



MINNA

# Impact — Report

2022

[www.minna-goods.com](http://www.minna-goods.com)





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# 01 Introduction

## From the Founder:

Starting a business and growing a business are two entirely different experiences and skill-sets. Starting a business is exciting, everything is unknown, everything is filled with possibility. Growing a business is a marathon, small problems compound to create bigger problems, days and months disappear, and the puzzle gets more complex. When I started using the name MINNA for my weavings in 2013 I didn't yet know what it would really be. Learning to weave gradually turned into a desire to learn more about textiles throughout the world. After leaving digital design I decided that whatever I did next had to be intentional and create some sort of positive impact. I turned my art practice into a business after I took my first trip to Mexico in 2015 to learn about artisan production.

Things moved fast and slow since then. Going from designer to entrepreneur is not for the faint of heart. I think most small business owners will tell you that. Stepping into the role of entrepreneur was bumpy at best for me, though I think I've finally caught my stride. Partly because I realized it was time to stop trying to grow alone.

Even though 2022 was challenging as a small business, MINNA grew in many exciting ways. We completed our first investor raise – through a combination of a public equity raise, angel investors, and a Mexico-based Impact Fund, we raised nearly one million dollars. This was huge for us and came at a critical time when we were most feeling the impact of the ongoing global economic instability.

I also brought on a business partner! Manpreet Kalra has been part of the MINNA Advisory team since 2020. Manpreet has dedicated her work to decolonizing the way organizations approach sustainable international development, particularly within the artisan sector. She has worked with a diversity of organizations and businesses as they think about their approach to impact and build go-to-market strategies that include equitable supply chains. Manpreet has been formative in refining MINNA's approach to impact communication and has been the force behind our impact reports over the last two years.

Manpreet's journey within the artisan sector started similarly to my own, with a desire to use her skills to create a positive impact in the world. With her immense experience co-creating solutions that promote equitable, anti-racist and innovative work environments, Manpreet will continue to strengthen our approach to community and culture. From facilitating critical conversations globally as a speaker and educator, Manpreet is a leader within the artisan space, and brings to MINNA a wealth of experience and knowledge. I could not be more thrilled to have her on the MINNA team.

*Sara Berks*

Founder & Chief Executive Officer



## Letter from Manpreet:

Over the past three years, I have worked alongside Sara on formalizing MINNA’s impact strategy, which includes these annual reports, as an advisor. This report is my third with MINNA, and truly a special one. It is the first report (and my first letter) after I formally joined MINNA as the Chief of Impact and Communication. It is an honor to share space with all of you and offer some insights into my hopes for the future of MINNA.

When I began working with MINNA in my advisory capacity, I was drawn to the care with which Sara considered each aspect of running a business. She was able to speak with the nuance that so many founders struggle to grapple with when working within the artisan sector, and she came to each conversation from a place of authenticity and healthy vulnerability. Needless to say, our working relationship grew into a friendship that I have come to cherish so deeply.

At MINNA, we strive to create a sustainable and inclusive ecosystem where all people are respected, artisanal crafts are valued, and access to fair wages, safe working conditions, and continuous growth opportunities is the norm. We approach impact from a place of humility, understanding that true progress requires continuous reflection and adaptation. While MINNA’s impact may seem to be just one small part in a much larger picture, I strongly believe it can be a catalyst for broader transformation within the artisan sector. I hope to see MINNA inspire other (and future!) social entrepreneurs to reevaluate their approaches to impact, nurturing a paradigm shift toward vulnerability, collaboration, and co-creation that truly partners with community.

More than anything, I hope to see MINNA leave an indelible mark on the artisan sector, creating a ripple effect of positive change that resonates far beyond our immediate reach. Together, we can challenge existing power dynamics, elevate marginalized voices, and build a more vibrant future for the global artisan sector, recognizing artisans as the stewards of generational techniques and design.

I am truly delighted to present to you our latest Impact Report, a testament to our collective efforts and unwavering commitment to creating a positive and sustainable impact through responsible design and manufacturing. In this report, we provide a comprehensive overview of our social, environmental, and economic initiatives. From our ethical sourcing practices to our community engagement initiatives, each aspect of our operations has been carefully designed to uphold our values and consider our impact.

Finally, I would like to express our deep gratitude to all of you, our community, for your unwavering support, collaboration, and belief in our vision. As we move forward, we remain committed to the values that have been at the heart of MINNA since founding: honest, intentional, and human. I am truly excited about the possibilities that lie ahead and the opportunities to create an even greater impact together.

*Manpreet Kaur Kalra*

Partner & Chief of Impact & Communication

## 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 and women 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 by hand in small batches by artisans in Latin 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.



Production process photos featuring the craft of artisan partners in Guatemala.

# Design Philosophy

The beauty of our textiles lies in the process. 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.

## 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.

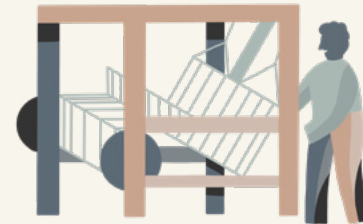
### Human

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 ESG

## We are 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

|   |             |   |             |   |             |
|---|-------------|---|-------------|---|-------------|
| <b>COMMUNITY</b>  | <b>48.1</b> | <b>WORKERS</b>  | <b>18.1</b> | <b>ENVIRONMENT</b>  | <b>13.4</b> |
| <ul style="list-style-type: none"> <li>• Diversity, Equity, &amp; Inclusion</li> <li>• Economic Impact</li> <li>• Civic Engagement &amp; Giving</li> <li>• Supply Chain Management</li> </ul> |             | <ul style="list-style-type: none"> <li>• Financial Security</li> <li>• Health, Wellness, &amp; Safety</li> <li>• Career Development</li> <li>• Engagement &amp; Satisfaction</li> </ul> |             | <ul style="list-style-type: none"> <li>• Environmental Management</li> <li>• Air &amp; Climate</li> <li>• Water</li> <li>• Land &amp; Life</li> </ul> |             |

### 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 **15.6**

- Mission Engagement
- Ethics & Transparency
- Mission Locked

### CUSTOMERS **8.9**

- Customer Stewardship

**IMPACT BUSINESS MODEL  
Arts, Media, & Culture**  
Recognizes products/services that promote or preserve artistic, cultural, or civic engagement



FRAMEWORK

# Sustainable Development Goals (SDGs)

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.



- 1.1 Eradicate extreme poverty
- 1.4 Equal rights to ownership, basic services, technology, & economic resources.
- 1.5 Build resilience to economic environmental, & social disasters



- 2.1 Universal access to safe & nutritious foods (via redistribution efforts)



- 3.4 Promote mental health
- 3.8 Access to quality health care
- 3D1 Health emergency preparedness



- 4.3 Equal access to education
- 4.4 Increase access to relevant skills for financial success
- 4.5 Eliminate gender disparities in education
- 4.7 Education for sustainable development & global citizenship



- 5.1 End all forms of discrimination against women & girls
- 5.5 Ensure women's full and effective participation and equal opportunities.



No Actions



No Actions



- 8.1 Sustainable economic growth
- 8.3 Support job creation
- 8.4 Improve resource efficiency in consumption
- 8.5 Full & productive work
- 8.8 Safe working conditions
- 8.10 Access to financial resources, incl. 401k



- 9.2 Promote inclusive & sustainable industrialization.
- 9.3 Increase access to financial services & markets.



- 10.1 Reduce income inequalities
- 10.3 Ensure equal opportunity and end discrimination
- 10.4 Fair wage & equal hiring policies



- 11.1 Safe and affordable housing for all.
- 11.4 Support the preservation of cultural heritage techniques



- 12.1 Sustainable production
- 12.2 Use of natural materials
- 12.4 Management of waste
- 12.5 Reduce waste
- 12.6 Adopt sustainable practices & reporting
- 12.8 Share educational content



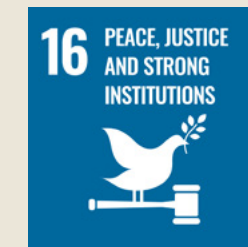
- 13.2 Integrate climate change measures strategies, & planning
- 13.3 Improve knowledge to address climate change



No Actions



- 15.1 Sustainable use of ecosystems



- 16.3 Equal access to justice for all
- 16.5 Reduce corruption and bribery
- 16.6 Develop effective, accountable, & transparent institutions
- 16.7 Inclusive decision-making
- 16.B Promote & enforce non-discriminatory laws



- 17.6 Knowledge sharing
- 17.9 Capacity building
- 17.11 Increase exports from developing countries
- 17.16 Multi-stakeholder development partnerships
- 17.17 Encourage partnerships
- 17.19 Further develop measurements of progress



AWARDED

## Best for the World™ B Corp

We are honored to share that in 2022 MINNA was recognized as a Best for the World™ B Corp in Community impact.



### CRITERIA

Businesses awarded this honor must score in the top 5% of an impact area during the certification process. At MINNA, we have been recognized for our dedication to ensuring the economic and social well-being of the communities in which we work and operate:

“These companies are top performers in contributing to the economic and social well-being of the communities in which they operate. Through their exemplary practices and policies directed at community impact, they’re building a shared and sustainable prosperity for all. Their mission-driven cultures embrace supplier relations, social engagement, charitable giving, and strong, diverse communities.” – B Lab

Building strong relationships rooted in respect and reciprocity is at the heart of what we do – which is why we believe in redistributing resources, investing in community, and continuously improving the ways in which we approach our impact as a business. We are thrilled to have been recognized by B Corporation for these efforts.



FAST COMPANY

BRANDS

THAT

MATTER

2022

### Brands That Matter

In 2022, we were also named one of Fast Company’s Brands That Matter which recognizes companies making a positive impact on business and culture. We were honored in the Retail category.

# 03 Operations

## Business Sustainability

From working with our first three artisan partners in 2015 to working with well over 400 artisans across five countries, we've worked hard to create a business that is grounded in our values. This growth has been humbling and until recently, MINNA was bootstrapped, reinvesting the majority of profits back into the business. However, we realized for the business to sustain and continue to grow in its impact, we needed some help.

In 2022, we started our first seed raise. Through a combination of angel investors, crowdfunding through Republic, and debt equity investment, we managed to raise nearly \$1 million in investment. This was a significant moment for MINNA, and helped us plan for a more sustainable future as a business.

We'll be using this funding to grow our artisan partnerships. We'll be able to go deeper into new craft techniques and sustainable material sourcing. We will continue to build a business that prioritizes people and planet, a business that works just as well for us and our artisan partners, as for you, our customers and supporters.

SDG ALIGNMENT: 8 , 9 , 17

### CAPITAL SOURCES

#### Co Capital

We work with many artisan partners throughout Mexico. Which is why, when we had the opportunity to work with an impact investment fund from one of the countries we are working in, it felt like an important testament to the type of equity-driven business we have been working hard to build.

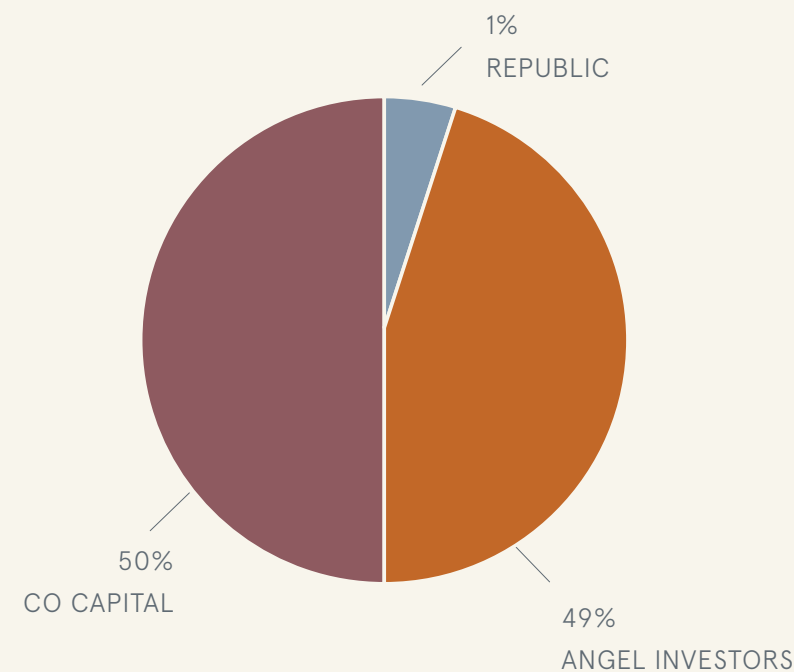
#### Republic

We chose to partner with Republic because we respect their approach to democratizing the investment world by opening up investment opportunities to those with any wealth or experience level. This fairly untraditional and grassroots approach to fundraising feels kindred to us.

#### Angel Investors

Through the community we have been able to build over the last decade, we had the opportunity to connect with individuals and families committed to making values-driven investments. We are grateful to the angel investors who helped close our funding round by believing in MINNA.

### FUNDING BREAKDOWN



*"The MINNA team has really built something unique. We look forward to working alongside the team at MINNA to help them reach their objectives and accomplish their inspiring mission."*

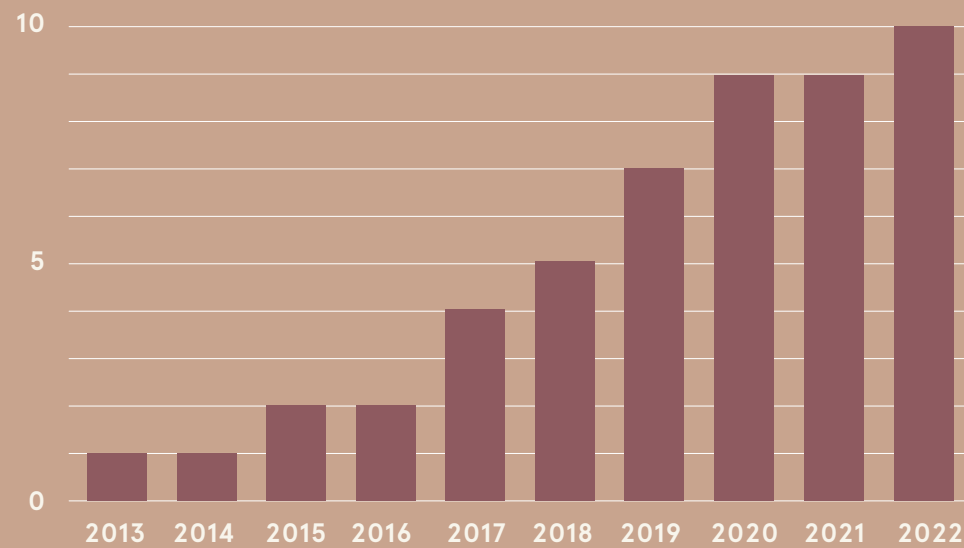
Alberto Gómez-Obregón  
Managing Partner at CO\_Capital

# The MINNA Team

Building a workplace rooted in respect and equality is important to us. As a queer and women-led business, we recognize the importance of creating opportunities for individuals navigating inter-sectional 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.

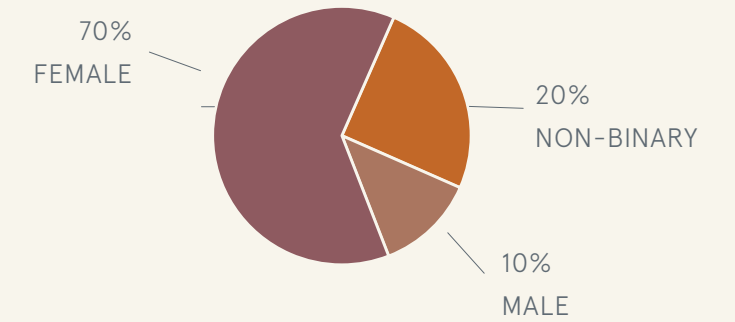
SDG ALIGNMENT: 5 , 8 , 10

Team Growth Since Founding



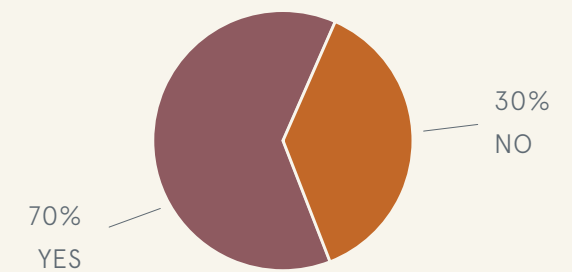
MINNA is proud to be a queer-led business with a 100% women-led leadership team.

## CURRENT GENDER IDENTITY

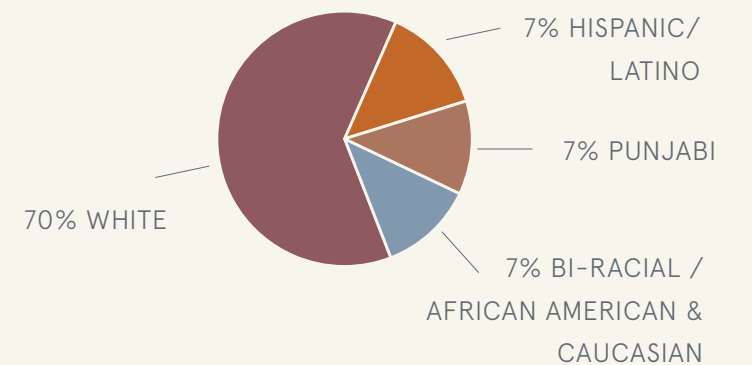


\* We specify 'current' gender identity because we view gender identity as fluid. Even with the same individuals on the team, gender identities may shift in time.

## IDENTIFY AS LGBTQIA+



## ETHNICITY



# 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. In 2022, we reassessed to ensure wages accounted for inflation, but did not make any significant changes to our wage structure. We issued bonuses as part of our commitment to continuing to invest in our team, we issued bonuses and raises to ensure all team members feel financially secure and supported.

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

## MINNA’s Starting Wage is:

|          | LIVING WAGE  |                    |                  |
|----------|--------------|--------------------|------------------|
|          | MINIMUM WAGE | 1 ADULT 0 CHILDREN | 2 ADULTS 1 CHILD |
| COLUMBIA | \$11.80      | \$14.81            | \$16.84          |
| GREENE   | \$11.80      | \$14.28            | \$16.37          |
| ULSTER   | \$11.80      | \$15.44            | \$18.18          |
| DUTCHESS | \$11.80      | \$17.80            | \$18.83          |

69%

HIGHER THAN MINIMUM WAGE

29%

HIGHER THAN LIVING WAGE FOR 1 ADULT 0 CHILDREN

13%

HIGHER THAN LIVING WAGE FOR 2 ADULTS 1 CHILD

## 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.

## 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

SDG ALIGNMENT: 5 , 10



## Culture

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. As a small businesses, over the years, we have worked hard to expand the benefits we offer to team members.

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SDG ALIGNMENT: 3 , 4 , 8 , 10 , 11

### PRINCIPLES

## Business Transparency

Last year, much of our focus was on ensuring the financial stability of the business. We've talked a lot about open books as a team, and in 2022, we actively ensured team members had access to information about the raise process and state of the business each step of the way. We strongly believe in the importance of being open, honest, and accountable. Operating from a place of transparency, allows us to build strong relationships, and work collaborative from a place of shared-goals and knowledge.

## Inclusive Spaces

Since our inception, MINNA has embraced the ethos of queerness, even though it may not directly relate to the intricacies of running a textile business. For us, leading with queerness means continuously striving for improvement and critically examining the reasons behind our decisions. It does not imply that everyone on our team needs to identify as queer, but rather it signifies that if you are queer, you should feel comfortable and safe in our virtual and physical spaces. It also means being thoughtful about creating spaces where all people regardless of race, gender, sexual orientation, or any other identity they hold, are able to show up as themselves, authentically, and feel safe.

### BENEFITS

## \$20/hr Minimum Wage

Our entry minimum wage is now \$20/hr.

## Paid Time Off + Sick Leave

Fulltime Employees:

- 80-hrs PTO
- 56-hrs national holidays
- 40-hrs collective team leave in January,
- 40-hrs sick leave

Part-time Employees:

- 56-hrs national holidays
- 40-hrs collective team leave in January
- 40-hrs sick leave

## Healthcare

Employer subsidized healthcare plans for health, vision, and dental.

## Professional Development

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

## 401(k)

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



# 04 Manufacturing

At a Glance:

32

Artisan Groups

400+

Individual Artisans

147

Purchase Orders

12

Traditional Techniques

2

New Artisan Groups

115

New Products



Felipe & Carmela - Chiapas, Mexico



Marco - Chiapas, Mexico

## 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.

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IBM: Supply Chain Poverty Alleviation + Arts, Media & Culture

SDG ALIGNMENT: 1 , 5 , 8 , 10 , 11 , 17



Porfirio - Oaxaca, Mexico



Gudi - San Antonio Polopó, Guatemala



# 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.

IBM: Supply Chain Poverty Alleviation

SDG ALIGNMENT: 1 , 5 , 8 , 10 , 17

On Average, MINNA Wages are Higher by:

|           | MINIMUM | FAIR  |
|-----------|---------|-------|
| BOLIVIA   | 3.89x   | 3.54x |
| GUATEMALA | 3.68x   | 2.94x |
| MEXICO    | 3.69x   | 3.27x |
| PERU      | 7.30x   | 6.64x |
| URUGUAY   | .37x    | .34x  |

\* We formally audit our wages every three years; however, we have regular check-ins with our artisan partners to ensure we are adjusting wages to reflect the needs of a changing economy in between formal audits. The metrics shared are from our last formal wage audit in 2021.

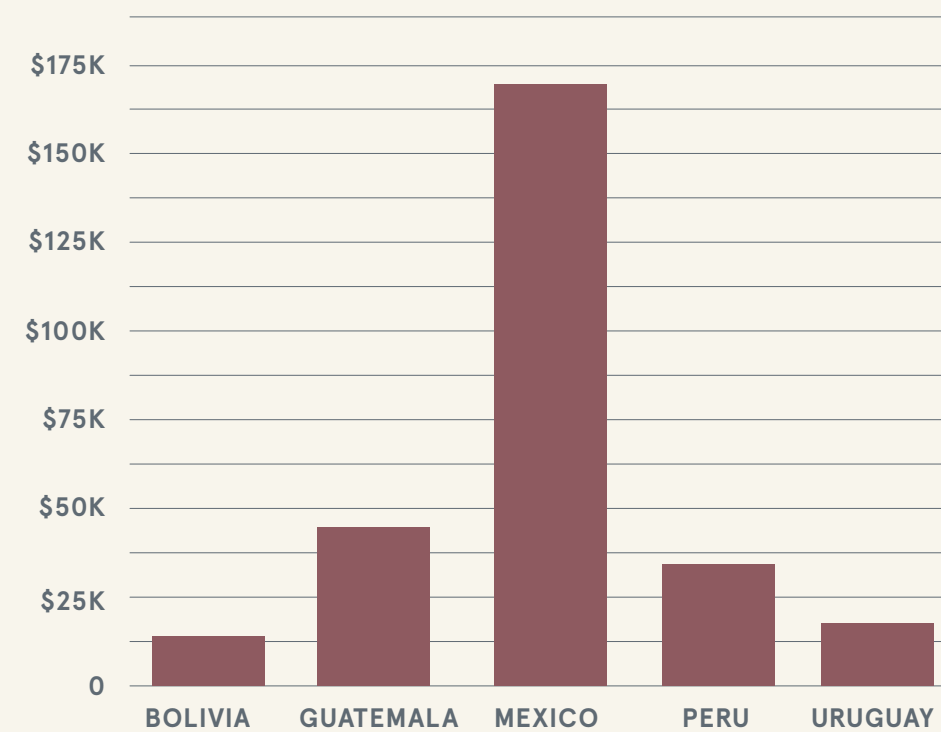
# Capacity Building

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.

IBM: Supply Chain Poverty Alleviation

SDG ALIGNMENT: 1 , 5 , 8 , 10 , 17

Investment by Country, 2022





## Sourcing & Production Trips

In 2022 we were able to go on two production trips. In March we went to Guatemala and in October we went to Mexico. Both trips including visiting current partners and meeting new ones for product development.

IBM: Arts, Media & Culture

SDG ALIGNMENT: 1 , 5 , 8 , 10 , 17



Lydia - Comalapa, Guatemala



Teofila - El Alto, Bolivia



Porfirio - Teotitlan de Valle, Oaxaca, Mexico



Ana - Cancuc, Chiapas, Mexico

# 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 2022 we went on a new development trip along the coast of Oaxaca. There we met several groups that we began to lay the groundwork with for products forthcoming in 2023.

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IBM: Arts, Media & Culture

SDG ALIGNMENT: 1 , 5 , 8 , 10 , 11 , 17



Natural Dyer in San Juan Colorado



Backstrap weaver in San Juan Colorado



Embroidery in Santa Maria Huazolotitlan



Raw coyuchi color grown cotton

# 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.



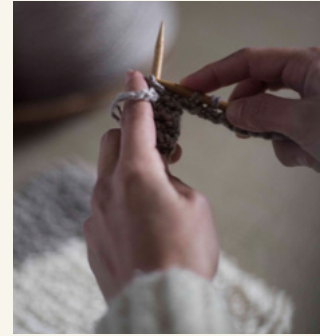
## Felting

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 Weaving

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.



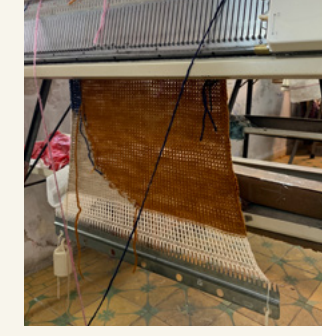
## Ikat / Jaspé

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.



## 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.



## 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.



## 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.



## Vertical 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.

# Storytelling

At MINNA, it is important to us that we center the voices of artisan partners as part of our commitment to both transparency and nurturing equitable relationships rooted in trust. We are honored to share the words of Lidia and Irma.

Artisan partners are the heart of MINNA. Whenever sharing the stories of artisan partners, it is important to us that we include them in the process. Each of these interviews were recorded and translated to be shared with the larger MINNA community with both Lidia and Irma's informed consent, and we are presenting their words in their respective voices.

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IBM: Arts, Media & Culture

SDG ALIGNMENT: 5 , 9 , 10 , 17



Lidia — Pedal Loom Weaver in Guatemala

*"I feel very proud because people here see me as an example because I've accomplished things thanks to my work. I have a roof above my head thanks to my work. I can support my kid and his studies thanks to my work. And also give jobs to other people..."*



Irma — Sewing Workshop Owner in Guatemala

*"Most of my family works with me. But besides my actual family working with me, the other people who work with me have become my family as well. Because they help me with my work and I help them so, to me, they're also my family..."*

# 04 Community

In 2020 we made a commitment to donate 3% of our yearly profits in the form of sustained, monthly recurring donations. Even during a down year, we believe in this redistribution promise. We channel these efforts into three distinct directions - national, local, and on a timely, need-based level. We consider commitment the baseline of our redistribution Initiatives, and will always aim to exceed this commitment.

In 2022, we focused on supporting the right to bodily autonomy for all people by redistributing to organizations committed to equitable access to comprehensive reproductive health.

SDG ALIGNMENT: 1 , 3 , 5 , 8 , 10 , 17



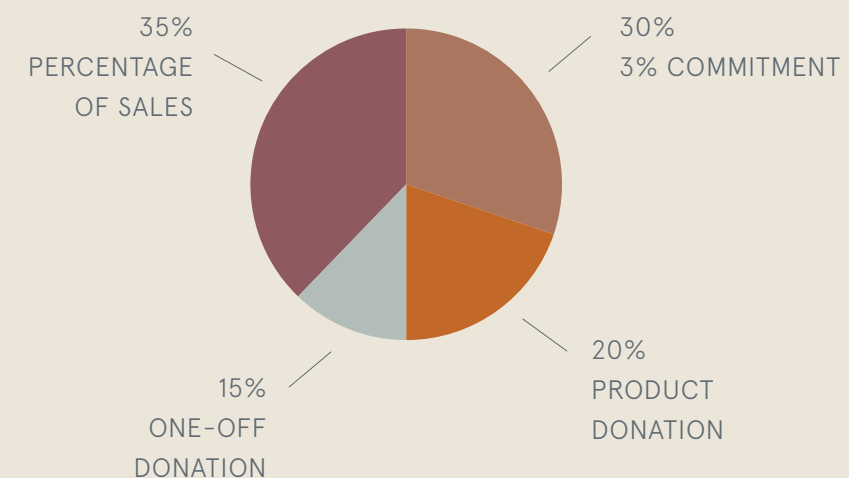
Still We Rise Artwork by Guady Pleskacz

## \$12,032

Total Funds Redistributed

|   |         |
|---|---------|
| ABORTION FUNDS                            | \$6732  |
| KITE'S NEST (LOCAL)                       | \$1700  |
| HUDSON CATSKILL HOUSING COALITION (LOCAL) | \$1200  |
| BLACK LIVES MATTER (NATIONAL)             | \$900   |
| PLANNED PARENTHOOD (NATIONAL)             | \$720   |
| EQUALITY TEXAS                            | \$420   |
| SAGE                                      | \$360   |
| HUMANITARIAN AID UKRAINE                  | PRODUCT |
| STILL WE RISE: ABORTION ACCESS            | PRODUCT |

DONATION TYPE



# 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 , 3 , 5 , 8 , 10 , 17



Photo provided by Kite’s Nest

## 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.

## LOCAL

### 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.

## NATIONAL

### Abortion Funds

Offers financial and logistical support to those seeking abortions. “The National Network of Abortion Funds builds power with members to remove financial and logistical barriers to abortion access by centering people who have abortions and organizing at the intersections of racial, economic, and reproductive justice.”

## NATIONAL

### Planned Parenthood

Planned Parenthood is on a mission to ensure all people have access to the care and resources they need to make informed decisions about their bodies, their lives, and their futures. Founded in 1916, Planned Parenthood is a trusted health care provider, educator, and passionate advocate that provides reproductive and sexual healthcare, and sexual education in the United States and globally.

## NATIONAL

### 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.

## NATIONAL

### Equality Texas

Equality Texas is a 501(c)(4) nonprofit organization, serving as the largest nonpartisan political advocacy organization in Texas working for the elimination of discrimination targeting the LGTBQ+ community. They work to secure full equality for lesbian, gay, bisexual, transgender, and queer Texans through political action, education, community organizing, and collaboration.

## INTERNATIONAL

### Humanitarian Aid Ukraine

Doctors Without Borders has been working to deliver emergency medical assistance to people still in Ukraine, as well as those now seeking safety in neighboring countries. With hospitals in Ukraine facing shortages of medical supplies, as experts at working in conflict zones, Doctors Without Borders ensures critical supplies and support reach where they are needed.

## NATIONAL & INTERNATIONAL

### SAGE

SAGE is working to ensure that LGBTQ+ elders and people aging with HIV nationwide receive culturally-competent care. They are a national advocacy and services organization that’s been looking out for LGBTQ+ elders since 1978. They build welcoming communities and keep issues in the national conversation to ensure a fulfilling future for all LGBTQ+ people.



## Curating with Intention

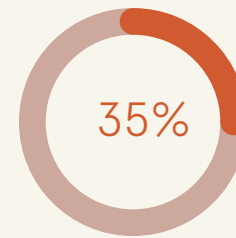
In addition to our own products, we carry complementary products and brands both at our brick-and-mortar and online. We are careful to select brands that align with our values, are thoughtfully made, and diverse. In 2021 we began measuring ownership and value attributes for all the brands we carry. In 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: 5 , 8 , 10 , 17

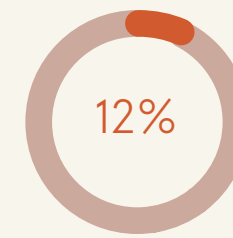
## Brands We Carry

We believe it is important to hold ourselves accountable to ensuring the products we carry are values-aligned and support diverse businesses and makers. In doing so, we are committed to being intentional about how we curate by ensuring our shelves consist of products by businesses that are BIPOC, Queer and Women Owned.

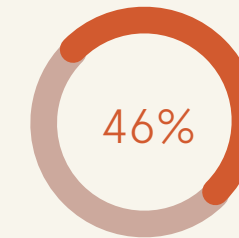
BIPOC OWNED



QUEER OWNED



WOMAN OWNED



### COLLABORATION

In 2022, we launched “The Rest Set,” a collaboration with author, artist, poet, theologian and community organizer Tricia Hersey and fellow small business, Wooden Spoon Herbs. The Rest Set was designed in the spirit of supporting “the liberatory power of rest” into action. As Tricia Hersey emphasizes in her book Rest is Resistance, getting rest wherever we can is critical to our collective healing, and antithetical to systems of oppression.





# 05 Customers

## Understanding Our Customers

Creating space to listen to and learn from our customers is important to us. In 2022, we conducted a survey to gain a deeper understanding of our customers — from why they shop MINNA to the type of content they enjoy or would like to see more of. Through this process, we also gained insight on what inspires our customers and ways we can do better. This feedback has been instrumental in shaping our strategy going forward. For example, many customers shared that they would like us to share more interior design inspiration and care tutorials. This laid the groundwork for two of our most exciting marketing projects of 2023: Designers We Love and Mend with MINNA.

By actively listening to our customers and incorporating their input, we reaffirm our commitment to creating spaces that nurture meaningful dialogue and mutual learning. We view the customer survey as an opportunity to not only collect data, but also to strengthen our relationship with our customers. It demonstrates our dedication to understanding their needs and finding ways to better support them. By actively seeking their input, we make MINNA's customer community an integral part of our decision-making process. We are grateful to our customers — together, we are building a community that values open communication, shared learning, and continuous improvement.

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SDG ALIGNMENT: 9 , 16 , 17

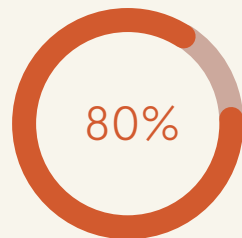
# Customer Satisfaction

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.

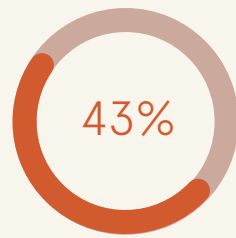
SDG ALIGNMENT: 9 , 16 , 17

## Why Customers Shop MINNA

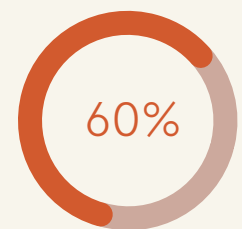
PRODUCT DESIGN



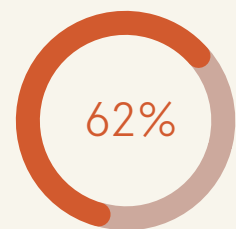
PRODUCTION STORY



PRODUCT QUALITY



INTEGRITY & ETHOS



### CUSTOMER FEEDBACK

*Well...I just bought a second one of these (dog bed). I have a 100 lb dog who doesn't actually like to sleep on top of a dog bed, but likes to lean against them like a body pillow. These cushions are gorgeous fabric and stuffed with something so cushy that the humans in the house like to lie on them too!*

Lisa, via Shop App



@paradiiso\_



@theyaresam

*I can't tell you how much I love this blanket! It's also amazing for babies because they really can see the shapes since they are so contrasty.*

Sarah, via DM

*We got the rug yesterday and we love it! It looks great with our new couch and it's so soft.*

Customer, via DM



@virginiasin\_\_



@almostmakesperfect

# 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.

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SDG ALIGNMENT: 12 , 13 , 15 , 17

## SUSTAINABILITY CONTINUAL IMPROVEMENT OUTLINE

### 1. 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.

### 1. 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.

### 3. 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.

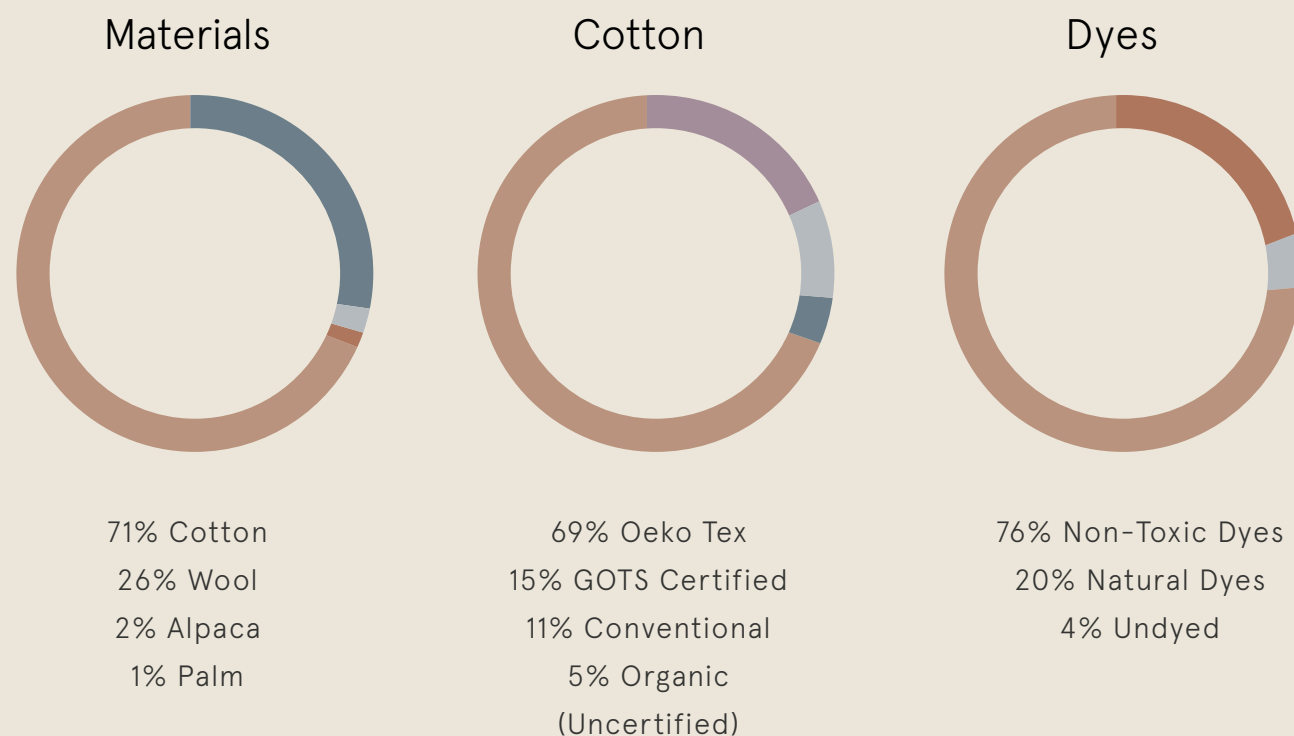
# Sustainable Design Process

As a design-forward business we've created a design process that bakes sustainability into the process. While this is by no means a perfect approach, it allows us to iterate and improve over time.

SDG ALIGNMENT: 12 , 13 , 15 , 17

## 1. Material Sourcing

Economic and environmental sustainability go hand-in-hand. As a business, albeit small, we believe it is our responsibility to consider our environmental impact in all aspects of how we work – sourcing naturally occurring materials, locally, instead of furthering environmental degradation through synthetics and complicated sourcing practices. 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.



## 2. Color & Product Auditing

In an effort to reduce material sources while also buying in bulk to reduce cost, we analyze our fiber usage by color. With a plan to reduce one-off colors and combine alike ones, this positions us to more easily explore changing to organic or recycled thread options in the future. This allows us to place intentional orders to use up current stock. For artisans that dye in-house, this means a more intentional use time and resources.



## 3. Low Waste or Zero Waste

Most of our collection is inherently low or zero waste. Many of our products are woven to size without any cutting. For the products that do create waste, we save these cuttings for future products. In 2022, we launched three limited edition products using textile waste generated during our manufacturing process. Mitigating manufacturing waste using sustainable practices, such as weaving with waste, is a resourceful technique practiced by marginalized communities globally for generations. We worked in close collaboration with artisan partners in Chiapas, Mexico to bring this collection to life and believe this is just a first step towards furthering our sustainability goals as a business.



PRODUCT JOURNEY

## The Angle Pillow

As part of our commitment to transparency, we have been working to trace our supply chain – accounting for each pair of hands that touches MINNA products 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. As we continue this process, we hope to better trace the sourcing of raw materials and create similar visualizations for other products within our collection.

SDG ALIGNMENT: 1 , 5 , 8 , 10 , 12



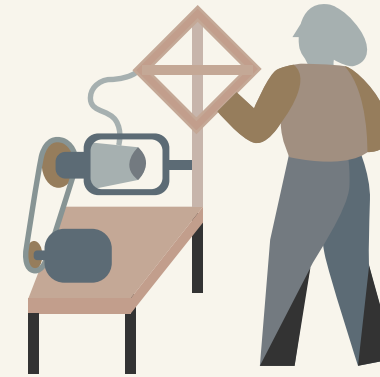
### Ideation

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.



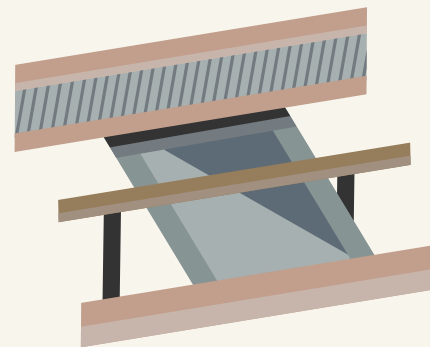
### Spin into Yarn

The raw cotton is sent to Lima for hand spinning.



### Natural Dyes

The handspun yarn is then naturally dyed 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.

# 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 , 15

## 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.



# Snapshot: 2022

## ✓ Team Diversity ONGOING

We remain committed to diversifying our team. Over the last few years, we put frameworks in place to instill more equitable hiring practices. While our team is more diverse than it has been historically, we recognize that this is an on-going commitment that we believe in strongly. We are proud to share that our leadership team is now majority BIPOC and we continue to be queer-led.

## ✓ Minimize Waste

We developed design initiatives that continue to minimize waste in our supply chain and beyond. We launched a collection of three products designed and made entirely of waste from our manufacturing process.

## ✓ Customer Experience

We evaluated our existing customer communication channels, conducted a customer survey, and assessed ways we can continue to invest in building our relationship with our customers, both online and offline.

## Supply Chain Traceability ONGOING

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. In 2022, we worked to streamline our product collection, building on the work we did in 2021 with colorways.

## ✓ Building Internal Frameworks

This year, we confronted what changes we needed to implement to ensure business sustainability. That included closing our first seed funding round, bringing on Manpreet as Sara’s business partner, and implementing more formal systems for business accounting that allow us to offer investors and team members with detailed quarterly reports.

## Formalize Equity Audit Systems

We did not accomplish our goal of creating systems to assess how we approach equity internally as a team. This goal will now be implemented in 2023, through the implementation of targeted projects.

# Looking Forward: Goals for 2023

## Curation Audit ONGOING

We are committed to continuously improving our curation process of non-MINNA goods we carry. We are committed to implementing a survey system to better collect and assess data about the brands we work with and implement a more formalized approach to on-boarding these brands.

## Expand Employee Benefits

As a small business, we are committed to continuously looking at how we can better support our team. We will be conducting an audit of our employee benefits to determine areas we can improve on.

## Give Back Commitment Audit

We implemented a commitment to redistribute to community-led initiatives in 2020. In 2023, we would like to identify a nonprofit or initiative within the communities we are working in to support through our redistribution commitment.

## Customer Experience

We want our customers to have the most seamless experience with MINNA. We are committed to ensuring our online user experience is easier to navigate for all customers and is aligned with our commitment to accessibility.

## Product & Source Reduction ONGOING

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.

## Supply Chain Traceability ONGOING

In 2020 we set a goal to transition our entire supply chain to organic cotton by 2023. After much research, we realized that’s not realistic. Instead, we aim to find the best source of cotton in each region we work in. Over the next two years, we are focused on continuing to work on traceability for all wool.



**MINNA**

# Impact — Report

2022

Photography by:  
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Sara Berks, Ray Vazquez, and Leslie Estrada

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