

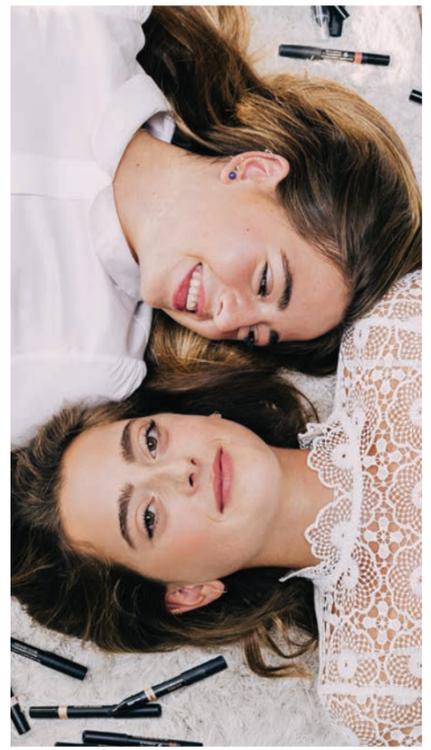
# THE KIT



## HOW TO BE A BOSS

Powerful women like Jessica Alba are shaking up the fashion and beauty landscape. In this special issue, we celebrate their successes and answer the perennial question: What should we wear to work?

GETTY IMAGES



SPOTLIGHT

### FRESH FACES

Meet Canada's millennial beauty moguls

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Fashion essentials for every field

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BODY

### PERFECT POSTURE

"I booked an 'anti-gravity treatment' designed to literally stretch me by two inches."

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Hollywood stars love Max Mara. Here's why we do too

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STAY CONNECTED



BVLGARI.COM

BVLGARI ROMA

SERPENTI

YORKDALE SHOPPING CENTRE



# ARE YOU UP FOR A BEAUTY DARE?

We all have that one thing we'd never, ever try. Until now. It's time to Be Bold With Beauty. Start with these looks and see the power of a fierce lip – we dare you. After all, sometimes all you need is a little push, and a really great lipstick.

# Be Bold WITH Beauty

BEBOLDWITHBEAUTY.CA



"I ALWAYS THOUGHT DARK LIPS WERE ONLY FOR THE RUNWAY."

## STATEMENT LIP

1. Apply lip colour using small, heavy brushstrokes. Blot and repeat. **SMASHBOX BE LEGENDARY LIPSTICK IN FEMME FATALE MATTE**
2. Apply a bold lip liner. **LISE WATIER TWIST & SHARP AUTOMATIC LIP STYLO IN VINO**
3. Gloss the lips. **STILA STAY ALL DAY® VINYL LIP GLOSS IN MERLOT VINYL**
4. Pair with a romantic scent. **YVES ST. LAURENT MON PARIS, EAU DE PARFUM**



SMASHBOX BE LEGENDARY LIPSTICK IN FEMME FATALE MATTE



YVES ST. LAURENT MON PARIS, EAU DE PARFUM



LISE WATIER TWIST & SHARP AUTOMATIC LIP STYLO IN VINO



STILA STAY ALL DAY® VINYL LIP GLOSS IN MERLOT VINYL

Shop this look at [beautyBOUTIQUE.ca/statementlip](http://beautyBOUTIQUE.ca/statementlip)

"I NEVER THOUGHT NUDE COULD WORK FOR ME."

## NOT SO NUDE

1. Plump lips. **KNOW COSMETICS NO THIN LIPS™ SECRET LIP PLUMPER**
2. Line lips. **STILA STAY ALL DAY® LIP LINER IN ZINFANDEL**
3. Fill with a creamy nude colour. **STILA STAY ALL DAY® MATTE LIPSTICK IN MON AMI**
4. Pair with a flirty fragrance. **SWEET LIKE CANDY BY ARIANA GRANDE**



STILA STAY ALL DAY® LIP LINER IN ZINFANDEL



KNOW COSMETICS NO THIN LIPS™ SECRET LIP PLUMPER



STILA STAY ALL DAY® MATTE LIPSTICK IN MON AMI



SWEET LIKE CANDY BY ARIANA GRANDE

EXCLUSIVE

Shop this look at [beautyBOUTIQUE.ca/notsonude](http://beautyBOUTIQUE.ca/notsonude)



## SATURDAY, AUGUST 13: VISIT US IN-STORE AT OUR BEAUTY GALA EVENT

Saturday, August 13 – Sunday, August 14

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AUG. 13 – SEPT. 9

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Share your daring new look with #beautydare for a chance to win\*\* a \$1000 Shoppers Drug Mart beauty gift card

beautyBOUTIQUE™ by SHOPPERS DRUG MART

Shop luxury beauty 24/7 at [beautyBOUTIQUE.ca](http://beautyBOUTIQUE.ca)

\*\*Visit [www.beboldwithbeauty.ca](http://www.beboldwithbeauty.ca) for full official rules and details on how to enter. Post a photo of yourself displaying your beauty dare with the contest hash tag #beautydare each week between August 13, 2016 12:00:01 a.m. EST and September 9, 2016 11:59:59 p.m. EST for your chance to win the weekly prize of \$1000 in Shoppers Drug Mart gift cards. There is one (1) weekly prize for each of the four (4) weeks. Odds of winning a weekly prize depend on the number of eligible entries received during the applicable week. Correct answer to the skill-testing question required to be declared a winner. Must be a Canadian resident, excluding residents of the province of Quebec, and age of majority or older in province or territory of residence to enter. Limit of one (1) entry per person per week.

\*Offer valid on the purchase total of eligible cosmetics and fragrance products using a valid Shoppers Optimum Card® after discounts and redemptions and before taxes. Excludes bonus points and RBC® Shoppers Optimum® MasterCard® points and points associated with the RBC® Shoppers Optimum Banking Account. Not to be used in conjunction with any other Shoppers Optimum Points® promotions or offers. See Beauty Advisor for details.



MOST WANTED

# Juicy fruit

*The freshest way to pep up your Monday: a mask that's like a multivitamin for your skin*

Vitamins help recharge a work-weary body, and the same goes for tired, dull skin—at least that's the theory Lev Glazman, the co-founder of Fresh, is banking on. A big believer in vitamin injections to help combat fatigue, Glazman is also a long-time client of New-York-based celebrity nutritionist Oz Garcia. "Garcia creates concoctions based on my blood tests and what I was missing. I feel incredible!" enthuses Glazman. "I started to think, 'If I can take care of my insides this way, can I create a blend of supplements and nutrients that will be good for the skin?'"

Four years in the making, the brand's latest mask—a highly concentrated medley of crushed oranges, lemons and clementines—attempts to answer Glazman's question in the affirmative. The jammy, food-grade paste provides a double dose of gentle exfoliation: The fruits' natural alpha-hydroxy acids dissolve dead cells, while the ground rinds slough skin smooth. Plus, the fruit salad of minerals and vitamins C, E and B<sub>2</sub> tone, soften and brighten skin. Basically, it's the best thing to happen to mornings since orange juice.

—Natascha Bruno. Photography by Paul Weeks



FRESH VITAMIN NECTAR VIBRANCY-BOOSTING FACE MASK, \$72, SEPHORA.CA

## 5 MINUTES WITH TALKING SHOP

*The founder of Ted Baker shares his unconventional business lessons*

BY VERONICA SAROLI

Ted Baker is a beloved clothing brand with retail sales hitting \$603 million last year—but it didn't always have that million-dollar swagger. When Ray Kelvin founded the company back in 1988 as a shirt shop, he invented the "Ted Baker" moniker because he didn't want to use his real name in case the store flopped. We recently caught up with Kelvin in London, where he shared his entrepreneurial advice and explained why his business methods are as eclectic as the brand's signature prints.

**1. Take precautions.** "I'm quite shy of success, but I'm very shy of failure. I tested the business outside of London [in Glasgow], and I never wanted to use my real name because I thought I might be a failure and I didn't want to be 'Ray the bankrupt.' Now I'm successful and no one knows who I am, and I'm fine with that."

**2. Customize your workplace.** "I was fed up leaving everything everywhere since I tend to work at other people's workspaces—I spent half my time trying to find a trail of debris. So I wear an apron with this big pocket, and I put all my stuff in it—it's a walking office! I look stupid, but I don't care."

**3. Don't jilt the customer.** "We've built a loyal customer, been very successful, and don't want to start diluting what we do. It's all about enhancement and adding value."

### At your desk

TED BAKER BAG, \$319, DRESS, \$329, TEDBAKER.COM



### On the patio

TED BAKER DRESS, \$349, BAG, \$305, TEDBAKER.COM



## SPOTLIGHT

# BEAUTY BEAT

*Teen sisters Taylor and Ally Frankel took a time out from their textbooks to create a makeup line*

In 2014, North York, Ont.-based sisters Ally (top) and Taylor Frankel founded the rapidly expanding makeup brand Nudestix with their cosmetics engineer mom, Jenny Frankel. (They've since launched in Asia, Europe, Scandinavia and Mexico.) The siblings are involved in everything from product development to onstage demos for Sephora staffers to running the @nudestix social media accounts, where they document their fashion looks: typically flared trousers, a T-shirt, a leather jacket and white Birkenstocks "with socks!" for Taylor, 19, and boyfriend jeans, Adidas sneakers and a Michael Kors trench for 17-year-old Ally. Working and living as a family has its benefits: "We have triple the wardrobe since we're all the same size," says Taylor. They share a strong work ethic, too. "When you're on stage, you're on," says Ally. "You don't need to go to the bathroom, you're not tired, and you don't slack."

—Rani Sheen. Photography by Kayla Rocca



### Ally's essential

"This is perfect for everyday, as it's MLBB (my lips but better)."



### Taylor's essential

"The perfect no-make-up makeup eyeshadow."



NUDESTIX INTENSE MATTE LIP + CHEEK PENCIL IN BELLE, \$28, MAGNETIC MATTE EYE COLOR IN TAUPE (AVAILABLE LATE AUGUST), \$28, SEPHORA.COM

## CHEAT SHEET UPGRADE YOUR WORK STYLE

*Add some adventure to your 9 to 5 with these fashion and beauty tips*

BY ANNE T. DONAHUE

**START here**

**9 A.M.** How late did you stay up?

Don't ask me questions until I've had my coffee

**TIP: BUTTER UP THE BOSS WITH BEAUTY**  
Late to work? An extra lipstick lays the groundwork for the classic: "This shade doesn't work for me; do you want it?"  
AXIOLOGY LIPSTICK IN INFINITE, \$28, AXIOLOGYBEAUTY.COM

Is your outfit work appropriate?

Totally

Sure. Maybe?

**10:02 A.M.** Go ahead and tackle your inbox.

Are you wearing a micro-mini?

Get out of my brain!

**TIP: OPT FOR UNIVERSALLY FLATTERING SKIRT LENGTHS**  
Make like Claire Underwood from *House of Cards* and choose an A-line or pencil skirt that just brushes the knee.

Yeah, so? She's great

**TIP: MUTE IT**  
Respect an open-air office with a low-key fragrance. (But yes, Selena Gomez is great.)  
HERMESSE MUGUET PORCELAIN EAU DE TOILETTE NATURAL SPRAY, \$270, HERMES BOUTIQUES

**2:10 P.M.** Prepare for your afternoon meetings.

Are you wearing an arm party of bangles?

No

**TIP: BUY THIS ROOMY TOTE**  
It's big enough to fit both leftovers and your Lululemon gym clothes.  
ELA BAG, \$495, ELAYELA.COM

Nah, I've got a standing date with Net-a-porter.com

**TIP: SNEAK OUT EARLY WITH LOAFER-LIKE FLATFLOORS**  
Get a jump-start on rush hour with flats that help you tiptoe out of the office so fast they won't hear you until the door closes.  
NINE WEST SHOES, \$150, NINEWEST.CA

**4:10 P.M.** Is your fragrance fronted by a celeb named Selena?

No, I prefer cult scents

**TIP: TAKE 'EM OFF**  
Avoid co-worker side-eye and save your noisemaking jewellery for Saturday night.

I'm wearing an oversized cuff—loud accessories can make a statement without making a sound.  
EDDIE BORGO CUFF, \$425, NORDSTROM

**5:00 P.M.** Did you get asked to work overtime?

Cool. Just watch your attitude, friend.

**TIP: PASS THE TIME WITH NAIL ART**  
Past five o'clock, conversation topics include complaining about working overtime. At least your nails can be on point.  
KISS WATERLESS NAIL TATTOO, \$3, WALMART

**5:01 P.M.** You're free! Relax, unwind and cheers to the rest of your evening.

**9 A.M.** I'm reading this at 6 a.m!

FASHION INSIDER

# Like a boss

Take a tour of the ultimate work wardrobe, courtesy of super-stylish PR exec Suzanne Cohon

BY KATHRYN HUDSON | PHOTOGRAPHY BY MAY TRUONG



**STYLE INSPIRATION**  
“In terms of overall poise and polish, I think Rene Russo is the gold standard. She always looks phenomenal,” says Cohon, wearing a Roland Mouret dress in her walk-in closet.

Suzanne Cohon has a strategy for managing the relationship between her clothes and her career. “I think about the way I carry myself: Do I want everybody’s first impression of me to be based on what I’m wearing? No,” says the public relations executive, sitting in her perfectly appointed Toronto living room. “I want the people I’m meeting with to walk away thinking there’s knowledge there and someone who

Though Cohon admits she had a penchant for multi-coloured animal prints in her 20s, she has since evolved her work style into a wardrobe of elegant dresses, plus structured separates and jeans in a classic palette of greys, navy and black. “When I have a meeting, I want to look appropriate and properly tailored,” she says. “I’m not flashy.” But, try as she might, it’s tough for Cohon to blend in while wearing her go-to immaculate Max Mara blazers or Burberry cocktail dresses—largely because the New York native’s personality is far from neutral. Cohon’s idea of a team meeting is inviting her staff over for a night of playing board games while wearing pyjama onesies.



**DRESS CODE**  
“I’m a huge Roland Mouret fan. I love this one; it’s super-comfy,” says Cohon of a favourite emerald dress.

Cohon cites her team as a rich source of sartorial inspiration. “The women in my office are younger than me and they really think about which pieces to buy to amplify their wardrobes. They look unbelievable,” she says. As a leader, Cohon feels a responsibility to consider her image carefully. “I realized that if I’m going to help women build their careers and ensure they’re challenged and encouraged, I have to be behind everything 100 per cent. I have to be polished and consider the importance of what’s coming out of my mouth. From a professional standpoint, that’s the driving force behind how I dress.”

“I love greys, navies, blacks, but when it comes time to go out at night I love colour.”



**ESSENTIAL EXTRAS**  
Cohon’s jewellery collection includes a Lisa Perry bangle (third from left) that was a collab with artist Jeff Koons.

really cares—whether it’s how I put myself together, or how I present the agency’s ideas.” Since founding ASC Public Relations in 2005, Cohon, 42, has landed top-tier fashion clients from Ann Taylor to Saks Fifth Avenue—and her streamlined style is as polished as her launch parties. So despite her library of statement-making heels (think Choo, Louboutin and Givenchy), she shies away from eye-catching trends. “In this industry, I see how transient styles are and that some things have a three-month shelf life,” she explains with a smile. “I look at style as a marathon, not as a sprint.”



**THOUGHTFUL TOUCHES**  
“For momentous occasions, my husband often buys me a beautiful piece of jewellery. That’s how I dial up my look.”

**BOLD MOVES**  
“I love Roksanda Ilincic. This dress [left] is one of my favourite pieces. It’s so vibrant, and the sleeves give it a bit of whimsy.”

**SET THE MOOD**  
“I keep books that inspire me and family photos [right] in my walk-in closet.”



BLUE SUEDE SHOES BY GIUSEPPE ZANOTTI

WARHOL SHOES BY GIANNICO



**FASHION MOTTO**  
“I think of style as a marathon, not a sprint,” says Cohon, wearing an Altuzarra dress in her favourite colour, blue.

“This hat [right] is so special to me because handling PR for the NBA All-Star Weekend was a crowning achievement.”



**IT TAKES TWO**  
Cohon notes that she and her husband, Mark Cohon, former CFL commissioner, have started dressing alike. “When we were first dating, we thought the other one looked ridiculous,” she says. “Now we’ll go out both wearing a grey blazer and jeans. It’s bizarre.”

SHOPPING

## WHAT TO WEAR TO WORK

Boost your closet confidence with these 9-to-5 essentials that are tailored to every field

BY JILLIAN VIEIRA

**ALL BUSINESS**

Straying from a straitlaced financier uniform isn’t company policy, but who says you can’t amp up your accessories?



ROOTS TOP, \$128, ROOTS.COM. ANN TAYLOR PANTS, \$129, ANNTAYLOR.COM. CHRISTIAN LOUBOUTIN SHOES, \$1,095, CHRISTIANLOUBOUTIN.COM. WELCOME COMPANIONS BAG, \$1,115, WELCOMECOMPANIONS.COM. SENTALER COAT, \$1,595, SENTALER.COM

**CREATOR CLASS**

You’re surrounded by artsy types, so almost anything goes. Balance wild patterns with touches of polish.



MARC CAIN VEST, \$540, MARC CAIN. J.CREW TOP, \$259, PANTS, \$259, JCREW.COM. MALORIE URBANOVITCH EARRINGS, \$295, MALORIE.CA. ACNE STUDIOS SHOES, \$925, ACNESTUDIOS.COM

**GROWTH EXPERIENCE**

Impress the brass in a booming sector like communications or technology with smart staples and personality-plus details.



REITMANS TOP, \$43, REITMANS.COM. ZVELLE SHOES, \$425, ZVELLE.COM. MIZUKI EARRINGS, \$595, NET-A-PORTER.COM. TIBI SKIRT, \$1,310, TIBI.COM. PROENZA SCHOUER BAG, \$2,135, HOLTRENFREW.COM

## Q &amp; A

## PUTTING IN WORK

Fashion has always been a breeding ground for badass bosses. Here, we chat with five Canadians who are killing it in the retail game about their mentors, best career advice and the pieces they're coveting for fall

BY MICHELLE BILODEAU



**The retail-giant big boss:**  
**BRYNN HERTHEL**, store manager, Nordstrom, Yorkdale Shopping Centre, in Toronto (opening October 21)

**Explain your current role.** "The best job in the world. I work with incredible, eager, passionate people who love to find ways to wow our customers."

**What is an important business take-away your current boss has imparted to you?** "Find ways to say yes. There is always a way to make something happen—it just takes creativity, tenacity, drive and grit."

**What workwear pieces will you be incorporating into your wardrobe this fall?** "Once our store opens, I'd love to acquire an oversized coat, a printed shirt-dress, a romantic blouse, block-heeled booties and a camel saddle bag."

**What's your workplace beauty staple?** "Lip gloss. I can't live without it. My favourite is YSL's Volupté Tint-n-Oil in Rose Jersey."



**The boutique owners:**  
**RÉGINE PAQUETTE & KATIE FRAPPIER**, co-owners, Victoire boutiques in Ottawa and Toronto

**Tell us about the boutique.** "We opened Victoire 10 years ago with the goal of creating a space where Canadian designers could be presented in a curated environment."

**What do you love most about your job?** "Running a small business is a great way to ensure you always have multiple projects on the go. We also have the very best staff imaginable!"

**What is the best piece of entrepreneurial advice you've ever received?** "The only way to grow your business is to have other people impact the original vision. Delegate to others—the boss shouldn't be the best at every task."

**What workwear pieces will you be incorporating into your wardrobe this fall?**

**Frappier:** "I'm enjoying a Joni Mitchell vibe right now and plan on riding it into the fall. My ideal look is a mock turtleneck under a summery dress. In terms of my shoe wardrobe, kitten heels have replaced my ballet flats."

**Paquette:** "I've been taking more risks by wearing bold colour and prints. I've also been having a lot of fun playing with new proportions, specifically flood pants and crop tops. Throw on a cool, oversized blazer and the crop can still totally work for the season!"



**The fashion buyer:**  
**ANDREA CHARTIER**, assistant buyer, Secret Location in Vancouver

**Explain your current role.** "I search the globe for exceptional and exclusive brands that our clients will covet."

**What do you love most about your job?** "I love bringing rare works of art to our clients. We carry designs that are often produced only because we selected them off the runway. Many are one-offs or short-run pieces. Our customers shop with us because we help them express a truly unique style."

**What is an important business take-away your current boss has imparted to you?** "The importance of staying informed about the goings-on in our industry. And that, in the end, you have to trust your intuition."

**What workwear pieces will you be incorporating into your wardrobe this fall?** "I plan on wearing plenty of velvet, lace and suiting. This fall, we're carrying a new Italian brand called Attico. Their collection is lavish and glamorous in the most effortless way. I'm particularly into their silk and velvet robes with artisanal details."

**What's your workplace beauty staple?** "Smith & Cult lip gloss. The texture is incredible."



**The PR pro:**  
**DEANNA CHOW**, director of communications, SSENSE

**Explain your current role.** "I oversee communications for SSENSE, including public relations, social media and internal communications."

**What do you love most about your job?** "I have the unique opportunity to build a department from scratch within a truly innovative global company. I'm surrounded by the most brilliant people in fashion, technology and business."

**What is an important business take-away your current boss has imparted to you?** "I am fortunate to work directly with our co-founder and CEO, Rami Atallah, who challenges the team to push boundaries. His background is in computer engineering, so it's fascinating to see how he applies this mindset to fashion."

**What mantras do you swear by?** "One that came from a book called *Feel the Fear and Do It Anyway* [by Susan Jeffers]: It helped me realize that the area just outside your comfort zone is where the magic happens."

**What workwear pieces will you be incorporating into your wardrobe this fall?** "A dramatic Jil Sander turtleneck dress, a Raf Simons puffer coat for the cold commute, Levi's wedgie jeans, a long-sleeve Loewe cardigan and statement Vetements boots."

"It's about wearing pieces that are consistent with my lifestyle."



## PROFILE

## Fashion family

Maria Giulia Maramotti, the heir to the Max Mara house, on the serious business of making workwear for the modern woman

BY JILLIAN VIEIRA

Maria Giulia Maramotti's interest in inheriting the family business came about for the same reason most multi-generational companies endure: She tagged along with her mother to the office as a little girl. This office, however, was the Max Mara enterprise, the luxury Italian fashion house founded by Maramotti's grandfather in 1951 and revered for its no-nonsense workwear staples. "I was fascinated by the clothing, the fabrics, the fashion shows," remembers Maramotti. "It really was an enchanted world."

After graduating with a business degree and receiving her master's from Milan's Bocconi University, Maramotti briefly embraced the financier life in London but ultimately decided that her heart was in fashion. "I missed the creativity part, so it became a natural choice to join the family business," she says. She started as a retail manager, and in 2013 she moved to New York and became the brand's U.S. retail director.

But for the heir to one of the world's most recognizable fashion houses, making the sartorial transition from recent graduate to business scion was a learning process. "In your early 20s, you don't have the knowledge of what flatters you—it becomes all about the clothing instead of the person," she says. Today, with travel to retail hot spots like London, Hong Kong and Mexico City making up 60 per cent of her job, Maramotti has cultivated a tried-and-true uniform of blazers, white blouses and a slew of neutral, skinny slacks. "It's about wearing pieces that are consistent with my lifestyle," she explains. "That's the most important lesson I have picked up from my mother."

After 65 years in business and a dedicated following

of Hollywood legends like Jodie Foster, Amy Adams and Susan Sarandon, the house has also learned that maintaining a storied history demands regular reinvention. Its current objective: establishing a younger client base, a move that the fashion industry seems to be collectively chasing. The requisite first step was tapping into the Instagram generation—Gigi Hadid, the 21-year-old mega-model, stars in the fall accessories campaign—but the company has also embraced the platform as a powerful source of information about its contemporary customer. "In adopting social media, you have an immediate impression of what they like, what they find important and who they actually are," says Maramotti.

As it turns out, what this next-gen Max Mara clientele wants is a two-piece suit. "More and more, my clients approach me and say, 'I need to wear a suit because I'm a working woman, but I also want to look feminine, I want to look cool and I want to look fashionable,'" she says. "The answer for us was renovating the concept of the suit." Enter the Tailored Suit Project: the brand's capsule of close-to-customized jackets that are both office and off-duty appropriate. Since introducing the collection in 2014, Max Mara has committed to its hallmarks of luxe materials and impeccable tailoring while upping the craftsmanship: in this case, hand stitching, careful pressing and adding a canvas structure to the piece, which doubles the time put into creating a mainline jacket. The result is a near-perfect fit for every woman, taking the guesswork out of morning dressing. "I am probably in a blazer almost every day of the week," says Maramotti. "It makes me feel most comfortable and I know it makes sense."

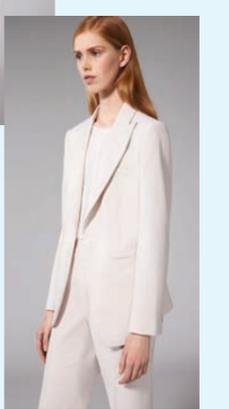


From left: Cate Blanchett, Jodie Foster, Amy Adams and Susan Sarandon in the house's designs.

## SUIT YOURSELF

This season, the Tailored Suit Project highlights the versatile dinner jacket made with luxe wools in cool neutrals and fiery, autumnal hues.

1. MAX MARA BLAZER \$3,490. 2. MAX MARA BLAZER, \$3,295, PANTS, \$795. 3. MAX MARA BLAZER, \$3,295





PROFILE

# Modern mogul

How to rule a boardroom in style, according to entrepreneur and actor Jessica Alba

BY RANI SHEEN

Jessica Alba wants to show me her haul. "I went to Holt Renfrew yesterday and I got a really good deal on shoes—want me to show them to you?" My answer is yes, obviously. The actor, style star and successful entrepreneur disappears into the adjoining suite in Toronto's Four Seasons Hotel before emerging with two boxes. "How cute are these?" she exclaims, holding a pair of sleek Céline high-heeled black sandals. "And they're comfortable." Next is a pair of Saint Laurent candy-pink pointed suede pumps. "These aren't as comfortable, but they're fun. These are for date night—or maybe a board meeting."

In fact, Alba has been attending more board meetings than red carpet appearances lately. Since founding lifestyle brand the Honest Company in 2011, she has been anointed "one of America's richest self-made women" by *Forbes* for selling "safe, eco-friendly, beautiful and convenient" shampoo, shower gel, diapers and dish soap. While there have been setbacks in the form of criticism over the efficacy of the sunscreen and labelling of some ingredients, the company is still a growing force to be reckoned with, valued at \$1.7 billion as of 2015. In Canada to promote the brand's increasing presence north of the border, Alba let us in on her managerial style and why she's not into "natural beauty."

There's been so much attention on how well the company has done—do you feel the business world underestimated you? "I think people don't know what you don't show them. If people know you as one thing, it's hard for them to think of you as something else. So it's up to you to change people's minds about how they feel about you and to chart your own path."

You're often the only woman at a board meeting. Was that intimidating at first? "I actually found it quite empowering because I was also [reflective of] the audience. So when they were speaking about the business, I was like, 'Does that really resonate with the customer? Is that really important to her?' I know in my gut what is right for the customer and what she really cares about. That's something I underestimated, actually. In business, it's so important to listen to your gut."

Did you develop strategies to make yourself heard? "I'm an actress—I know how to make myself heard. It's more about listening and not having all the answers, and taking everything in and learning. I think the smartest people are the ones who ask the most questions. The people who are most ignorant think they know it all."

What's been the biggest change in your life since you started the Honest Company? "Time management. I never thought about my time quite like the way that I do now, trying to figure out how to get the most out of every moment and not spread myself too thin. I was used to just being like, go, go, go. Between the kids [Honor, 8, and Haven, 4], the company and acting, it's important to take care of myself."

Are there rituals in your life that you'll never skip in favour of work? "My life is pretty all over the place, but I wouldn't have chosen acting as a career if I cared that much about rituals. I have more of a regular schedule now with the company, but it's more like 12 to 12. Being in an office environment and going to work every day is something that I never imagined I'd be doing!"

Were there any similarities to starting out in the acting world? "Acting is completely about rejection, all the time. When I was faced with the challenges of starting the company, for a few years, it was a familiar feeling of people not understanding what I was trying to do, or they didn't have the vision for it."

What's your managerial style? "I do a lot of reminding until I get the answer I'm asking for. And I'm very collaborative. I like to bring in people from different departments to take on a challenge. We all have to work together to reach our goal."

What are you most proud of? "Getting the company up and running. It's one thing to have an idea; it's completely different to actually execute that idea. For every milestone you achieve, it feels like there are millions more challenges that you're faced with."

Who is your customer? "I think we appeal to modern women. They don't want to look like they have four gallons of makeup caked on their face: They just want to look beautiful and not get sick [from harmful cosmetic ingredients]. That's what we're all about."

## WORKDAY STYLE

**Go-to office look** "Our office is pretty casual. I've been known to wear a flight suit to work with a pump. I just have to feel like I'm dressing appropriately for the situation."

**Ideal meeting outfit** "A high-waisted cropped jean, a pump, a boyfriend jacket and a silky blouse."

**Best boardroom beauty look** "I don't really think of myself as a 'natural beauty' person. I'm not a hippie, I don't wear patchouli and I'm not a vegan. I'm an actress—sometimes I like to really go for it with a smoky eye or a red lip. It just depends on the meeting and the day. I usually go for light contour, a bit of bronzer, a little bit of a pink cheek and a more neutral lip, but always lots of lashes and a strong brow."



## BEAUTY PICKS

### Apricot Kiss Conditioner

"It's much richer than most I've used and it leaves your hair feeling really good. I leave it on a little longer—I'm a brush-my-teeth-in-the-shower person."

**THE HONEST COMPANY** CONDITIONER IN APRICOT KISS, \$13

### Sweet Orange Vanilla Detangler

"Everybody in my family uses this. I have girls with wavy hair, so it's really great."

**THE HONEST COMPANY** DETANGLER LEAVE-IN CONDITIONER IN SWEET ORANGE VANILLA, \$7

### Organic Healing Balm

"I bring this with me when I travel."

**THE HONEST COMPANY** ORGANIC HEALING BALM, \$15  
ALL CHAPTERS. INDIGO.CA

"I'm an actress—I know how to make myself heard. It's more about listening and not having all the answers."

## WHAT WAS YOUR BIG BREAK?

We asked three fashion and beauty mavericks how they started their empires

BY CARLY OSTROFF



### LAURA MERCIER

Founder, Laura Mercier Cosmetics, [lauramercier.com](http://lauramercier.com)

"A great makeup artist asked me to be his assistant. I started on the spot and went on to work with photographers like Steven Meisel. Then I spent eight years doing everything with Madonna."



### DANIELLE SNYDER

Founder and designer, Dannijo, [dannijo.com](http://dannijo.com)

"Bergdorf Goodman took my line on consignment, and, in our second week of business, Beyoncé bought a statement necklace. She wore it on tour all over the world."



### JIN SOON CHOI

Founder, Jin Soon Hand and Foot Spas and Jin Soon Nail Lacquer, [jinsoon.com](http://jinsoon.com)

"When I came to this country I needed to survive, so I got into nails. This photographer asked me if I could do a test shoot. We did seven different nails and *The New York Times Magazine* picked it up."

## BODY

# Tall order

How a petite sloucher learned the stars' secret to perfect posture—and gained a few extra inches

BY CHRISTINA GONZALES

I've watched Lea Michele closely as she's grown from the unlikely lead on the hit TV-musical series *Glee* to an A-lister Scream Queen (and Instagram fan favourite). I like her work, but I also feel a special connection to her. You see, we have a few things in common: We're both classically trained singers, we both have above-average-sized noses, and we're both shy of five foot three. (Short girls really like to get style inspo from other short girls.)

I first noticed Michele making the most of her tiny frame while watching *Fashion Police* during the 2012 SAG Awards, where the actress wore a Grecian-style Versace gown with a high slit. Joan Rivers, along with internet trolls everywhere, viciously mocked the former Broadway child star's resolutely upright stance—the furthest thing from, say, Kristen Stewart's cool-girl slouch. Pout for days, leg on show, chest perked high—like, who does this girl think she is?

It's 2016 and Michele is still striking that same straight-as-an-arrow pose on the red carpets, but her critics have fallen silent. Finally, we can all agree: Her posture is pure #goals.

Proper posture has never been my own strong suit—as a writer I spend 10 hours a day on my laptop. But recently I've realized that hunching for prolonged periods has changed the way I look: My shoulders are perma-pinned inward, which causes my already modest breasts to droop and my lower abdominals to exhibit the opposite of Kendall Jenner's aspirational torso tautness. Not to mention the loss of much-needed height.

So when I discovered cosmetic chiropractic, the well-kept celebrity secret used for long-term improvement as well as quick posture fixes before big events like the Oscars and the Toronto International Film Festival, all I had to say was,

"Count me in." I booked an anti-gravity treatment designed to literally stretch me by up to two inches with Dr. Liza Egbogah, the red carpet chiropractor who developed treatments that deliver longer necks, tighter tummies and lifted breasts—even a more symmetrical face, by using myofascial release techniques, which manipulate both the muscles (myo) and the surrounding connective tissue (fascia).

"Proper posture has never been my strong suit—as a writer, I spend 10 hours a day on my laptop."

"Right now I'm releasing your pectoralis minor muscles," explains Dr. Liza (much like a celebrity, she goes by her first name), who is bear-hugging me from behind at her downtown Toronto clinic. "When those are tight they bring your shoulders forward and they make you hunch, so by opening them up, not only are we bringing your shoulders back, we're also acting to lift your chest." As she works my shoulder blades I feel pops, crackles and crunches, which are tender at first, then wonderfully soothing. "Any time I go over a muscle that feels like it's crunchy, that means it's been strained for a while," she says.

It turns out that reversing years of bad habits doesn't happen in one go, especially if you have repetitive strain issues like me. "If I bring your shoulders down and align everything and then

you go back to your computer and you do this"—she pauses to mimic a stressed-out me, pulling her shoulders up and toward her chest—"over time, the tightness is going to come back. But if you're consistently doing exercises to reverse that, then it's going to come back a lot slower, if at all." She teaches me a few one-minute moves to try out when I'm feeling tense and sends me on my way.

Back at the office, my to-do list is making me anxious. So I escape to the bathroom stall to perform the stretches Dr. Liza taught me. Over the following weeks, stretching out my shoulder blades and upper back becomes a daily ritual.

This whole posture thing is a lifestyle: I've become much more attuned to how my body tightens when I'm stressed out and how stretching it relaxes my mind as well as my fascia. And while I may never have the opportunity to show off my newly elongated neck on a red carpet, at least Lea Michele and I have one more thing in common.

LEA MICHELE AT THE 2012 SAG AWARDS



Lea Michele's red carpet looks.

## FIVE MINUTES TO TWO EXTRA INCHES

Do Dr. Liza's recommended stretches two or three times daily to stand tall like Lea Michele in no time.

1. While standing, interlock your hands behind your bum and pretend that someone is pulling your hands down, while you squeeze your shoulder blades together. Hold for five seconds.
2. Interlock your hands behind your head and squeeze your shoulder blades together. Hold for five seconds.
3. Repeat the same sequence for three to five minutes.



## THE AMATEUR NOSE

An artisanal lemonade maker sniff-drives a citrusy fragrance

### THE NOSE

Leanne MacPhail, founder of Toronto's Hitchhiker Lemonade Company

### THE SCENT

Biotherm Eau Soleil, \$56 (100 mL), biotherm.ca

### THE NOTES

Orange and lemon essence, aquatic accords, sandalwood

### THE VERDICT

"It smells a little nostalgic, like the summer, around a campfire with a cocktail. It's fun and light—a nice fresh, crisp, clean smell. Our original lemonade is my grandmother's recipe from the 1800s, and it also contains oranges and lemons."

## BEAUTY INSIDER FORCE OF NATURE

Fran Miller quit her retail job to make a luxe line of skin and hair oils

BY ALEX LAWS | PHOTOGRAPHY BY MAY TRUONG

Fran Miller started her Toronto-based skin and hair oil line in 2014 almost by accident. Now, F. Miller Skincare is stocked in boutiques as far as Switzerland. On any given day Miller, 30, might be developing new products, overseeing the sleek packaging or handling social media. We talked to her about how she balances life, business and beauty.

**What made you want to start your own line?** "I was a product junkie. I kept buying things and was really overwhelmed by them. I bought essential oils wholesale for another project I was working on [making candles], and I started creating skincare oils on the side. I was blown away by the improvements in my skin."

**Was there a light-bulb moment when you thought, "This is it!"?** "I had been in a fashion program for four years and I came out with skills, but I didn't know what I wanted to do. I ended up managing boutiques, which was comfortable but wasn't challenging. The skincare thing came at that moment when I thought, 'It's now or never.'"

**What was your goal with your line?** "I wanted to create something botanically based that looked simple, beautiful and luxurious."

**Where do you make your products?** "Sometimes [my girlfriend] Jackie helps me, and we do everything on our dining table. My friends and family try things out. My family has a bakery nearby where I store all my boxes."

**What's your proudest moment?** "The launch of the brand, because I never expected that to actually happen."

**Who is your role model?** "My mom. She came here from Russia. Even though she's nearly 70, she works almost every day at the



BEAUTY BIZ  
F. Miller skin and hair oils are available at boutiques in Toronto and New York and online at [fmillerskincare.com](http://fmillerskincare.com).



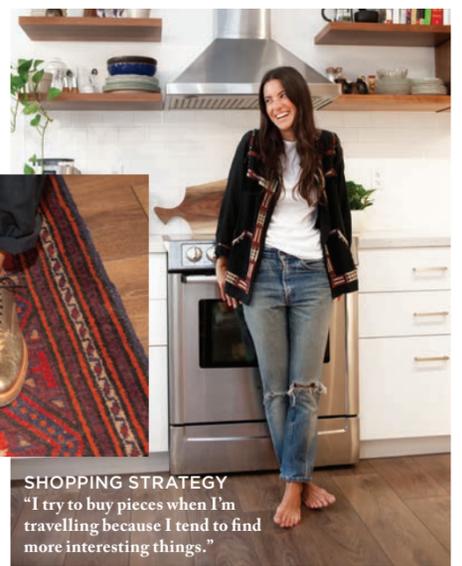
BEST ADVICE  
"Buy quality over quantity. My mom taught me that. She got married in this Chanel skirt [left]; it's one of my favourite things."



ARTFUL ACCESSORIES  
"A lot of my necklaces are my mom's from the '80s. I can't bear to part with them."

bakery. I wouldn't have half of what I have if it wasn't for her."

**How do you dress now that you're an entrepreneur?** "When I was younger, I would plan out a week's worth of outfits. It was not normal. Now it's based on what I'm doing that day. I won't wear anything nice at home in case I spill ingredients on myself. If I'm running around, I'm in jeans or a jumpsuit. If I'm meeting people or visiting my suppliers, I'll step it up. I'm slowly accumulating a full wardrobe of onesies. I like the look of them, and they're easy because you only have to think about one piece."



SHOPPING STRATEGY  
"I try to buy pieces when I'm travelling because I tend to find more interesting things."

## SKINCARE DARK SIDE

We went on a mission to find the hardest-working dark-spot fighters

BY EDEN BOILEAU



Dark spots and I go way back. Probably all the way back to summer after childhood summer spent in or beside my grandparents' pool. This was the '70s, and no one ever said "Wear your sunscreen!" Twice a dermatologist has asked me if I spent a lot of time in the sun as a kid, causing my heart to lurch in anticipation of looking 70 when I'm 50. So it's not hard to connect the dots between my sunny past and my current battle with age-betraying brown spots.

Recently, I took that battle all the way to the gleaming white labs at L'Oréal Paris HQ for its first-ever international Skincare Summit, where I sported a lab coat with journalists from all over the world, toured the huge facility in a suburb outside Paris and heard about its latest formulations targeted at hyperpigmentation. Those spots are looming large in the beauty brand's mind—it recently found the number-one skincare concern for Canadian women of all ethnic backgrounds aged 30 to 39 is uneven skin tone; for women of Asian and South Asian descent, it's number one in all age groups. Its answer: a new line called Revitalift Bright Reveal.

Unless you've been hiding under the widest of brimmed hats, you know that unprotected sun exposure is the biggest cause of hyperpigmentation, brown spots, sun spots, age spots or, as our grandmothers used to call them, liver spots (a name with no scientific foundation, and—ew). They pop up over time on our cheeks, foreheads, noses, the backs of our hands—wherever the sun lands most. "As we get older they

become permanent," says Toronto cosmetic dermatologist Dr. Nowell Solish when I call him for extra insight. He explains that what starts out as cute little freckles on kids is nothing more than sun damage. "It's years and years of sun exposure. That's the most common cause."

With that in mind, I immediately gravitate toward the Bright Reveal moisturizer with broad-spectrum SPF 30, which, unlike basic sunscreens, also contains pro-retinol, vitamin C and glycolic acid to help diminish existing spots. "It's the first time we're able to have an SPF 30 in such an efficacious product with those actives and keep the cosmeticity," says Elisabeth Bouhadana, L'Oréal Paris global scientific director. That means it's light and pleasant to use and doesn't feel like melted marshmallow. "Usually SPF 30 is a little bit more sticky. I think it's a breakthrough in terms of formulation."

While preventing spots with sun protection is one thing (the most important—and easiest—thing), reversing existing hyperpigmentation is quite another. "Of all the things in dermatology and cosmetics, the hardest thing to treat is hyperpigmentation," says Solish. To arm the Bright Reveal line for this battle, L'Oréal formulated a cleanser,

peel pads and a nighttime moisturizer as well as the SPF lotion, with gold-standard spot-fighting weapons such as retinol (my fave skin smoother of all time), HEPES (a chemical compound whose exfoliating properties L'Oréal patented) and glycolic acid. For a strong dose of the acid's powers, I reach for the peel pads, which contain 10 per cent; there's 4 per cent in the nighttime lotion for a more gradual effect. Another big hitter is brightening vitamin C, which is notoriously unstable in skincare. Here, they've attached the vitamin to a glucose molecule, which essentially escorts the C into the skin and releases it there, fully functional. Science, folks. "It's like having fresh vitamin C delivered directly to your skin, and it's really convenient," says Françoise Bernerd, senior scientist of research and innovation. What's also really convenient is their 3-D-print human skin to test their products on. You heard that right: In my hot little latex-gloved hand I held a small, floppy, pallid disc of human skin 3-D-printed using cells obtained from surgical waste. (They also sell it for medical and academic research, helping to eliminate the need for animal testing.)

But back to me (and my spots). I've tried my share of "fixes." The hand-held at-home laser I tested worked, but it took two months of lasering my face for 10 minutes every. single. night. The \$225 "dark spot corrector" that I dabbed on every day, to the last drop in the bottle, barely made a dent. I do think that exfoliators and sunscreen have kept the development of more spots at bay and subtly lightened existing ones. But maybe a sustained, comprehensive regimen is in order. So, Bright Reveal, you're up. I have to say, after using the peel pads for a couple of weeks, I put my hand to my face one day, forgetting my new routine, and thought, "Why is my skin so soft?" So far, so good. Surely an arsenal created by scientists who make human skin in their spare time has to be a bright spot on the horizon.

"Twice a dermatologist has asked me if I spent a lot of time in the sun as a kid, causing my heart to lurch in anticipation of looking 70 when I'm 50."

## SPOT TREATMENT

A dermatologist tells us three ways to fend off hyperpigmentation

Treating hyperpigmentation is the toughest task in the skincare biz, according to Dr. Nowell Solish, Toronto cosmetic dermatologist. "If there was a treatment that could get rid of all hyperpigmentation it would be bigger than Botox," he says. Here are his rules and recos.

- 1 Protect yourself from the sun**  
"The sun is the major culprit in pigmentation. If you have pigment from acne, the sun makes it worse; if you have pigment from hormones, the sun makes it worse; and the sun also causes a lot of pigment."
- 2 Try lightening creams**  
Solish says hydroquinone in over-the-counter strength can have some effect and retinol can help, but he stresses that all topical treatments cause only modest improvement.
- 3 Head to the clinic**  
"Chemical peels and lasers can help lighten the pigment," says Solish. For sun damage, he recommends Intense Pulsed Light (IPL) treatments, which he says can deliver about a 50 per cent improvement, sometimes more.



L'ORÉAL REVITALIFT BRIGHT REVEAL LINE: BRIGHTENING SCRUB CLEANSER, \$13, BRIGHTENING DAILY LOTION SPF 30, \$31, BRIGHTENING PEEL PADS, \$19, BRIGHTENING DUAL OVER-NIGHT MOISTURIZER, \$31, DRUGSTORES

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