID codes to continue working. Those employees then faced a lot of resistance in getting their ID back, as the PS refused to return the cards. Most of the employees were left in tears. The PS left those girls in distress for two hours. After that, their ID cards were finally returned to them.



DAY 4

On that day, I forgot to take my access card with me, so I had to stand outside the company for an hour until the HR staff arrives. Once HR arrives, they will then enter our details on their laptop and eventually grant us entry to the company. Another thing is, when we take a two-day leave, we also have to

remain outside the company since they block our ID cards. We have to wait in the area for up to two hours. After that, HR arrives and may grant entry. Only then are we allowed to enter the warehouse again.

There is so much work in the warehouse that I got very tired. Due to being tired, I could not get up early in the morning and I was late in reaching the bus stand due to which I missed the bus. The company is situated in a remote locality difficult to reach by public transport or rickshaws. Somehow I reached the company but I was too late and I was then forced to take leave that day. This means that I lost the salary of the day and in addition the incentive for full presence for the month (bonus of Rs. 3250.00).

DAY 5

While I was packing, a colleague suddenly got a very high fever, so she came to me. I decided to take her to AM Care, where the health care personnel gave her a paracetamol tablet. After taking paracetamol, they did not let her take any rest. She had a fever of around 101 Fahrenheit/38.3° Celsius, still she kept working slowly. After the first break she again went to AM Care. There she was handed over another paracetamol tablet which gave her some relief from fever. She actually wanted to go home to take rest, nevertheless, the staff at AMCARE did not let her go home. After being given a paracetamol tablet, she was sent back to her working station. She spent the whole day with great difficulty till the end of the shift. I accompanied her to her accommodation and got her some medication. The next day, she decided to get a medical check-up and the results of the blood test indicated that she was suffering from dengue fever. She informed the company and showed the corresponding medical report as well and took 3 additional days of leave to recover. Nonetheless, Amazon terminated her employment.

DAY 6

When I went to the company in the morning, all the packers were standing in the team assembly area. The manager told the target to all the packers, after that all the packers started with their work. Because of Diwali (Indian Holiday in October/November with a peak in sales), there was a lot of pressure on all the employees. The PS started checking the rates of the packers. Workers who failed to meet the set targets were made to stand separately. Then they were asked to go home. Some of those girls went to the washroom. I also went to join them to the washroom. When I arrived there, I saw that all those girls in tears. When I entered in a discussion with them, they explained that they have come here from very far to work.

The salary is Rs. 10,000, there is no direct joining of the company, only fixed term contracts through subcontracting agencies. If there is an interview today, the call comes in 2 weeks or 1 month later and there is pressure in the company. They are working for 10 hours under strenuous conditions, standing the whole day without being allowed to sit. This is what those female colleagues told me and said that it is like a jail here: They are locked up in the warehouse but at the same time, they also can suddenly get fired by the company.

DAY 7

I knew a colleague who had a 5 year old daughter. Her husband also worked for Amazon. She used to leave her daughter alone at home during work. On that day her daughter's health deteriorated. She called her daughter but she did not pick up the phone, so she called the neighbour and asked about her daughter.

The neighbour informed her that her daughter was not well. Therefore my colleague went to the supervisors of her department in order to get permission to leave work. The supervisor from the department then told her to talk to HR. When she then spoke to HR, they refused to issue the gate pass required to leave the warehouse before the end of the shift. She asked HR to let her talk to her family for further enquiries and explained again her situation. HR refused to give her a gate pass straight away. She was finally granted a gate pass only after HR conducted a round of inquiries. The related long waiting time caused her additional tension as she was prevented from quickly joining her ill daughter. After this incident, my colleague decided to leave Amazon as the company did not take into account the responsibilities of caring for a child at home.

Another colleague had gone to her hometown to visit her family on her weekly off (2 days). This meant having to travel to another state. After reaching home, she faced an emergency situation there due to which she took two additional days of leave. When she came back to the company, her access card was blocked, and she was sent home.. HR told her to come after 2 days. When she went to the company again after two days, her Amazon-ID still remained blocked. She then was asked to come after four days. After four days she again went to the company only to find out that her ID had not been unblocked. Meanwhile, it has been 15 days since she has been sitting at home without knowing whether the company will employ again or not resulting in mental strain. She explained to me that they make her work in an exhausting manner but the working conditions are bad, especially the unfriendly and verbally aggressive tone of supervisors why she is looking for alternatives.

FIRST DAY OF REJOINING AMAZON

(03/03/2023)

I had to rejoin the company again as my access card was blocked due to taking unplanned leave.

I had to reach the company at 8 in the morning. I was late in reaching the company due to non-availability of a vehicle. I finally reached the company at 9:00. All the recruitees were already sitting in the parking area in front of the warehouse. Everyone had marked their attendance. Then a member of the recruiting staff came to me, asked my name and remarked that I was late and that I should have arrived on time. He then made me translate various sentences from English to Hindi before I was asked to sit down with the other recruitees. There was a waiting time which lasted until 10:30 after which we were asked to wait in front of the main entrance where we further had to wait till 11:00.

We were finally given an Amazon-ID card. We entered the company by tapping in with that card. After entry, we were all made to sit in a hall, where we sat till 12 o'clock. After that a member of HR staff told us about our salary as well as on aspects of safety and security till 12:30. We were then asked to sit down and wait again. Finally, a member of recruiting staff from Amazon arrived at 15:00 and orally examined each recruit on aspects of safety and security. Moreover, we were asked again to translate from English to Hindi. The responsible recruiting person then handed out a paper in which we as subcontracted employees had to agree in written form with whatever HR told us.

Regarding salary and company rules they told us the following things in the L&D area:

- You have to work standing for 10 hours.

- After working for 10 hours your total salary is Rs. 10,088.00 per month (in hand at that time, without incentives)

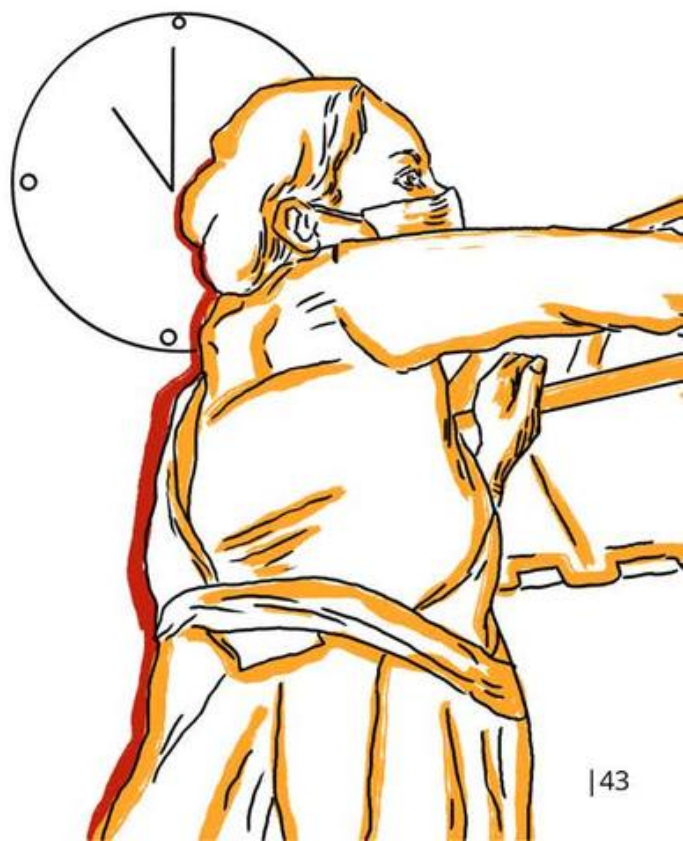
After that we had to take a multiple choice test with 20 questions which I cleared. At 16:30 we could take a break of 30 minutes. At 17:00 there was a photo shooting and the HR again explained us aspects about the company's salary till 18:00. After that, the guard came and collected our temporary access card.

DAY 2

(04/03/2023)

I reached DEL4 on that day at 8 o'clock and there were other employees already in the parking area. We then waited for the subcontracting agents from different agencies, who finally arrived at 12:00 and asked us to stand in different lines according our agency. Then our attendance was taken in the park for four times. In a next step, we were asked to stand in line at the assembly area outside the warehouse. This was when all the agency staff left. After this, staff from the Learning and Development from Amazon took over and

talked about the company and the types of work at the FC (Fulfilment Centre). They told us about the 5S rule of cleanliness and safety at the workplace and about the conditions for paid maternity leave. If a woman is pregnant and it has been 6 months since she started working, then she will get 3 months leave before her delivery and 3 months leave after delivery. The salary of these 6 months will also be given together. ESIC (Employees' State Insurance Corporation) facilities for health care will also be accessible for Amazon workers.



- If an employee dies while working, he will get a compensation of Rs 7 lakh.
- If an employee has an accident, she/he will get 3 months paid leave and the salary includes contributions in order to access ESIC (Employees' State Insurance Corporation) facilities.

At the end, a photo session took place. We could leave the company premises at 18:30 and boarded the bus at 18:40. The bus finally left at 19:00. I reached my room at 19:30. I got a fever and headache due to sweating a lot under the heat during the recruitment process. Therefore I slept without eating anything.

DAY 3

(05/03/2023)

I woke up at 6 in the morning, took a shower, cooked food and packed my bag. Did not get time to have breakfast. I got ready in a hurry. The bus was at 7:30. I left home at 7:15. I got on the bus at 7:25 and reached the company at 8.10. Then, all of us stood in the employee assembly area. We then received our personal ID cards, which we used to enter the company. All of us workers went to the learning room. After that, a member of L&D staff came and took attendance. Those who failed in worker safety examination of the previous day had to continue revising. Among the remaining employees, some were sent to the inbound (IB) department and some were sent to outbound department (OB) for training. I was assigned to the OB department and went there to take packing training from 9:30 to 12:00. There was a break for OB at 12.00 and I reached the canteen at 12.05, washed my hands and took out the food.

By then it was 12.10. I ate by 12.25 and reached my department again at 12.28. Then we took training from 12:30 to 15:00. The afternoon break was at 18:00. At 15:05 we again sat in the canteen. We took off our shoes as they were aching from standing. Sitting is not allowed at the workplace in the departments so we took rest in the canteen for a while. At 15:25 we again returned to our department to practise for training.

Then at 16:00 we reunited in the training room in the L&D area, where we had further training with a member of L&D staff. After that we took a test with 45 questions, out of which the instructor asked us questions on the following topics:

- How to login?
- What is a Switch-a-roo (when objects are wrongly labelled or scanned)?
- What is meant by box deviation?
- What is the 704 Condition (when an item is scanned but packing of the item is forgotten)? This is a reason for getting an ADAPT
- What is 5S method to ensure workplace safety (sort, set in order, shine, standardize, sustain)?

Thereafter, we had yet to take another test with 20 questions. We could finally leave at 18:30 but there were many who had not completed the test. I left the company premises and boarded the bus at 19:05. After arriving at home at 19:30 I took some rest.

DAY 4

(06/03/2023)

I woke up at 6:00, took a bath, cooked food, packed and had breakfast when it was already 7:15. I got ready quickly and reached the bus stand at 7:45. The bus left from there at 7:53 and reached the company at 8:10. At 8:15 I punched my ID card. I sat in the canteen for 10 minutes and reached my department at 8.25. We did some light exercise with the team till 8.35. I was asked to explain about the 5S principle and safety in the assembly area, then all the packers were sent to their respective stations and logged in their IDs. I also logged in my ID at the station. There were 3 more packers with me who newly joined

There were 3 more packers with me who newly joined Amazon. I had worked there before, therefore I already knew about the principles in packing. The PA made those new employees stand at different stations. They logged in their IDs and started packing in the outbound department. The outbound area manager put them under pressure straight away to reach the set targets per hour which they could not achieve as they were still at the beginning of their employment at Amazon. Then the manager called them by name on the mic and scolded them a lot and asked why the rates are not being fulfilled. A colleague tried to draw the managers attention to the fact that it was their first day at the working station. Nonetheless, the manager went on scolding the employees and demanded them to fulfil the set rates of 150 per hour for TP (temporary packing) (adding an additional plastic packing on the cardboard packing for delicate items). The manager then called the colleague's name over the microphone and asked her to come to the desk of the supervisors. They logged their card on their computer to check her profile and output rates and asked her "what have you been doing during the last hour?" as she had not fulfilled the rate. The manager scolded her a lot and asked her to go to back the station. We continued packing till break time at 12:00 and then went to the canteen, washed our hands took out the food and ate lunch within in 10 minutes.

We then returned at 12:25 back to our department, tapped in our ID and logged in on the computer at the working station at 12:29, then continued packing till 15:00. During all that time, the manager continued standing there and shouting at us with regard to the working rates: "The rate is not coming, all packers, work faster. No one will go to the washroom, nobody should!"

After working continuously till 15:00, I punched the card at 15:01. I then exited the department at 15:05 to take some rest in the canteen area until 15:20 after which I returned to my department and punched the card again before logging in at the working station computer at 15:29. We then continued packing while from behind, the manager, PS and PA continued shouting "the rates are not coming, what are you doing"?

All the packers were busy packing continuously. We don't get time to breathe, yet their target is not met. They keep a one-to-one track of our position, activity and output and we are under constant surveillance. We kept working like donkeys till 18.30 and we still could not meet the set output target.

I punched the card at 18:30 and I exited at 18:33. I sat in the bus, which left at 19:00. I arrived at home at 19:30. I took some rest, then got up and cooked food before going back to sleep.

DAY 5

(07/03/2023)

On the previous day my rate of packing items was between 150 to 180 per hour. I work in multi packing. (The corresponding rate of items to be packed per hour told by the manager was between 250 to 300.). When I logged in my ID in the morning, the PA came to me and said that my rate should be above 250. I continued packing. When my packing rate reached 405 per hour, the PA gave me a voucher of Rs. 50 for food in the canteen. I then talked to my PA for a day off for Holi (The PA said that I can take the day off and informed the manager. However, the manager came to me and explained that I can take a day off but would lose 2600 rupees (at that time) from the monthly incentives (bonus for full presence)).

DAY 6

(08/03/2023)

I woke up at 6. I took a shower, cooked food, packed, and had breakfast. I left home at 7.15 but the bus did not turn up on time. Finally, the bus came and left

from my stop at 7.53. I reached the warehouse at 8.10. I made my entry at 8.15. Then I sat in the canteen for a while. At 8.25 I tapped in my card and stood in front of the desk of our department. We did some light exercise till 8.30, then the supervisors explained us aspects of safety. I then quickly went over to my working station in order to immediately start packing items. At around 9.30 the emergency alarm rang. All the employees went to the assembly area outside of the building. Then everyone's card was scanned by supervising staff. We had to remain standing there for 10 minutes. I re-entered the company at 9.45, then went to my station and continued working. The break was at 12:00. I exited at 12.03 to go to the canteen and for lunch. At 12.25 I went back to my department, punched my card and reached my station. My PA then informed me to stop multi-packing and to shift to special packing. This rearrangement would be necessary because less packers have come due to the public holiday Holi. I explained him that I have not worked in special packing so far. Nonetheless, I was sent for special packing and worked there until the break at 15:00, at 15:01 I punched my card and at 15:05 I reached the canteen. Because of Women's Day and Holi, one samosa was served for free in the canteen, so I got my card punched and had the samosa and pastry before returning to my department. At 15:25 I tapped in again my card on the way to my working station and continued packing till 17:30. Then I went to the washroom. After 10 minutes I returned to my station. The PA scolded me a lot and asked me to hurry up and go straight back to work. I immediately picked up my work in special packing and punched the card at 18:31 at the end of my shift. I exited at 18.35. I arrived at my accommodation at 19:30 pm. I was tired and didn't feel like cooking food why I immediately went to bed.

09/3/2023/ - 10/3/2023

WEEKLY OFF

DAY 7

(11/03/2023)

I logged in at the multi-packing station at 8:35. By 9:30, I had finished packing. Then my PA assigned me to TP packing (temporary packing, where parcels of delicate items are additionally packed in plastic before dispatch). I had therefore to change working stations and logged in at another location. I hadn't even worked for half an hour when my PA and PS came to me and said, "Madam, your rate is not coming through." I replied, "I haven't even worked for half an hour; how can the rate come?" Then I started packing again. By 12:00, I completed TP packing and punched out. I exited the department and headed towards the canteen, reaching there by 12:05. After washing my hands, I had my meal. The 30 minutes break for lunch passed by quickly. At 12:28, I punched back in. I started my fast and did a little packing, then the PS came and asked me to log in at another station. I logged out from there and logged in at the new location. I packed for a while, and then two supervisors came to me saying, "Madam, it's been 3-4 days, why isn't the rate per hour coming through?" I said, "If I'm being shifted around all the time, how will the rate come? Just let me work at one place, and then I will be able to fulfil the rates per hour." After that, I continued working. I packed until 15:00, then punched out. I exited and reached the canteen, resting until 15:25. I tapped back in my card and went to my station to log in my ID at the working station. I started packing again and continued until 17:30, after which I went to the washroom and took a short break. Five minutes later, I returned to my station and resumed packing. The last hour was difficult due to fatigue, but I managed to pack until 18:30.

DAY 8

(12/03/2023)

Today, a girl fainted while working; she felt dizzy. She remained at her station

for a while, and another girl laid her down on her lap. I brought some water and helped her drink. After some time, the AMCARE personnel arrived. By then, she had regained consciousness. They took her for a short examination but after a short moment, she was sent back to her station and had to continue working.

DAY 9

(13/03/2023)

I went to the company the next day and met a colleague in the locker room. I asked her about her health, and she told me that her health had deteriorated earlier and when she demanded to receive a gate pass to leave work to recover, her incentives (monthly bonus for full presence) were cut by ₹3000. This is why she decided not to go home to recover this time despite being ill. She explained that her household runs on her salary and she was crying a lot due to the financial pressure and the working conditions here at Amazon.

At 8:30 AM, we were called to the stand-up area where the management told that our target for the day was 12'000 items for the whole outbound packing department, which we had to complete. All packers immediately started working. The Customer Promise Time (CPT) for Amazon Prime deliveries was cleared (3 slots per shift of approximately one hour duration), yet the manager kept coming to discuss rates.



No matter how much work you do in the company, their targets generally cannot be achieved and they never end.

After 15:30, we were still completing the CPT from 8:30. The manager believes that packers do not work hard enough. After so much work, when the packers receive negative feedback, they start working even slower because the constant negative feedback has a demotivating effect. Then they connect us with HR, giving us following pieces of advice:

They tell us to either work hard or to resign. We therefore cannot meaningfully raise any work-related issues. The decisions are taken independently from the workers and we are dependent on the goodwill of supervisors and management as they can make you redundant from one day to the other.



To summarize, following issues have been encountered at Amazon:

- Every employee has the same question while going to the company: "Are we going to be imprisoned?"
- Due to the lack of fans at the station, workers often feel unwell, especially girls who suffer from headaches, making it hard for them to work.
- If a worker does not want to work in packing and approaches the manager, they are often denied and taken to HR, who insists that it is not their choice. This forces employees to resign.
- If a worker is very unwell and wishes to leave while CPT (Customer Promise Time for Amazon Prime same day or next day deliveries) is ongoing, the manager denies their request.
- If a worker goes to AMCARE for their health, they are given only 10 minutes to rest and are then sent back to work.
- All the workers say the same thing: they get tired standing for 10 hours. They believe that the shift should end at 17:30 instead of 18:30.
- After working 10 hours, when the workers sit in the bus, they fall asleep due to exhaustion.
- Workers often have to wake up very early because of the long commute to the remote area of DEL4. While commuting to the company, workers often fall asleep on the bus. Due to the pressure at the company, all workers get fatigued while working.
- I discussed the working conditions with 5 to 6 workers. After their weekly off (2 days), they feel fresh when going back to work, but by the third day, they feel completely drained.
- When we have two weekly offs, we are not given a gate pass to leave work on the first day back at work. Workers have to continue working even if they feel very unwell. The management thereby wants to prevent the output rates from decreasing.

- If an employee feels very unwell and wants to go home, HR or AMCARE will tell that they must go to an ESIC hospital. An ambulance will take them. If the worker agrees to go, they are directly given a gate pass to leave. HR thereby intends to make us reluctant to go home by linking the gate pass to a long hospital visit. However, in many cases, the health condition is not that acute that hospital treatment is needed but severe enough that one cannot continue working.
- When the CPT target is missed, the manager calls all the PS and PA to express their displeasure, making them feel compelled to leave the company.
- When we go to request a gate pass, HR tells us that it will count as a half day off and we will therefore lose our incentives (bonus for full presence), and our Amazon ID-cards will be blocked, which discourages us from asking for a gate pass.
- When auditors visited the company, they held a meeting in the conference hall, which I also attended. The auditors did not ask for our names to prevent any leaks and in order to ensure our anonymity. When they inquired about the relations between workers and HR as well as with managers, everyone reported that they speak rudely and even use abusive language. If we speak up for our rights, we are blacklisted, preventing us from working in any Amazon facility. Other topics discussed included the canteen, salary, timings, and the night shifts for women.

When we enter the company in the morning, my friends and other women say that we feel like we are imprisoned and will only be released in the evening because the company is closed off from all sides. Nothing is visible from outside, and we must work quietly without speaking to anyone, which often leads to headaches. We wish we could get a bit of fresh air or look outside for a moment. The pressure on us is so intense that the manager wants to ensure that no one has even a minute of free time; we must keep working continuously for the entire 10 hours. If there is no buffer on certain days, we won't be allowed even a minute of downtime, even if it means sending us to another department to work. The manager only cares about the rates, regardless of whether there is a buffer or not. The problem is that the majority of women are the ones taking gate passes, while male employees rarely do. The girls are often sick, unlike the boys. They are under the most pressure, which forces them to take gate passes, and they end up lying to get permission to go home.

Since the night shifts for girls started on 1 May 2024, 70% of the girls are leaving the company. 20% have filled out forms to leave, and 10% are still pending.

During a hearing at the company, I trained the packing associates, which included 5 girls and 2 boys. The next day, when these 7 associates returned to work, the L&D team put pressure on them to achieve their rates. The L&D team frequently took them to HR, where they were told that if they didn't want to work, they could go home, as they would hire others instead. One of the girls, named Anshu, started crying. I explained the situation to her and helped her with her work to improve her rates. I told her that it is their job to shout at us and that if she kept saying her rates would increase, everything would be fine. After a few days of accompanying her, Anshu has now been working here for a month. She has learned that shouting is just part of the job. She said that she would do as much work as she can, but if it got too much, she might leave. However, Anshu cannot leave for three months because she is part of the GDU GKY scheme, which is a rural development programme of the government. Along with her, 35 other women joined, and their 10th-grade result certificates were submitted to the company. They need to work at the company for three

months and the scheme opened accounts for them. A percentage of their salary will be deducted, but after three months, they will receive a certificate and their 10th-grade results will be returned. Anshu also told me that each girl who comes from this program would receive at least ₹1 lakh (Rs. 100'000). "We were misled with promises of free accommodation and food, only to find out that we have to manage everything ourselves." The other girls, due to pressure and targets, have already left the company and joined another company.

Associate Notification



When we work on the system and our output rates are not achieved according to the targets of the departments, I receive a message on my working station saying: "Hi Kumari Ankita, in the past hour, you have processed 3 units in 'pack merge' function with a UPH (units per hour/rate) of 30.000. You are in the bottom 25% of DEL-4 FC for this function. Try to improve your rates by following the best practices."

When external auditors visit, management temporarily lowers the set output rates to reduce work pressure. However, during these visits, there is heightened pressure to follow safety regulations, such as being told to remove our dupattas. We are also required to wear a thick overall that reaches down to our knees. They also instruct us to wear safety gloves and keep our masks on. When we return to our department after the break, the safety officers stop girls wearing dupattas and force them to wear overalls. One girl heard this and started heading to her department with five other girls. The safety officer followed her and stopped her, saying that wearing a dupatta (shawl-like scarf worn by women on the Indian subcontinent) is not allowed. A worker then asked, "Where does it say that wearing a dupatta is not allowed?" The safety officer took him to his desk and said, "Read this." She read that it stated that wearing loose clothing is not allowed. The safety officer insisted that she had to wear an overall or he would file a COC (Corrective Action) against her. She then replied, "Go ahead and file one or even two. I won't wear it." Naresh also said, "Fine, I'll wear it, but you can wear this coat for three hours while I'll roam around in this coat all day." She told the safety officer that nothing could be done properly in this coat. Three girls had fainted in the heat while packing due to the thick material of the coat.

Conference Hall Meeting and Audit



I was part of the people selected to support the hosting of the auditing event of external audits. Satender from HR was coming in front of my desk and talking to my PA, Riya. My PA came to me and said, "join this person from HR". I then asked, "Where to?" My PA insisted, "just go." I was taken to the conference hall. HR told me to go inside. When I opened the gate to the conference hall, I saw a man sitting there with five PS (problem solvers), one of whom was a girl. The man who was from an external audit commission invited me to sit and started informing us about the event and then began asking about the company. At one point, we felt a bit scared. Then the auditor said, "Don't be afraid; what you say here will not leave this room." On the other hand a PS then started saying that everyone present is from OB (outbound department) and the information will reach the department anyway. The auditor then asked who from the managers and HR did not support the workers in the company. An employee responded that it was the case for all of them, The auditor asked if really all managers are like that or if it's just the case with a few. The auditor said they could speak to the managers and explain things, or provide feedback and asked if this happens to all of the workers or just some. I said it happens to everyone, and the other employees agreed.

Then the auditor mentioned that new associates resign out of fear but everyone fell silent on this topic. The auditor encouraged us to share more information. A PS then mentioned that the salary is not good; it should increase. "We have been working here for 3 or 4 years, but our positions and salaries do not increase according to the work we do. They only increase the incentives but not the salary." The auditor replied that salaries increase according to the sustenance plan, especially when a new associate joins. After a few years, the salary goes up. The auditor, however, acknowledged that this point was valid and noted it down. We went on to discuss about the canteen. The associates (as workers are called at Amazon) complained that they dilute

the vegetables with water and prepare the food 4 to 5 hours in advance, making everything seem good only when the auditors come. Three days later, things return to the same situation.

The auditor asked if the HR team supports us in resolving these issues. One employee mentioned that if they complain, they will have to leave the company. The auditor then asked if we faced any problems related to the shifts or any family issues. One male PS mentioned that he has been working nights for five weeks and approached HR, asking for a change. HR then argued that he will be able to do day shifts when only when female workers will start night shifts. Another girl mentioned that Amazon assigns night shifts to girls, and I pointed out that if our shift ends at 4:30 in the morning, we would face difficulties getting home because the distance from the bus stand to our homes is 3 to 4 km. It wouldn't be an issue in the summer, but it would be very problematic in winter when it is still dark and cold at that time. The auditor replied that the Haryana government has allowed girls to work night shifts and that the company is currently working with this regulation. He mentioned that if we finish at 4:30 in the morning, we would reach home around 5:30. The PS girl commented that there is no problem now, but there will be in winter. The auditor noted that girls are demanding equal rights in all areas.

The discussion then turned to healthcare. All the PSs said that when they fall ill, they are only given paracetamol, and when their condition worsens to the point where they cannot walk, they are sent to the ESIC facilities (hospital) without any care from the company afterwards. The auditor responded, saying, "Okay, I will talk to everyone for 30 seconds each." He left the room, and one by one, the PS were called in to speak with him. I was the last of them he spoke to and asked me if I had also experienced the rude behaviour described by others. Raju, another PS, confirmed that it had happened to her just the week before. She mentioned that there should be 2 to 3 people present to control the workload, but she had to handle everything alone, nonetheless the PA yelled at her. The auditor asked for the PA's name, but Raju declined to say anything, opting for a private conversation.

Arbitrary Terminations



My friend Punam lives in the room opposite to mine. When she came to wake me up at 5:30 in the morning, I noticed she had an injury on her hand. I prepared food for us and arranged her hair before getting ready. After that, Punam and I went to find a doctor. We asked at one shop, and they directed us to an open medical store further ahead. I took Punam to the medical store, where she got a bandage and medicine. We then headed to the company and we boarded the bus at 7:45, reaching the company by 8:10. Punam went to her packing desk at 8:30, and I arrived at my desk at 8:25. I started my work at 8:35 when Punam came to me. She told me that her manager mentioned that due to her hand injury, they couldn't take any risks and asked her to consult the health and safety personnel. Punam then went to see a member of health and safety staff who sent her home. I called her afterwards and she confirmed she had reached home.

The next day when Punam returned to the company, her Amazon ID was blocked. When HR tried to unlock it by entering her ID into the system, they told her that she had received four ADAPTS and was terminated. They instructed her to go to her agency, to resign and then get re-employed. HR also confiscated her ID card and sent her home.

Hema was packing at the station across from me. While packing, she forgot placing the payslip in the boxes. The manager and PA were observing her closely from another station. After watching her for 10 minutes, the manager and PA approached Hema, reprimanded her, and then logged out her ID before terminating her.

Workers are terminated from the company after receiving three ADAPTs. A month after termination, the agency sends an email stating that the worker can again rejoin the company. It leads to some workers resigning after two ADAPTs

because after three ADAPTs, people will be blocked from working at any Amazon warehouse in India.

It means that employees have to go through the recruiting process again for small mistakes. It implies waiting times of several weeks without pay, adding to our precarity.

CONCLUSION

The testimonies of Amazon warehouse workers reveal the harsh reality behind the company's success. Workers face extreme pressure, long hours of standing, and constant fear of losing their jobs. Many migrate from distant states hoping for stability, only to find themselves treated as disposable labour with no job security or fair treatment.

A common theme in these accounts is the exhausting and stressful work culture. Workers are denied proper breaks, scolded for minor mistakes, and fired if they fail to meet high targets. Amazon's AI-based tracking system, ADAPT, constantly monitors their performance, reducing them to numbers. The company's focus on productivity comes at the cost of workers' health and dignity.

These conditions are not isolated but part of a larger pattern. Amazon uses short-term contracts to avoid responsibility. Workers are hired and fired at will, and those who speak up face blacklisting. The company refuses to engage with unions, making it difficult for workers to demand better treatment.

Despite these hardships, Amazon workers continue to resist. The Amazon India Workers Union (AIWU) is channelling their voice, helping them organize and demand their rights. Their struggle is not just about wages but about fairness, dignity, and respect.

Amazon has built its empire on the backs of these workers, yet their concerns are ignored. Consumers, policymakers, and labour advocates must recognize this exploitation and hold the company accountable. The fight for justice is far from over. Workers are standing up, refusing to be silenced, and demanding a future where work does not mean suffering.

This issue is part of a bigger problem in today's job market. Large corporations focus on profits while ignoring the people who power their businesses. Warehouse workers are not asking for luxury; they want basic rights, living wages and decent working and living conditions. It is alarming that they have to fight for such basic needs at one of the world's largest companies.

Amazon's refusal to recognize unions and negotiate with workers shows its effort to suppress collective action. However, history has shown that no company is too big to be challenged when workers unite. Their fight is part of a global movement for better labour rights. Their determination proves that change happens when workers stand together and refuse to be exploited.

Change will not come easily, but every voice raised, every demand made, and every act of resistance strengthens the fight for justice. These testimonies are not just stories of suffering but of strength, perseverance, and the hope for a better future. Amazon warehouse workers are not alone. Their struggle will continue to inspire others in the fight for dignity and justice as we have seen on the global action day #Make Amazon Pay, organized every year on Black Friday, where also Amazon workers from around the world including India take part.

RECOMMENDATIONS

- The prison-like atmosphere and excessive surveillance must be eradicated immediately. To create a healthy work environment and better work culture, Amazon must recognize workers as valuable contributors to the warehouse. Surveillance through CCTV and apps should be monitored by a tripartite committee comprising the labour department, employer, and workers. Any anti-worker use of CCTV and apps must be treated as a violation of labour laws.
- Work targets must be achievable and should not negatively impact workers' mental and physical health. The limits of these targets should be determined by a tripartite committee of the labour department, employer, and workers.
- Adequate sitting and resting facilities must be provided immediately for workers who are required to stand for long hours in the warehouse.
- A viable grievance redressal committee comprising workers must be formed to effectively address workers' grievances.
- A special committee must be established to address the grievances of female workers and workers with disability consisting of representatives from both the employer and the workers.
- The practice of fixed-term contracts must be stopped immediately to eliminate job insecurity for workers.
- Management must allow Amazon workers to form their own union and recognize their right to collective bargaining on behalf of all workers.
- Proper medical care and a first-aid system must be provided for all workers. Additionally, trained doctors and nurses should be employed to address workplace emergencies and workers' physical and mental health concerns.
- Proper and adequate restroom, latrine, and urinal facilities must be provided in proportion to the number of workers in the warehouse and in accordance with gender requirements.
- Creche facility must be provided inside the warehouse.



Amazon India Workers Union

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