# Table of Contents

## 01 Introduction
- Letter from the Founder
- About MINNA
- Design Philosophy
- Values
- Stakeholders

## 02 B Corporation
- B-Corp Certification
- Impact Areas
- Impact Business Models (IBM)
- Sustainable Development Goals (SDG)

## 03 Operations
- MINNA Team
- Advisory Team
- Pay Equity
- Culture
- Team Development

## 04 Manufacturing
- Impact Summary
- How We Source
- Fair Wage Guide
- Capacity Building
- Sourcing & Production Trip
- New Artisan Partners
- Techniques

## 05 Community
- Impact Summary
- Redistribution
- Curating With Intention

## 05 Customers
- Customer Stewardship
- Simplifying Returns & Exchanges
- Customer Satisfaction
- Storytelling
- Community Engagement

## 06 Environment
- Impact Summary
- Reclaim the Climate Narrative
- Packaging
- Philosophy
- Product Journey
- Sustainable Design

## 07 Looking Forward
- 2021 Snapshot
- Where We’re Going
01 Introduction

From the Founder:

As some of you may know, MINNA began as a glimmer in my mind in 2013 when I began weaving one-of-a-kind pieces by hand. I launched what is now known as MINNA in 2015, partnering with four artisan groups in Mexico and Guatemala to produce 12 products. Today, we work with well over 400 artisans across five countries, producing over 500 products.

My vision when I started was simple: make beautiful, tangible things, use design to create a positive impact, and use business to do good. I looked to businesses such as Eileen Fisher and Patagonia as inspiring models.

This year, I’m so thrilled to announce that we’ve joined their ranks: MINNA received our B Corp certification. And while I know certifications aren’t the end all be all (I can write at length about why and probably will one day), going through the certification process re-affirmed my beliefs: it is indeed possible to do good, especially when you’re in good company.

The process also taught me a bit about releasing my eternal struggle with perfection. The assessment in fact encourages continual improvement. I’ve been incorporating this with our team: it’s okay to make mistakes, it’s okay to test the waters. That’s our approach with measuring impact. We’re not perfect, but we’re doing a good job, and eventually we’ll be better.

SARA BERKS
About MINNA

We care about the world and our place in it. MINNA is a tight-knit team of artists, creators, and thinkers. Our shop and studio are based in Hudson, NY on the unceded territory of the Stockbridge-Munsee Band of the Mohican Nation.

We are a queer led business which informs our approach to just about everything we do. We believe in creating beautiful, ethically made products and using business to do good.

Our collections are made in small batches by artisans in Central and South America who carry generational knowledge of the beautiful heritage techniques incorporated into each of our products.

We are in a state of continual improvement. We invite you on this journey with us as we build a more equitable future for manufacturing, one rooted in transparency and respect.
Driven by a passion for responsible design, our pieces meld together a contemporary aesthetic grounded in traditional techniques. We strive to do our part in supporting the preservation of these ancient crafts, in the face of mass production. We recognize these efforts must be community led, which is why we work collaboratively with master craftspeople, the generational stewards of heritage techniques, to design and co-create each of our products. We believe that by working within the realm of responsible design, we can assist in bringing the work of our artisan partners to a wider market.

Our values are the heart of our business and guide every decision we make — from how we design to how we manufacture and price our products.

— Design Philosophy

— OUR VALUES

Honest
We believe in creating a world where transparency, accountability, and vulnerability are the norm. Sustainable change is a process. We believe in acknowledging when we are wrong and are dedicated to do our part in learning how we can continue to do better.

Intentional
We think of our work as a place where home and values can meet. We care about the impact of our intentions. Every decision we make as a business prioritizes people and the planet. From the materials we use to how we create, we are in a state of continual improvement. Because progress is a process.

Human
We consider the human at every step. MINNA is a queer led business which informs our approach to just about everything we do. We care deeply about building relationships rooted in mutual respect and nurturing an inclusive community dedicated to challenging injustices both locally and globally.
— Stakeholders

We believe good design goes hand-in-hand with being considerate of people, the planet, and its resources. We’re committed to running our business through a lens of equity - whether that’s interacting with our customers, team, artisan partners, or local communities. By considering the impact we have on the lives of each individual we touch and the environment, we can further our goal of building a more equitable and just future.

Artisan Partners
Artisan partners are the backbone of our business. Their expertise guides how we think about design. Together, we co-create each new collection with respect for traditional techniques.

Employees
We strive to create a company culture built on transparency, vulnerability, and collaboration. We believe in creating safe spaces that allow individuals to be creative, learn, find joy, and grow.

Community
We believe sustainable change happens when communities come together. We are committed to redistributing 3% of our yearly profits to community-led projects and organizations.

Environment
We are constantly evolving. We are proud that most of our collections are zero or low waste by design. We work closely with our production partners to further our commitment to low-impact production methods.

Customers
We are committed to ensuring that our customers are part of our journey. We treat them with compassion, respect, and bring them into our process by engaging with them as we continue to improve and expand our collections.
02 B Corporation

We’re a B Corp!

In 2021, we earned the B Corp Certification which evaluates a company’s entire social and environmental impact. This designation certifies that MINNA is “meeting high standards of verified performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials.”

Overall Score

MINNA earned an overall score of 104.3. The median score for ordinary businesses who complete the assessment is currently 50.9.

- **104.3** MINNA Overall B Impact Score
- **80** Qualifies for B Corp Certification
- **50.9** Median Score for Ordinary Businesses

Impact Areas

The B Corp Assessment measures impact in five key areas for all companies: Governance, Environment, Workers, Community, and Customers. Depending on your business, you might also be assigned Impact Business Models (IBMs) which means your business is intentionally designed to create positive impact. We were placed on two IBM tracts:

- Supply Chain Poverty Alleviation
- Arts, Media, & Culture

**COMMUNITY**

- Diversity, Equity, & Inclusion
- Economic Impact
- Civic Engagement & Giving
- Supply Chain Management

**WORKERS**

- Financial Security
- Health, Wellness, & Safety
- Career Development
- Engagement & Satisfaction

**ENVIRONMENT**

- Environmental Management
- Air & Climate
- Water
- Land & Life

**CUSTOMERS**

- Customer Stewardship

**IMPACT BUSINESS MODEL**

Supply Chain Poverty Alleviation

Recognizes supply chain strategies that reduce poverty through trade terms, positive labor conditions, and support for under-served suppliers

**GOVERNANCE**

- Mission Engagement
- Ethics & Transparency
- Mission Locked

MINNA earned an overall score of 104.3. The median score for ordinary businesses who complete the assessment is currently 50.9.
In 2015, the United Nations established the 2030 Agenda for Sustainable Development as a roadmap toward building a future in which both people and the planet prosper. At MINNA, we are committed to doing our part in building a more equitable world. We use the SDG’s as a guiding framework to help us continue to improve the ways in which we approach our impact. There are some areas that we have yet to address, and others that we can do better at. But at the core of what we do, we know that working towards creating sustainable change, means approaching our work thoughtfully and intentionally.
The MINNA Team

Building a workplace rooted in respect and equality is important to us. As a queer woman led business, we recognize the importance of creating opportunities for individuals navigating intersectional identities. We struggle with turning gender into a metric, because it disregards the various ways in which we as individuals identify. However, we recognize the importance metrics play in holding ourselves accountable. We are dedicated to gender equality, and consider Goal 5 of the SDGs a launching point towards achieving even greater gender equality, that extends beyond the confines of binary frameworks.

We specify 'current' gender identity because we view gender identity as fluid. Even with the same individuals on the team, gender identities may shift in time.

We acknowledge that our team is currently not racially diverse, and we are committed to working toward addressing that and remain committed to diversifying our team.

Advisory Team
Hiring Practices

In 2020 we revisited our hiring practices to ensure they were more inclusive as we worked hard to build our team. We implemented the following practices:

- Blind hiring process
- Rewrote job descriptions to remove higher education barriers, emphasizing skills and experience over academic or professional degrees
- List salaries and wages on job description to offer transparency for potential candidates
- Weight scorecard system to reduce bias and the same script of questions

A $20 Starting Hourly Wage

During the B Corp certification process we looked closely at our internal pay grades and minimum wages. We used the MIT Living Wage Calculator for the Hudson Valley (including Columbia, Greene, Dutchess, and Ulster counties) to ensure our starting wage was liveable at the theoretical two working adult / one child household. We raised our starting wage from $17 to $20, while also making incremental changes for long term roles. As the business grows and is able to retain profits, we will make more incremental increases.

SDG ALIGNMENT: 1, 5, 8, 10, 11

NYC Law: INT 1208-2018

NYC voted that all NYC employers must include salary ranges for all job listings beginning May 15, 2022. We’ve been proudly doing things since 2020 and believe all employers should to ensure fair hiring practices.
At MINNA, we strive to build a culture rooted in respect, vulnerability, and continual improvement. At the core of it all is our commitment to investing in our team’s wellbeing and individual growth. This year, we prioritized pay equity. Being able to save for the future should not feel untenable. Which is why, offering employees the opportunity to opt into a 401(k) plan was an important step towards continuing to build a business that prioritizes the overall wellness of our team. During this process, we made a conscious decision to revisit our pay grid, recognizing that retirement plans are only tenable if our team feels financially secure. This led us to increase our minimum pay to $20 an hour because everyone deserves to be paid a living wage.

2021 Professional Development Stipend Use

- Private Spanish lessons at Spanish55
- HTML/CSS course through Code Academy
- Radical Dharma Camp at Omega Institute

SDG ALIGNMENT: 3, 4, 5, 8, 10, 16

First PT Employee Hired

First FT Employee & Formalized Paid Time Off + Sick Leave

80-hrs PTO for FT employees. 40-hrs sick leave for FT and PT employees

Professional Development

All FT employees are eligible for $600 yearly stipend for professional development

Healthcare

Employer subsidized healthcare plans for health, vision, and dental

Additional PTO

Additional PTO first week of January for PT and FT employees.

401(k)

Retirement plan with partial employer match. 100% of employees have opted in.

$20/hr

Our entry minimum wage is now $20/hr.
– Team Development

At MINNA, we believe that transparency and vulnerability should be the norm. Which is why, this year we hosted team building workshops to help us continue to nurture a workplace built on collaboration, trust, and creativity.

SDG ALIGNMENT: 4, 8, 10, 12, 17

---

Values & Communication
with Holly Howard, Ask Holly How

The purpose of this workshop was to explore our own personal communication styles and preferences, while also considering how they fit in with the whole of the team. The goal of this workshop was to build interpersonal relationships within the context of MINNA’s culture and values. We shared our own personal communications styles and preferences, and explored the different ways that contributes to the overall culture at MINNA. We aimed to clarify where we reinforced our values and where our communication tendencies needed strengthening.

---

Human-Centered Feedback
with Manpreet Kalra, Art of Citizenry

The purpose of this workshop was to support our team in nurturing a culture of human-centered feedback at MINNA by learning the necessary skills to better give and receive feedback. Broken into two parts, on day one, we met as a team to learn stronger peer-to-peer collaboration skills. On day two, our leadership team learned how to better support each other and the wider team through coaching and empathy. This workshop was all about creating systems to continue to support our growth as a team!

---

De-Biasing the Workplace
with Manpreet Kalra, Art of Citizenry

As part of our commitment to continuous improvement, we hosted an anti-racism workshop this year that unpacked implicit bias by confronting our individual power and privileges. This workshop helped facilitate a safe space for our team to come together dive deeper into learning about the ways in which bias shows up in our daily lives and the workplace. We learned about micro-aggressions, whiteness, the culture of “nice,” and the ways in which white supremacy manifests.

---

Indigo Dyeing Techniques
with Eric & Elsa Chavez, Tenido a Mano

In late Fall we invited our friends Elsa & Eric Chavez of Tenido a Mano, a natural dye and weaving studio based in Oaxaca, Mexico, to teach a workshop at the MINNA Studio & Warehouse. In addition to a workshop for our customers, we also had them do a private workshop with the team. They led us through a workshop about the history of Indigo harvest in Oaxaca, how to prepare an Indigo dye bath, and several shibori techniques. This gave the team an opportunity to learn first hand about some of the techniques we work with, and a greater appreciation for the product.
04 Manufacturing

At a Glance:

- 28 Artisan Groups
- 400+ Individual Artisans
- 143 Purchase Orders
- 12 Traditional Techniques
- 4 New Artisan Groups
- 115 New Products
How We Source

We assess the groups we collaborate with on 4 basic principles:

- Cooperative or Artisan Run
- Family Run Workshop
- Supportive Working Environment
- Certified Fair Trade

As a business, we strive to keep sustainability at the forefront of all we do. Instead of placing one massive order a year, which is a common trend in the artisan sector, we place consistent, predictable, and frequent orders several times a year. Our artisan partners communicated that they prefer this because large one-off orders often aren’t achievable and create instability within the supply chain. This approach allows for work to be more consistent throughout the year in communities primarily reliant on seasonal employment. We’re aware of these seasonal positions (coffee farming, agave processing, etc) and adjust our ordering to accommodate.

IBM: Supply Chain Poverty Alleviation + Arts, Media & Culture
SDG ALIGNMENT: 1, 5, 8, 9, 10, 11, 17
Paying Fairly

As part of the B Corp Certification process, we completed an audit of our wages to ensure that what we pay artisan partners is indeed fair. We compared our wages by artisan group to the local minimum and local fair wages. We then sent proof of payments and gathered letters from each group we work with, outlining our payment terms and how those translate into daily or hourly wages.

On Average, MINNA Wages are Higher by:

<table>
<thead>
<tr>
<th>Country</th>
<th>Minimum</th>
<th>Fair</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOLIVIA</td>
<td>3.89x</td>
<td>3.54x</td>
</tr>
<tr>
<td>GUATEMALA</td>
<td>3.68x</td>
<td>2.94x</td>
</tr>
<tr>
<td>MEXICO</td>
<td>3.69x</td>
<td>3.27x</td>
</tr>
<tr>
<td>PERU</td>
<td>7.30x</td>
<td>6.64x</td>
</tr>
<tr>
<td>URUGUAY</td>
<td>.37x</td>
<td>.34x</td>
</tr>
</tbody>
</table>

Capacity Building

We believe that trust sits at the core of how we approach capacity building. Through conversations with artisan partners, we learned that they prefer to receive consistent, frequent orders. We also support some artisan partners in direct loom purchases and workshop repairs. Working to formalize a capacity building program is central to our five year plan.

Increase in Investment by Country, 2020-2021

IBM: Supply Chain Poverty Alleviation
SDG ALIGNMENT: 1, 4, 5, 8, 10, 16, 17
Sourcing & Production Trip

After 18 months away, we were able to take a production and sourcing trip in September & October. In addition to visiting our current artisan partners in Oaxaca and Chiapas, we were able to meet with seven potential new partners. We begin our onboarding and vetting process by meeting in person and placing initial test orders.

IBM: Arts, Media & Culture
SDG ALIGNMENT: 1, 8, 9, 10, 11, 17
New Artisan Partners

We work with family-run workshops and independently-run cooperatives. We seek out partners who are interested in design innovation and thinking outside the box. We have a different method of working with each group and often these processes have been refined and evolve over time. Many of the artisans have been working in their mediums for generations and are masters at their craft.

In 2021 we onboarded four new artisan partners: Jonote Weavers in Puebla, Mexico, two pedal loom weaving groups in Guatemala, as well as a sewing workshop in Guatemala. We are excited to see these partnerships grow and flourish.

Jonote Weavers
QUETZALAN, PUEBLA, MEXICO

During our sourcing trip to Puebla, we met with a group of women who specializing in weaving with a tree fiber called Jonote. We placed an initial test order in person and quickly placed a full production order for products to launch in 2022.

Pedal Loom Weavers
SAN ANTONIO PALOPÓ, GUATEMALA

Working primarily from a far with an already trusted production coordinator, we partnered with a family of pedal loom weavers in San Antonio Polopo, Guatemala. We developed three base fabrics in several colorways to produce our Sol collection.
Techniques

Backstrap Loom
An Indigenous technique commonly practiced by women. The loom is worn around the weaver’s hips. Weavers use their body to create the tension needed to weave each design.

Braided & Sewn Palm
After the palm has been dried, it is braided in long strips and then sewn into a circular round using a sewing machine.

Felting
The felting process is manual by design. Long, loose, unwound swaths of wool fiber called Top are joined with a base fabric by puncturing both layers repeatedly with needles.

Flying Shuttle Loom
More automated than a traditional pedal loom. Made with a track so that the shuttle can be shot side to side rapidly by pulling on a cord. Wider pieces to be woven by a single weaver.

Hand Knitting
Knitting is a looping technique that uses one continuous thread of yarn and two needles.

Hybrid Crochet
Not requiring a machine or loom, this weaving technique can be done anywhere with a single crochet hook needle. A repeated looping technique integrates a continuous stiffer yarn.

Jonote Weavers
Utilizing a series of hooks to create loops, the carriage carries the yarn over the open hooks and then closes them to let the last row of stitches fall. This process allows for simple stitches and color changes.

Ikat / Jaspé
The result of a resist dyeing technique used before the thread is warped on the loom. Groups of threads are counted and sections are wrapped tightly so that they do not absorb any dye when put into a dye bath.

Natural Dyeing
Natural dyeing is our response to creating more environmentally sustainable methods of production. We utilize natural, non-toxic products to create dye baths for our yarn.

Pedal Loom
This technique is used to create a majority of our pieces. The loom is set up and operated by hand. The weaver uses pedals, controlling which set of threads are lifted as they pass the yarn back and forth on shuttles.

Pedal Loom
Vertical Looms are designed to be collaborative and allow weavers to see more of their work as they create. Used for rugs and tapestries, the techniques often used on this loom are pile and knotting.

Manual Knit Machine
Utilizing a series of hooks to create loops, the carriage carries the yarn over the open hooks and then closes them to let the last row of stitches fall. This process allows for simple stitches and color changes.

Manual Knit Machine
Hybrid Crochet
Not requiring a machine or loom, this weaving technique can be done anywhere with a single crochet hook needle. A repeated looping technique integrates a continuous stiffer yarn.

Pedal Loom
Vertical Looms are designed to be collaborative and allow weavers to see more of their work as they create. Used for rugs and tapestries, the techniques often used on this loom are pile and knotting.

Vertical Loom
04 Community

In 2020 we made a commitment to donate 3% of our yearly profits in the form of sustained, monthly recurring donations. We channel these efforts into three distinct directions – national, local, and on a timely, need-based level. The organizations change yearly.

We consider commitment the baseline of our redistribution initiatives, and will always aim to exceed this commitment. This year we focused on two local organizations and rotated quarterly donations to three national organizations.

SDG ALIGNMENT: 1, 10, 11, 16

$8,316
Total Funds Redistributed

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOUL FIRE FARM</td>
<td>$2,574.97</td>
</tr>
<tr>
<td>AUSTIN DISASTER RELIEF</td>
<td>$1,392.59</td>
</tr>
<tr>
<td>KITE’S NEST</td>
<td>$1,200</td>
</tr>
<tr>
<td>HUDSON CATSKILL HOUSING COALITION</td>
<td>$1,200</td>
</tr>
<tr>
<td>NATIONAL BAIL FUND</td>
<td>$385</td>
</tr>
<tr>
<td>SWEET FREEDOM FARM</td>
<td>$363.76</td>
</tr>
<tr>
<td>ASIAN AMERICANS ADVANCING</td>
<td>$300</td>
</tr>
<tr>
<td>WOMEN FOR AFGHAN WOMEN</td>
<td>$300</td>
</tr>
<tr>
<td>BLACK LIVES MATTER</td>
<td>$600</td>
</tr>
</tbody>
</table>

Photo provided by Sweet Freedom Farm
Organizations

Redistributing resources is the responsibility we hold as a business dedicated to advocating for equitable systems. To us, this means intentionally investing within our local community by supporting the work of organizations dedicated to creating a positive impact by working in deep collaboration with those most impacted by a history of injustice.

SDG ALIGNMENT: 1, 2, 4, 5, 11, 10, 13, 16

LOCAL
Kite’s Nest
3% COMMITMENT Hudson-based “center for liberatory education” for young people in Hudson and surrounding areas. They provide daytime and after school classes, camps, and leadership programs focusing on social justice and environmental leadership as well as organizing and employment skills. They focus on accessibility for all families, regardless of income.

Hudson Catskill Housing Coalition
3% COMMITMENT Hudson/Catskill Housing Coalition (HCHC) is a Black-lead initiative that empowers public housing and low-income tenants to fight for housing justice. They envision a world built on principles of equality, justice, and solidarity, where care will replace the forces of policing, criminalization, and abandonment of marginalized communities. They believe that treating housing as a human right is a form of investment in human and community life that can fundamentally transform society.

Austin Disaster Relief
ADRN coordinates resources, organizes response efforts, and deploys trained and badged volunteers to provide emergency assistance services to those impacted by natural disasters.

NATIONAL
Asian Americans Advancing Justice
3% COMMITMENT Rooted in the dreams of immigrants and inspired by the promise of opportunity, Asian Americans Advancing Justice (AAJC) advocates for an America in which all Americans can benefit equally from, and contribute to, the American dream. Founded in 1991, their mission is to advance the civil and human rights for Asian Americans and build and promote a fair and equitable society for all.

Black Lives Matter
3% COMMITMENT Black Lives Matter Global Network Foundation, Inc. is a global organization in the US, UK, & Canada, whose mission is to eradicate white supremacy and build local power to intervene in violence inflicted on Black communities by the state and vigilantes. They are dedicated to combating and countering acts of violence, creating space for Black imagination and innovation, and centering Black joy.

Women for Afghan Women
3% COMMITMENT Women for Afghan Women (WAW) is a grassroots organization dedicated to protecting & promoting the rights of disenfranchised Afghan women and girls in Afghanistan and New York. WAW works to help Afghan women and girls exercise their rights to pursue their individual potential to self-determination, and to representation in all areas of life.

COMMUNITY

Soul Fire Farm
Soul Fire Farm is an Afro-Indigenous centered community farm committed to uprooting racism and seeding sovereignty in the food system. They raise and distribute life-giving food as a means to end food apartheid. They bring diverse communities together to share skills on sustainable agriculture, natural building, spiritual activism, health, and environmental justice.

Sweet Freedom Farm
The Sweet Freedom Farm Project focuses on growing and distributing vegetables, grain, herbs, medicines, and maple syrup to their community, prioritizing the folks affected by the incarceration system. They act as a training site for young BIPOC farmers, a gathering space for partnering projects in the alliance, and as a host site for youth in alternative-to-incarceration programs.

National Bail Fund
Provides support to over 60 community-led bail and bond funds working to end pretrial and immigration detentions and combat the money bail system. We love this organization because of its flexibility and ability to funnel resources directly to the communities and people in need.
Curating with Intention

In addition to our own products, we carry complementary products and brands both at our brick-and-mortar and online. We are careful to select brands that align with our values, are thoughtfully made, and diverse.

In 2021 we began measuring ownership and value attributes for all the brands we carry. In addition, we continue to strive toward curating a diverse collection of books based on subjects and their authors for our community to explore.

SDG ALIGNMENT: 4, 5, 12, 13, 16, 17

Brands We Carry

<table>
<thead>
<tr>
<th>BIPOC Owned</th>
<th>Queer Owned</th>
<th>Woman Owned</th>
<th>B Corp</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>21%</td>
<td>54%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Books: Authors/Subject We Carry

<table>
<thead>
<tr>
<th>BIPOC</th>
<th>Queer</th>
<th>Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td>21%</td>
<td>16%</td>
<td>67%</td>
</tr>
</tbody>
</table>
05 Customers

Simplifying Returns & Exchanges

As a B-Corp, customer stewardship is something we take very seriously. It is important to us that our products bring value to our customer’s lives for many years to come. To that end, we do what we can to make sure customers find just the right thing for their home, whether that is through personalized help and recommendations in store or by email, often editing photos to ensure colors translate to the screen as accurately as possible.

After testing many options, in 2021 we implemented a new returns & exchanges portal. With our new portal, customers can easily look up order information and initiate a return request at any time. For ease, you can print your own return label directly from the portal. We not only want you to have confidence that you’ll be able to return or exchange an item if you’d like, but we also want to make that as easy and painless as possible.

SDG ALIGNMENT: 12 , 16
Customer Satisfaction

We truly value our relationship with our customers. Their insights help guide how we think about our collections. We always enjoy hearing from our customers. As we continue to grow, we are committed to further nurturing our relationship with our customers and the greater MINNA community.

SDG ALIGNMENT: 16

Why Customers Shop MINNA

- **80%** Product Design
- **43%** Production Story
- **60%** Product Quality
- **62%** Integrity & Ethos

“**I continue to be so impressed with your company, your products, and the way you do business. Thank you, thank you, thank you!**”

Ashley, via Email

“This is truly exceptional customer service, which is unfortunately uncommon these days. I want to sincerely thank you again. I will definitely keep your site in mind for future purchases.”

Susan, via Email

“We love, love, love your store and so look forward to being loyal customers for years to come.”

Emily, via Email

“I really appreciate the consistently outstanding customer service you provide at Minna. I adore the company and to have parallel service adds to the integrity of your brand!”

Danielle, via Email
Indigo Dye Workshop

In late Fall we invited our friends Elsa & Eric Chavez of Tenido a Mano, a natural dye and weaving studio based in Oaxaca, Mexico, to teach a workshop at the MINNA Studio & Warehouse. In addition to the team workshop, we invited the public to attend as well. They led us through a 5-hour workshop about the history of Indigo harvest in Oaxaca, how to prepare an Indigo dye bath, and several shibori techniques. Each customer left with four 100% cotton handwoven napkins dyed with natural Indigo. We enjoyed being able to offer this cultural exchange to our local customers and plan to do more in the future.

IBM: Arts, Media & Culture
SDG ALIGNMENT: 4, 9, 10, 12
06 Environment

We recognize that conversations around sustainability are privileged. We work in a lot of different regions throughout South America and see sustainability play out in different ways. What we have observed is that conversations and approaches to sustainability can’t be cookie cutter – it really depends on the region, the needs of the communities, and what kind of climate they are living in. Which is why, our approach to sustainability is iterative and a path of continual improvement.

SDG ALIGNMENT: 12, 13, 15

Materials
- 51% Wool
- 43% Cotton
- 3% Alpaca
- 2% Palm
- 1% Jute

Cotton
- 73% Oeko Tex
- 17% Conventional
- 6% GOTS Certified
- 4% Organic (Uncertified)

Dyes
- 26% Natural
- 48% Non-Toxic Certified
- 21% Oeko-Tex Certified
- 2% GOTS Certified
- 3% Undyed
— Reclaim the Climate Narrative

Leading up to Earth Day, this year we had the opportunity to participate in a week-long campaign dedicated to nurturing critical conversations about climate solutions alongside other brands and organizations.

Due to deep rooted power dynamics in supply chains, the campaign recognized that missing from the dominant dialog are the voices of producers on the frontlines who are combating climate change and creating real solutions within their communities.

We had the opportunity to participate in a panel that brought together the voices of individuals within each aspect of the supply chain, while amplifying those setting a new standard for how things can be done differently, with consideration for the planet and people.

SDG ALIGNMENT: 4 , 9 , 12 , 13 , 17

“Climate change has affected everyone worldwide. In the region where we live, the meteorological phenomena are very extreme, such as the heat, drought, and the cold.

The effects have damaged us with a lack of rain which causes a scarcity of water in the rivers and the ground. Finally, the temperature has increased greatly both in the heat and in the cold and now with Mezcal being in fashion, large areas of land have been deforested for the planting of Agave, which sterilizes the land even further. We collect river water in the rainy season, which is a small amount, and we use it for our dyes.

We try to ensure that our work does not pollute or contaminate. We work with 100% cotton and wool and, in this way, we take care of our Mother Earth.”
Packaging

We’ve always limited our packaging to simple hang tags and light tissue paper. We do not use polybags when shipping our products, unless a wholesale account requires it and even then we re-purpose the plastic bags that our inserts might come in.

SDG ALIGNMENT: 12, 13

Packing Boxes
✓ Over 80% recycled materials.

Biodegradable Packing Tape
Made without plastics reinforcements, allows for curbside recycling and home composting.
✓ Plastic Free
✓ Responsible Forestry
✓ Recycled Materials
✓ Alternative Inks

Tissue Paper
✓ Acid free paper
✓ FSC certified paper
✓ Soy based inks.

Stickers
✓ Acid free paper
✓ FSC certified paper
✓ Soy based inks.

Continual Improvement

Evolve
We believe there is great power in learning and evolving. As we grow, we continue to look at our process and think of ways we can do things better - from how we source and produce to how we package and ship.

Collaborate
We believe no one business alone can address any one systemic issue. These processes need to be collaborative which is why we believe in being transparent about how we approach each aspect of our business, including our work towards sustainability.

Innovate
We are constantly thinking of ways to minimize our waste. Most of our products are square which means they don’t produce much material waste; and when we do, we save it and turn it into other products.
Product Journey: The Angle Pillow

We began the process of tracing our supply chain – thoughtfully accounting for each pair of hands that touches a MINNA product throughout the production process. In an effort to start testing our traceability model, we mapped the journey of our Angle Pillow from ideation to your home.

Ideation
We begin by sketching in our New York studio, considering everything from final product size, color, material, to ensure we design with the least waste possible.

Grow Cotton
The Angle Pillow use GOTS certified cotton grown at farms in Chinca and Lambayeque, Peru.

Spin into Yarn
The raw cotton is sent to Lima for hand spinning.

Natural Dyes
The handspun yarn is then naturally died with botanical dyes made of nogal, tara beans, and ratania.

Weaving
Once the yarn has dried, it is sent to a weaving workshop for weaving.

Sewing
After all of the fronts and backs are woven, the pillows are sewn together with zippers.

Ship to Warehouse
After all pillows have been sewn, consolidated shipments are sent from Lima to our New York warehouse.

Ship to Your Home
Once you order we stuff the covers with one of our down-alternative pillow inserts and ship directly to your home.

SDG ALIGNMENT: 9, 12, 13, 15, 17
Sustainable Design

Design Process

Our color audit led to an analysis of how we design and thinking of more sustainable ways to work while also creating new and interesting products. We approach the Sol collection in an entirely new way: we designed three fabric patterns, each in three different colorways. Then, we used these to create 16 unique products in a variety of categories: dog beds, aprons, oven mitts, pot holders, table runners, and tea towels.

Material Sourcing

We source our materials within the country we work in. This ensures additional employment opportunities as well as reduces the carbon footprint. This also means that regionally we may have different sustainability metrics. We benefit from this decentralized supply chain practice.

Low Waste

Most of our collection is inherently low or zero waste. For instance, our tea towels, throws, tablecloths, and bandanas are all woven to size without any cutting. For the products that do create waste, we save these cuttings for future products.
Snapshot: 2021

✓ Supply Chain Traceability
We began the process of tracing our supply chain – thoughtfully accounting for each pair of hands that touches a MINNA product. This is not an easy task, so we’ve set long-term goals over several years. In an effort to start testing our traceability model, we mapped the journey of our Angle Pillow (page 28).

✓ B Corporation
We are pleased to share that we completed our B Corp certification after a rigorous two year assessment. Average businesses receive a score of 50.9, with a qualifying score of 80. MINNA received a score of 104.3 (page 7).

✓ Product & Source Reduction
Our team worked to evaluate product assortment, sources, and simplify product offerings as a way to reduce our environmental impact. This was a huge undertaking and we look forward to continuing building on it in the coming year (page 29).

Team Diversity NEEDS IMPROVEMENT
We remain committed to diversifying our team. Our hopes with hiring moving forward is being able to put some of the frameworks we have built into practice. We acknowledge that our team is currently not racially diverse, and we are committed to working toward addressing that.

✓ Curation Diversity
We did an audit of all the brands and books we carry and worked thoughtfully this past year to diversify our offerings (page 21).

Looking Forward: Goals for 2022

Supply Chain Traceability ONGOING
Cotton: In 2020 we set a goal to transition our entire supply chain to Organic cotton by 2023. After a year’s worth of research, we realized that’s not realistic. Instead, we aim to find the best source of cotton in each region we work in. It’s more important to source locally than to import organic, increasing the carbon footprint, thus outweighing the benefits. Our carbon footprint with cotton, Pillow Inserts: Our dog bed inserts are made of recycled fill. We continue to seek out a recycled pillow insert that is high quality. We now give the option to buy pillow covers only. Wool: We will continue to work on traceability for all wool.

Minimizing Waste
Develop design initiatives that continue to minimize waste in our supply chain and beyond.

Customer Experience
Evaluating our existing customer communication channels, conducting a customer survey and assessing ways we can continue to invest in building our relationship with our customers, both online and offline.

Building Internal Frameworks
building an infrastructure for our team to support sustainable growth.

Formalize Equity Audit Systems
Creating systems to assess how we approach equity internally as a team.
Impact — Report

2021

2021 Impact Report compiled with the support of our Equity and Social Impact Advisor, Manpreet Kalra.

Photography by:
George Underwood, Skye Parrott, Kate Sears, Sara Berks, Ray Vazquez, and Leslie Estrada

For more information reach out to:
sara@minna-goods.com