

WWD

Fashion. Beauty. Business.



Flipping Out

Flip-flops are perennially a polarizing shoe, but they aren't going away for spring 2026 – and are trading the sand for the streets if the latest menswear shows are any sign. Reimagined in luxury materials and more elaborate designs, as seen here in Hermès' leather version, the humble beach staple represents the escapist mood permeating the collections. Whether they're city-appropriate is up for debate. *For more on the trend, see pages 4 to 7.*

PHOTOGRAPH BY VANNI BASSETTI

FOOTWEAR

On Holdings Plans Zendaya Apparel Offering for Fall, Reports Strong Q2



Zendaya is working on apparel with On that will be unveiled this fall.



On Cloudzone Moon shoe in lavender/lliac.



On Cloudzone Moon shoe in black/dew.



On Cloudzone Moon shoe in ivory/wolf.

- The actress has been an ambassador for the Swiss sports company since 2024 and continues to expand the partnership.

BY JEAN E. PALMIERI

On Holding is poised to expand its relationship with Zendaya even further this fall – which should add another jolt to the sports brand that saw second-quarter sales jump 32 percent.

In an interview with WWD, Martin Hoffmann, who was elevated to sole chief executive officer and chief financial officer last month, confirmed reports that the company is working with Zendaya, an ambassador for the brand since June of 2024, on designing apparel. Without providing too many details, he said the actress is “currently working with us on the collection. We have new apparel coming in September with elements from her.”

Earlier this month, Zendaya and her longtime stylist, Law Roach, unveiled her first co-created shoe for the brand, the Cloudzone Moon. On also works with the artist and dancer FKA Twigs who serves as a creative partner and face of its training collection.

“We’re doubling down on some of the most exciting collections, like the one that we have done with FKA Twigs in our training category and the whole lifestyle apparel in collaboration with Zendaya,” Hoffmann said during the company’s Tuesday morning earnings call.

Hoffmann said apparel continues to be a major growth opportunity for On. Although it still represents only around 7 to 8 percent of sales, the goal in the short term is to have that figure hit 10 percent. “Retail is very instrumental in

growing apparel,” he said, adding that the company’s stores generally have apparel sales “well above” the 10 percent mark.

“We’re particularly encouraged by the deepening consumer engagement in this category,” Hoffmann added. “We are seeing a healthy year-over-year increase in repeat transactions. And importantly, all the first- and second-time buyers are increasingly adding apparel to their basket. This is a key indicator of our success in building a full sportswear brand and driving apparel adoption earlier in the customer journey.”

In a call with analysts Tuesday morning, David Allemann, cofounder and executive co-chairman, said: “Our vision goes far beyond footwear. Our apparel business is expanding very fast and with it, our relevance as a full sportswear brand. We recently previewed our spring/summer ’26 collection during Paris Fashion Week and launched new apparel with a deal which will further elevate awareness.”

He also cited the capsule with FKA Twigs as a winner, calling it “highly technical but with a unique aesthetic.”

Citing the “cultural shift towards sport as the new uniform,” this means On is now also a lifestyle brand which “unlocks a much larger addressable market,” Allemann said. And he stressed: “Don’t expect us to swim in a sea of sameness. We’re going to do it highly elevated as a premium brand, and very distinctively.”

In reporting its earnings early Tuesday morning, the Zurich-based sports brand said sales blew past expectations, hitting 749.2 million Swiss francs and topping analysts’ projections of a 24 percent increase to 704 million Swiss francs.

However, the strengthening of the Swiss franc against the dollar took a bite out of the bottom line, leading to a net loss of 40.9 million Swiss francs and adjusted

diluted earnings per share of 0.09 Swiss francs, well below the 0.21 Swiss francs in earnings Wall Street had been anticipated, according to Yahoo Finance. The foreign exchange issue is expected to continue into the second half, they said.

Hoffmann stressed this was merely an accounting issue and “has nothing to do with our financial strength.”

Direct-to-consumer continues to be a driver for On. In the second quarter, net sales grew 47.2 percent to 308.3 million Swiss francs. DTC now represents 41.1 percent of the company’s overall business.

The company currently operates 54 stores around the world and Hoffmann said recent flagship openings in Chengdu, China; and Singapore have exceeded expectations, with the Singapore store’s opening weekend the strongest of any of its previous stores. As a result, the company expects to add another five or six stores this year, four in the U.S. including one in Palo Alto, Calif., one in Mexico City, two in Seoul and “a big one” in On’s hometown of Zurich, Hoffmann said.

But DTC is not the only growth area for the brand. Wholesale sales increased 23 percent to 441 million Swiss francs in the second quarter, the company said. On counts 11,000 wholesale accounts globally, ranging from large retailers to small local running shops.

By region, net sales in Europe rose 42.9 percent to 197.8 million Swiss francs; the Middle East was up 16.8 percent to 432.3 million Swiss francs, and Africa rose 101.3 percent to 119.2 million Swiss francs. In the EMEA, sales rose 46.1 percent, while in the Americas, they increased 23.6 percent to 432.3 million Swiss francs, and Asia-Pacific jumped 110.9 percent to 119.2 million Swiss francs.

Hoffmann said the growth in Europe is the company’s largest gain over the past two years and its “strategic repositioning” in that region “is paying off.” He also cited strength in the Americas, where DTC growth was especially buoyant, as well as the heightened demand the company is experiencing in Asia-Pacific.

“I’m really proud of our team,” Hoffmann said. “Halfway into our three-year plan, the momentum for the brand continues to be extremely strong globally. The power of being a premium brand is paying off.”

He pointed in particular to the gross profit margin of 61.5 percent the company posted in the quarter, up from 59.9 percent in the prior-year period, as a highlight.

By category, sales of shoes rose 29.9 percent to 704.9 million Swiss francs; apparel jumped 67.5 percent to 36.7 million Swiss francs, and accessories rose 113 percent to 7.7 million Swiss francs. “Apparel really contributed strongly to our growth,” Hoffmann said. “More and more customers are starting their apparel journey with us earlier.”

Turning to tariffs, Hoffmann said that while the company is “not happy” with the increases, “it’s good to have clarity.” The bulk of On’s production is in Vietnam, where tariffs were just raised to 40 percent on transshipments. The company raised prices on July 1 and has yet to discuss “mitigation efforts” with its retail and factory partners, he said on the call.

Hoffmann said that the company has historically paid tariffs of around 20 percent on imports to the U.S. and although this new round of taxes is not welcomed, On is strong enough to compensate for the increase in import charges and will continue to focus on providing innovation, an elevated customer experience and superior service, he said.

As a result, the company raised its full-year guidance, projecting that sales will now increase at least 31 percent to 2.91 billion Swiss francs, above previous guidance of 28 percent, and it is calling for EBITDA of 17 to 17.5 percent, up from the 16.5 to 17.5 percent estimated earlier.

Allemann summed it up this way: “Our Q2 results leave no doubt: On is playing the long game. We achieved a remarkable 38.2 percent net sales growth on a constant currency basis, not by chasing trends, but by building a resilient brand for decades ahead. This quarter proves our strategy is working – from our diversified portfolio of iconic footwear franchises to our stellar growth in apparel and our global brand footprint. The future of On is taking shape right now, and the most exciting chapters are ahead of us.”

Hoffmann concluded: “Our premium positioning is coming to life across every consumer touch point, with product innovation, storytelling and distribution all working together to elevate the brand further. We’re also incredibly encouraged by the strong engagement and enthusiasm we’re seeing from our retail partners, whose support adds to the momentum behind the brand. Our performance gives us strong conviction in the impact of our strategy and the opportunities ahead to build an even more distinctive and desirable global brand.”

Wall Street gave a thumbs-up to the company on Tuesday. Joseph Civallo of Truist Securities maintained his “buy” rating on the stock, citing the company’s “underlying momentum” despite a choppy macroeconomic climate.

Citing “one of the best earnings prints in footwear we have seen recently given decelerating results among peers,” John Kernan of TD Cowen also maintained his “buy” recommendation. Ditto for Peter McGoldrick of Stifel who said he was “encouraged by the multiyear runway” for the company. And despite the currency headwinds, Tom Nikic of Needham & Co. raised his revenue guidance for the fiscal year.

BUSINESS

Launchmetrics Unveils AI-powered Tools to Decode Brand Perception



Nicole Kidman at the Balenciaga haute couture fall 2025 show.

- CEO Michael Jaïs is adding some emotional intelligence to the familiar media impact value.

BY EVAN CLARK

Being at the “center of culture” and “a part of the conversation” is a kind of marketing holy grail.

Every click, post, repost, short video and long thinkpiece keeps a brand moving forward – or at least alive in the public consciousness.

But while fashion has long been able to tally all those consumer touch points – gauging just how loud their voice is in the conversation – it’s always been more uncertain exactly how what they’re saying is being perceived.

Now Launchmetrics is layering a little emotional intelligence on top of its widely used media impact value, which gauges the reach of brands but not the reception.

“The whole industry has been going too far in terms of focusing on the number of followers, engagement rate – things that are good, but not instrumental to the resonance of the brand,” said Michael Jaïs,

chief executive officer of Launchmetrics, in an interview.

Launchmetrics will continue to look at MIV, or Visibility, but will also be adding two new offerings: one that measures Identity and another focused on Relevance. Both of the new measures mix in the company’s new AI-based qualitative insights with MIV. The company will then start to roll out other measures to sharpen their view on how brands are perceived.

“We’ve gone a little bit too far in terms of quantitative metrics and everybody’s focusing on, ‘How can I calculate the return on investment?’, and so on,” Jaïs said. “By doing that, a lot of teams lose the sense of why they are doing these things. What does it bring to the brand itself as an asset? What does it bring to the essence of my brand?”

Understanding how the context and tone of all of those news stories and mentions are received is a task fashion has typically taken on with consumer focus groups.

But when consumers are not getting the message a brand is trying to send, where’s the disconnect in all of those moving parts? Launchmetrics’ new offering uses large

language models to dig deep and analyze online buzz at scale, giving brands an opportunity to answer some of the questions Jaïs has been hearing lately, including:

How can I really identify the voices that are my best advocates and really connect with my DNA?
How can I understand if my partners are relaying the message I intend to deliver?
How can I make sure that I really leverage the right voices with the right content?

“There are a lot of misunderstandings or missed opportunities because of the type of content that is relayed by the different voices,” Jaïs said.

“It comes back to the emotional connection,” he said. “How does all the impact I’m creating contribute to the value that I want to push to my brand DNA and how strong it is?”

The twist is, the Launchmetrics system uses artificial intelligence to understand that emotional connection. The system digs through news stories, social media posts and more, determining the topic of the conversations, clustering the topics to find both the hot-button issues and detect weak signals and then classifies all by micro and macro narratives.

Margot Lasseigne, chief data and product officer at Launchmetrics, said: “That’s the beauty of using large language models to run this analysis, they can understand context. They’ve been trained on all of this content that exists online and they can interpret how people would understand this piece of content.”

“We are able to do this interpretation at scale on millions of documents if we want to,” Lasseigne said. “Of course it has a cost,

but it’s possible. Before it was not even possible to have this qualitative layer and the quantitative layer on the same baseline.”

It’s an approach that promises something new in fashion, an AI-based reading of how the world at large is perceiving a brand’s creativity or heritage and then comparing that to how another brand is viewed.

By way of example, Launchmetrics looked at Balenciaga through the lens of Identity and gave it a Creative Intensity value of \$38 million over the studied period. That was just under the \$38.4 million in Creative Intensity value generated by competitor Prada.

But Balenciaga had a Creativity Strength reading of 13.69, well above Prada at 8.44.

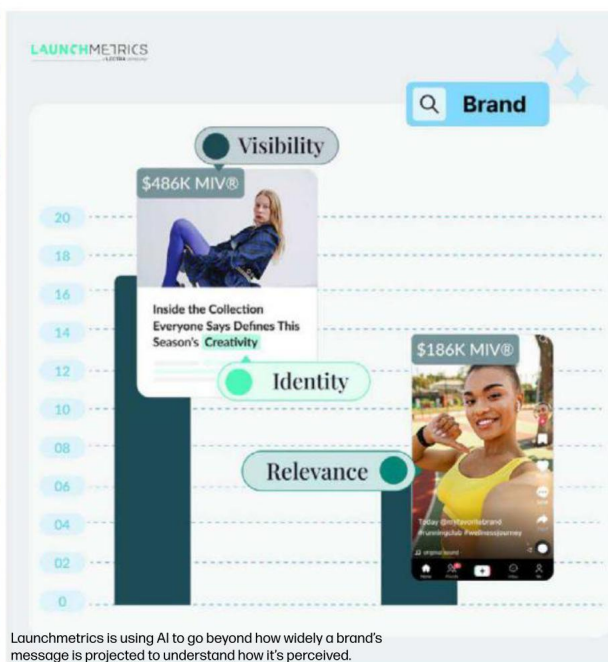
Launchmetrics’ digest on Balenciaga showed how the former designer Demna drove the brand, receiving “widespread coverage for redefining Balenciaga’s Identity, becoming a central figure in the brand’s cultural narrative.” Demna also had his impact amplified by celebrity ambassadors like Katy Perry and Nicole Kidman. Then the brand got additional creativity points for strategic partnerships with Lamborghini, Puma and Under Armour that blended product innovation with visibility.

But both Balenciaga and Prada were seen as much more creative than the affordable luxury brands.

Coach received a Creativity Strength of 4.93 – just over a third of the position enjoyed by Balenciaga – but above Tommy Hilfiger at 3.45, Michael Kors at 2.8 and Kate Spade at 2.06.

Some brands are just not as creative. And others are simply able to get their creativity to shine through.

“You could have a brand that is in fact very creative, but no one is talking about their creativity and no one is highlighting it,” Lasseigne said. “In that case, maybe their score in terms of creative strength would be low, even though yes, in terms of product creation, they are [creative].”



Launchmetrics is using AI to go beyond how widely a brand’s message is projected to understand how it’s perceived.

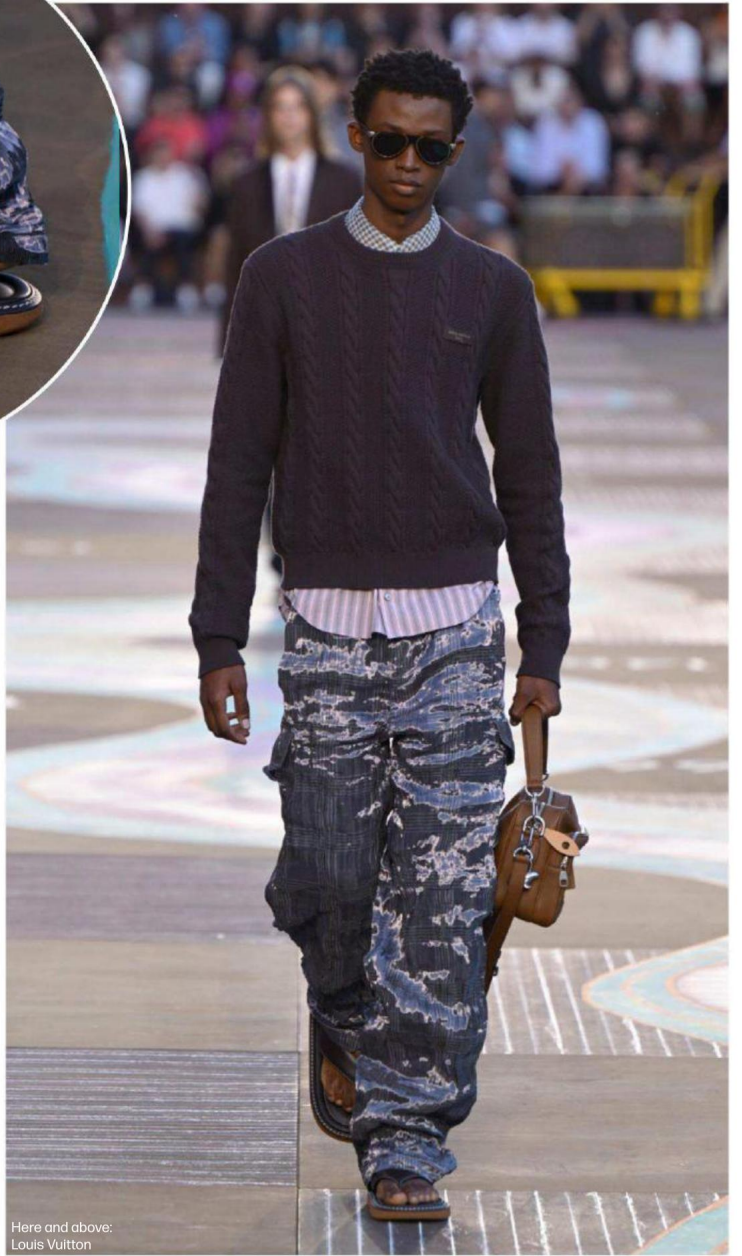
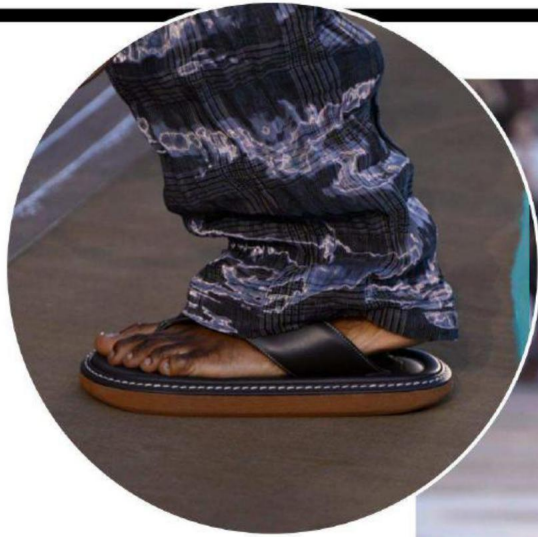
FLIPPING OUT

Flip-flops were all over the men's spring 2026 runways – but far from the inexpensive beach staple, these were luxury versions in elaborate designs suited more for the city streets than the sand.

BY ALEX BADIA



Louis Vuitton photographs by Giovanni Giannoni, Juun.J by Mirrealla Malaguit



Here and above:
Louis Vuitton



Officine Générale



Juun.J



Lemaire



Here and above:
Emporio Armani



Hermès



Auralee



Issey Miyake



Prada



Kiko Kostadinov



Dries Van Noten



Yohji Yamamoto



Sacai

BUSINESS

Kellwood Introduces City Blues



Here and left: Looks from City Blues.

- City Blues offers elevated essentials with a strong focus on denim and an average retail price of \$65.

BY LISA LOCKWOOD

Kellwood Co. introduced a new brand, City Blues, a women's collection inspired by city life at attainable price points for fall 2025.

The brand, which features elevated essentials and a strong focus on denim, was shipped to 200 points of sale this month including Nordstrom, Dillard's,

Von Maur, Boscov's as well as Stitch Fix. The collection is geared to women ages 25 to 35 who are balancing careers and families.

In an interview, Henry Thervil, division head, sales and strategic planning at Kellwood, said the collection was in development for almost a year. City Blues is part of Kellwood's branded division that includes Democracy and Wit & Wisdom, two lines that have shown compounded annual growth over 10 percent the last 10 years, said Thervil, who leads all three brands. Democracy, in fact, is the sixth largest national denim brand, according to Circana, formerly NPd.

Kellwood's other business does private label for such retailers as Walmart, Target and Kohl's.

"I think the genesis of this whole concept really came about because a lot of department stores came to us and said, 'Hey, what we're looking for is a fashion brand. We're looking for a younger customer, and we're looking for opening price points. What do you have here in-house? Or what would you suggest that we buy?'" said Thervil. He said stores were looking for another brand that could sit with Democracy and Wit & Wisdom that would be more of a fashion play, but with opening price points.

City Blues has an average price point of \$65. The collection is designed by Kunal Shah, executive vice president of product and design.

Thervil said that their target customer shops in department stores and on Tik Tok and Amazon, and is inspired by social media. They started building this line and wanted to tell great stories. "So every single month, we go to a different location to tell the story there. Storytelling is a really important part of it, the outfitting is also a really big part of what we do here, as well as telling the story within every one of the deliveries," said Thervil.

Shah said there's a big focus on denim, and it's all about the wash and the fit. "We don't have many tricks," he said. He said these jeans would go for \$220 if they were a premium brand. "It fits like premium denim," said Shah, noting the size range is 2-16. Knits are sized from XS to XL.

It turns out the City Blues name was one that Kellwood owned. The logo is a modern take on a cityscape, said Shah.

Each of the fall deliveries are pinned to a particular city, such as A Day in Paris, New York Escape and London Calling. "This is almost like traveling vicariously around the world," said Thervil. City Blues will have

three deliveries this fall, with about 30 pieces in each delivery. The first delivery was Aug. 1, the next is Sept. 1 and the third delivery is Oct. 1.

The brand will have its own Instagram presence and web site. City Blues hired a marketing and advertising company called Ruckus for the branding, launch of the Web site and social media. "It's a young, fun team that's really developing the social media aspect with Instagram, and they'll be moving into Tik Tok," said Thervil.

City Blues manufactures its denim in China and Cambodia. "Yes, sourcing has been a challenge. This year was a roller coaster. We have great partners," said Thervil. "Sourcing is a concern globally at this point, and it's changing every week," added Shah.

Thervil said they have great sourcing partners who are "partnering with us on a lot of the tariff issues."

City Blues' denim retails from \$59.50 to \$79.50; woven tops are \$59.50 to \$69.50, sweaters are \$59.50 to \$79.50, blazers are \$79.50 to \$89.50, and outerwear is \$89.50 to \$99.50.

Among some of the key looks are denim jeans with side braiding, an ivory cotton crochet sweater, a color-blocked sweater, an aviator jacket, cardigan with whip stitching, barrel jeans, and faux cashmere sweaters.

Shah noted that their denim is \$20 less expensive than the status denim brands. Shah noted that the fit is modern and missy. The brand will also have a petites and large size offering.

"The response from everyone we showed it to was just amazing," Thervil said. "They saw craftsmanship and execution, and there's a white space for this particular brand. It's modern, fashion forward and urban inspired with price points that are very attainable for the customer. Our goal is to capture a small percent of a very big market," Thervil said.

BUSINESS

Apparel Prices Inch Up in July

- Prices across most categories have been rising, compounding worries about the impact of tariffs.

BY DAVID MOIN

Inflation stuck around in July with seasonally adjusted prices on goods across the economy up 0.2 percent from June, with apparel increasing 0.1 percent.

Data from the U.S. Bureau of Labor Statistics' Consumer Price Index showed on Tuesday that July apparel prices dropped 0.2 percent from a year earlier, while prices on all goods and services rose 2.7 percent.

In July, prices excluding food and energy increased 0.3 percent, surpassing June's 0.2 percent uptick.

The biggest price increases over the year were utility gas services, up 13.8 percent; electricity, up 5.5 percent; used cars and trucks, up 4.8 percent, and medical care services up 4.3 percent.

The biggest price drops over the last 12 months were gasoline, down 9.5 percent. Fuel oil was down 2.9 percent.

Consumers have been most concerned about rising food prices. July prices on food at home rose 2.2 percent compared

with a year earlier. Meats, poultry, fish and eggs rose 5.2 percent, with eggs alone up 16.4 percent. Cereals and bakery goods increased 1 percent; dairy rose 1.5 percent, and fruits and vegetables were

up 0.2 percent. Food at home refers to food bought at stores and does not pertain to restaurants, takeout, vending machines or deliveries.

Tuesday's report suggests that tariffs are



The second 90-day extension on China tariffs gives footwear firms and consumers some relief from the immediate threat of higher prices.

beginning to have some impact in several areas where consumers spend.

The CPI measures the change in prices paid by consumers for goods and services. Prices are collected each month in 75 urban areas from about 6,000 housing unit and about 22,000 retailers including department stores, supermarkets, hospitals, gas stations and other types of stores and establishments, according to the government. Taxes are included.

According to a report on the CPI from Stephen Stanley, chief U.S. economist for Santander Corporate & Investment Banking: "The results were somewhat better than I had expected. However, the detailed breakdown of the core figures is not especially reassuring. The expectation had been that the July figures would be, as June had been, boosted by tariff effects on imported goods. That did not appear to have been the case. Several goods components were cooler in July than in June. Running down the list of goods with heavy import composition, household furnishings and supplies rose by 1 percent in June and 0.7 percent in July, apparel went from up 0.4 percent in June to up 0.1 percent in July, prescription and nonprescription drugs were up 0.1 percent in June and down 0.1 percent in July, recreation commodities increased by 0.8 percent in June and 0.4 percent in July, and personal care products inched up 0.1 percent in June and were flat in July. Thus, the tariff-driven inflation impetus waxed in June and waned somewhat in July."

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BEAUTY

Haus Labs by Lady Gaga Expands Complexion Offerings

● Its new shaping balm will join Haus Labs by Lady Gaga Triclone Skin Tech Foundation and Concealer in the complexion category.

BY KATHRYN HOPKINS

Haus Labs by Lady Gaga is gearing up to launch its latest innovation as it doubles down on the complexion category.

After launching Triclone Skin Tech Foundation and Concealer, the brand is introducing its next complexion product, the Precision Sculpt Shaping Balm, alongside a Dual-Ended Sculpted Brush, \$36.

Formulated with vitis vinifera extract, tea rose extract, suberin extract, fermented arnica and plant squalane, the Precision Sculpt Shaping Balm comes in nine sculptural tones across six color families.

It will be available to purchase at hauslabs.com and sephora.com on Aug. 27 and in Sephora North America stores from Sept. 4.

"At Haus Labs, we are deeply committed to developing products where every individual feels seen and heard, with formulas made to celebrate all skin tones," said Gloria Ryu, chief product officer at Haus Labs by Lady Gaga. "Approaching the same care that we've taken with all of our products, including our bestselling Triclone Skin Tech Foundation and Concealer, the Precision Sculpt Shaping Balm went through



Haus Labs by Lady Gaga

a rigorous shade validation process, validated by a diverse council of makeup artists and industry experts, in addition to our global artistry director Sarah Tanno to ensure an inclusive shade range."

A key part of the marketing strategy will be helping shoppers find the correct shade

and education on how to use the products.

"That's where we're going to be working very closely with influencers," said Angela Simpson, chief marketing officer at Haus Labs. "We all have different features, and so making sure that we have a really diverse group of influencers that

we're working with that can show the versatility of the product and how it can be used, where the placement can be, and it depends on the overall look you're trying to achieve, but also your own personal face. So it's not a one size fits all from that perspective."

Avon's Hydramatic Shine lipstick.


BEAUTY

Avon International Is for Sale

● Parent Natura &Co has been exploring options for the business.

BY JENNIFER WEIL

NEW YORK — Natura &Co said Tuesday, concurrent with the release of second-quarter results, that its Avon International business is for sale.

"Strategic alternatives for Avon International continue to progress, and all necessary requirements were met to classify the business unit as an asset held for sale," Natura &Co said in a statement.

Avon Central America and the Dominican Republic, which formerly was under Natura &Co Latam, has been reclassified as an asset for sale, as well.

Natura &Co has — on and off — been exploring options for Avon's international business. In late February the group

said it was holding negotiations with IG4 Capital for the potential sale of Avon's operations outside of Latin America. The company had published a securities filing responding to news on the magazine Exame's website.

On Dec. 4, 2024, Natura &Co said it had resumed studies of strategic alternatives for Avon's international business, and that the possibilities included a sale, a partnership or a spinoff.

For the second quarter of 2025, Natura &Co posted a net profit of 195 million Brazilian reals, or \$36.1 million, versus a net loss of 859 million reals in the same prior-year period. That came on net sales of 5.69 billion reals for the three months ended June 30, which declined 1.7 percent on a local-currency basis and were up 5.5 percent in constant-currency terms.

"Natura's streamlining efforts advanced in Q2-25," Natura &Co said.

On July 1, the group said the merger between Natura &Co into Natura Cosméticos SA was complete. At the same time, final simplifications were made to the company's holding structure whereby teams were only retained with responsibilities not already absorbed by the Latam organization, such as the board of directors and investor relations.

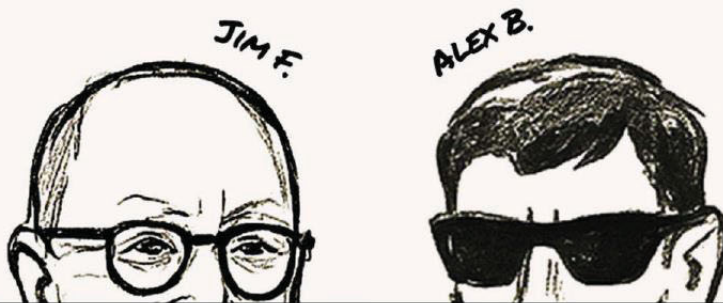
"In summary, this objectively means that from now on, our continuing operations, including the P&L, cash flow and balance sheet, exclusively reflect the remaining corporate structure and Natura &Co Latam business," Natura &Co said.

Avon's Adapt Dream Cream.



A WWD PODCAST

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SUSTAINABILITY

Impact, Profit Go Hand-in-hand, ThredUp Report Finds

- The online marketplace focused on interlinked areas to combat fashion's waste crisis, operationalize circularity at scale and shape a greener future.

BY ALEXANDRA HARRELL

Mission-oriented businesses can be highly successful, ThredUp's latest impact report found.

Cumulative all-time data revealed that the Oakland, Calif.-based consignment e-tailer has processed 230 million secondhand items, preventing 1.1 billion pounds of CO₂e, saving 11.5 billion gallons of water and 2.1 billion kWh of energy.

In turn, ThredUp saw \$260 million in total revenue from continuing operations in 2024.

"What began 16 years ago as a simple belief in a better way to experience fashion has evolved and grown into a powerful, undeniable movement," said James Reinhart, cofounder and chief executive officer of ThredUp. "This fourth annual impact report is a testament to our deepening impact, showcasing how our relentless focus on operationalizing circularity at scale is not only helping us expand our vast marketplace, but also shaping the future of fashion for good."

ThredUp's fourth impact report outlines the resale platform's overall impact, detailing the progress made on key initiatives throughout 2024. Focusing on 12 areas – identified through a materiality assessment as having the best potential for impact – the report's highlights include recirculating 2.3 million secondhand items through ThredUp's Resale-as-a-Service



ThredUp saw \$260 million in total revenue from continuing operations in 2024.

(RaaS) and expanding to 50 brand clients, including Reformation, Torrid, Madewell, Gap and Athleta.

"At our core, we are relentlessly focused on operationalizing circularity at scale because we know that's how we most effectively combat the fashion waste crisis," the report stated. "Our industry-leading RaaS platform empowers even more brands to launch their own resale programs, keeping countless items in circulation and out of landfills."

ThredUp diverted 100 percent of the items it didn't resell to its "Rescues" and after-market programs. Throughout 2024, ThredUp sold 771,043 items through the marketplace's rescues channel – reaching a total of 6.3 million items sold to date. Of the items that don't meet the group's quality standard for direct resale or inclusion in the Rescue program, 49 percent are sold to domestic thrift stores, 33 percent are sold to international

brokers and 19 percent are sold to domestic graders and sorters.

"Every day we make it easier for people to buy and sell secondhand – that matters. The bigger we get, the more we can shrink fashion's footprint. The unsung hero in all this? Our distribution centers," Al Ghorai, ThredUp's senior vice president of operations, said. "The work we've done to simplify processes, increase throughput and improve quality doesn't just make the customer experience better – it cuts waste, saves time and drives environmental gains. Operational efficiency isn't just good business – it's good for the planet."

In partnership with sustainable home building supplier The Azek Company, ThredUp recycled 182,400 pounds of materials in 2024 – a 62.9 percent increase from 2023 – turning 100 percent of Clean Out bags into TimberTech composite decking.

"ThredUp demonstrates that

mission-oriented businesses can be highly successful," Alon Rotem, ThredUp's chief strategy officer and chief legal officer, said. "Our strategic focus on building a robust and scalable platform for secondhand fashion has allowed us to grow our business while maintaining our integrity, proving that impact and profit can go hand-in-hand."

On the advocacy front, ThredUp significantly expanded its commitment to policy in 2024, working to actively drive circularity across the country.

"In recent years, our commitment to a more sustainable future for fashion has included the critical realm of policy and advocacy," Reinhart and Chris Homer, ThredUp's cofounder and chief operating officer, wrote in the report. "We've been at the forefront of shaping federal and state legislation that will accelerate the industry's essential transition to circularity."

The group co-authored the Americas Act, a proposed federal bill designed to strengthen U.S. trade relations and include over \$14 billion in incentives for circular fashion and textile recycling sectors. ThredUp's partnership with members of American Circular Textiles (ACT), meanwhile, launched the Sales and Use Tax petition to oppose the double taxation of secondhand goods.

The company also endorsed the New York Fashion Act legislation that would require large fashion companies to conduct due diligence and disclose their environmental and social impacts. Last June, the group participated in the launch of the Slow Fashion Caucus, where Rotem delivered remarks on the "critical need for public policy" to fast-track the transition to a sustainable fashion future.

"We believe ethical and responsible leadership, grounded in strong governance, is essential to ThredUp's vision for a sustainable future," said Patricia Nakache, ThredUp's chairperson of the board, chair of the nominating and ESG committee. "We're committed to embedding our values and ESG principles into our approach in a way that fosters resilient growth and ultimately accelerates the transition to a more circular economy."

SUSTAINABILITY

Mango Supports Regenerative Cotton Farmers

- The Spanish retailer has rejoined forces with regenerative cotton firm Materra to support its mission of giving nature a voice – via T-shirts.

BY ALEXANDRA HARRELL

The fruit from Materra and Mango's partnership is rooted in regeneration.

The Barcelona-based brand's latest collection – comprising T-shirts and denim made using verified regenerative cotton, as grown and sourced from Materra's regenerative program in India – aims to "give nature a voice from fiber to fabric."

The retailer previously joined forces with the British Indian company – focused on designing scalable solutions to grow and source climate-resilient, transparent and equitable cotton – in December 2023 for a two-year collaboration. The Mango drop is but one of several partnerships expected to hit stores throughout this year and next as Materra expands its operations.

"This collaboration marks another step on our sustainability roadmap as we strive to exclusively use fibers with lower environmental impact by 2030," said Mango's sustainability and sourcing director Andrés Fernández, "and

reflects our commitment to fostering a more circular and responsible fashion ecosystem."

The drop features garments made with at least 50 percent – and up to 100 percent – Materra Regenerative Cotton. For context, Materra won the Collaborative Project of the Year award from Textile Exchange for its Regen Cotton Program last November. It's been embraced by the likes of Mango as well as Positive Materials for affording farmers traceability tools and 300-plus data points tailored for raw materials production compliance.

"A collection that speaks to our commitment to responsible design, crafted with care using cotton grown through practices that restore the soil and support the farm's full ecosystem," states Mango's campaign, which was shot last year in Maharashtra, India. "Simplicity in form. Integrity in process."

To digitally commemorate the collection, the Spanish retailer launched a multichannel campaign across Mango's website and social media accounts – spotlighting the farmers and places behind the regenerative cotton program – to educate and engage with shoppers on the brand's sustainability commitments and progress.

"Materra believes regenerative agriculture must include people, especially farmers. They need agronomic support,

financial incentives or both to adopt healthier and more sustainable practices," states Mango's campaign. "This is not the icing on the cake or something nice to have: it's fundamental."

As it stands, Materra's regenerative cotton program works with more than 5,000 smallholder farmers – supporting them in adopting regenerative practices that are socially and economically beneficial – while meeting the "booming regenerative cotton demand" from brands, too.

"Regenerative agriculture is not just a farming method or a certification," said Edward Hill, cofounder and chief sustainability officer of Materra. "It's a complete shift in the way we transform our relationship with the land, while centering it on smallholder farmers."

Those farmers, meanwhile, have reported marked interpersonal improvements, citing benefits from operational cost savings, increased educational support and financial incentives above industry norms. The regenerative supply chain and technology company also reported an increase in female farmer participation year-on-year, now recording more than 25 percent in their program.

"We're building the operating system for smallholder farming; where regeneration is measurable, traceable and farmer-first by design," said John Bertolaso, Materra's



Cotton farmers.

cofounder and chief technology officer. "Mango's team has been bold, thoughtful and a true partner in shaping what the future of cotton growing and sourcing can look like."

Powering that program is Co:Farm, Materra's AI-driven digital platform that syndicates implementation support and personal agronomy for farmers while generating primary Tier 4 impact data for brands. The reportedly rapidly evolving mobile and web app – now offering personalized, multilingual advice to farmers directly from a smartphone – captures more than 300-plus environmental, social and economic data points, giving Mango real-time visibility across its cotton supply chain.

HOME DESIGN

Delbert-Arthur Gallery Displays Timeless Interior Designs



The Pavage de Couleurs cabinet by Katia Luna Benai.

- The gallery recently opened in Manhattan's fashionable Meatpacking neighborhood.

BY DAVID MOIN

In Manhattan, interior design galleries are clustered in the Midtown, SoHo and Flatiron areas, but the Delbert-Arthur Gallery that recently arrived in the Meatpacking neighborhood is a design haven in a sea of chic fashion shops and trendy restaurants.

"Out of all of the retail locations I looked at, this was the space I thought was most conducive to doing interior design vignettes," said Delbert Bruns, founder and owner of the Delbert-Arthur Gallery, which opened earlier this summer. "When I first came here and saw it was opposite the Whitney, it was like, this is a win-win. A lot of clients in the trade — architects and interior designers — come to the Whitney, I would

say more than any other museum. There has been a lot of walk-in traffic from the trade as well as tourists and private clients."

The 4,000-square-foot space, showcasing furniture, lighting and decorative pieces, is situated at 82 Gansevoort Street. Aside from its location, the gallery is further distinguished by what it primarily showcases — timeless design crafted from innovative materials. "Those are the two attributes that really distinguish me, just because other galleries are showing statement pieces, louder creations, one-offs," Bruns said. "What we have here is more subtle, I would say, elegant and timeless."

But upon first entering the gallery, one is immediately drawn to the exquisite, pyramid-shaped Pavage de Couleurs cabinet by Katia Luna Benai, with its mother-of-pearl front and walnut frame, shown with two matching side tables. It's part of her debut furniture collection introduced at the Salone del Mobile in Milan in April. She's known for



At the Delbert-Arthur Gallery, Garnier & Linker sconces, console; Katia Luna Benai chair; ottoman by Hugo Falaise; Hyejeong Kim ceramic vase; Raphaël Pontalis sculpture.

her limited-edition luxury wearable objets d'art, including exotic handbags, reflecting the culture of the ancient Amazigh people of northern Africa, though she has evolved into creating architecturally inspired furniture as well. Each piece, Benai said, "has a story, not only in its form and function, but in the cultural and personal influences that shape it. I want people to feel the history, the craft and the vision."

"The Pavage de Couleur was the one piece I really liked, just because it's new to me in terms of design and what you see in galleries," Bruns said. "Katia presents a distinctive look. Her colors are much more bold than other artists I work with." She also provides "a good link to flirt" with both new clients usually drawn to pieces other than what Delbert-Arthur typically displays, and established clients. Generally, the gallery opts to display, as Bruns said, "standout pieces that at the same time blend into the room setting."

Garnier & Linker lighting and furniture has a significant presence. There's a limited-edition console by the Paris-based Guillaume Garnier and Florent Linker, who designed the piece early in their career together, in collaboration with a sheet metal worker who also does automobile repairs. "They wanted to see how they could take one large sheet of metal and wrap it in a design and patinate it," Bruns said.

Also displayed in the gallery are cast bronze lamps from the Sirculus Collection by Barbara Palatin-Doyle, in shapes inspired by undulating tree trunks and branches, and with shades crafted from Japanese hosho paper. Each piece is handmade, and carefully polished and patinated. Therefore, each lamp is unique. "Out of all collections in the gallery thus far, these lamps do extremely well," Bruns said.

Among other pieces displayed, the oak Marhaba armchair by Maxime Old for Anne Jacquemin Sablon, with its double layer rattan sides, and ceramics by Korea's Hyejeong Kim utilizing subtle tones of glazes and weathered features. Furniture can be customized, with different woods, colors or dimensions.

Brunns signed a temporary lease lasting just six months, but he said he is negotiating to stay long term. Previously, he had a gallery at 200 Lexington Avenue.

Describing his approach to curation, Bruns said: "I'm looking for pieces that will be extremely appreciated and lived in, pieces with exquisite materials and timeless design — something very functional, but also a work of art. Most of the designers at the gallery are French and trained in France. But there are more and more materials out of Asia being used. The overall ethos of the gallery will continue to be Franco-Asian."

FOOTWEAR

Nike Files Lawsuit Against Clot Founder Edison Chen

- Nike's suit against Chen alleging breach of contract was filed on Monday in a Los Angeles federal court.

BY VICKI M. YOUNG

Nike Inc. has filed a breach of contract lawsuit against Edison Chen, the founder and creative director of streetwear brand Clot.

The lawsuit was filed on Monday in a federal district court in Los Angeles. Also named as a defendant was Juice Los Angeles LLC, a company owned by Chen. Nike filed the action to collect \$126,615.58 owed by Juice on goods the sportswear brand provided to Chen's company. Chen was named because he is the personal guarantor on the Juice account with Nike. Chen is a resident of Los Angeles, where his firm Juice is also based.

Executives at Nike could not be reached for comment as the offices are closed for "wellness week." A representative for Chen did not respond to a request for

comment by press time.

Chen has a long history with Nike. But it was learned during Shanghai Fashion Week in October 2023 that Chen was shifting course and would be partnering with Nike competitor Adidas. Adidas and Chen disclosed their partnership at Clot's spring 2024 show, noting that the inaugural collection for their line would be known as Adidas Originals by Edison Chen.

Clot's partnership with Nike ran for 20 years. Their first collaborative sneaker launched in 2006. The two had been steady partners since then, until they weren't. Little is known about why the two ended their partnership, although market rumblings at the time suggested that the deal had run its course and was set to expire anyway.

Clot, based in Hong Kong, became one of Nike's most important partners in Asia. Their collaborations included narratives that served to educate the West on Chinese customers, such as tea ceremonies and reflexology.

Among the highs were an Air Max 1 "Kiss

of Death," which became one of the most sought-after versions of the silhouette ever. It was released in 2006 for \$100, and has a list price of \$1,200 on the sneaker resale site StockX, although market data going back to 2017 indicates a range from a low of \$230 to a high of \$2,053 depending on condition and scarcity of size range.

Also popular has been a silk Air Force 1 with tear-away uppers. Clot and Nike also had a new Cortez collab — Clot x Nike "Clotez" — featuring a yellow-based upper offset by a black mudguard that was inspired by a jumpsuit worn by martial artist great Bruce Lee in his iconic 1979 film "Game of Death." Clot also joined forces with Nike's Jordan brand for several collaborations over the years.

Chen's partnership with Adidas this year thus far has three launches. The Clot x Adidas Gazelle line had its second drop in March, featuring a new crepe sole construction and one of two colorways making use of Clot's signature silk pattern. An additional Clot x Adidas Gazelle dropped last year. In June, the collaboration introduced the Adidas Clot Stan Smith by Edison Chen, featuring beaded detail on the sneaker's heel tab. And earlier this month, Chen took to Instagram to reveal the insole of the Clot x Adidas Anthony Edwards 1 sneaker. The

Edison Chen in pieces from his tennis-inspired capsule.



launch date hasn't been disclosed, but is expected shortly now that a Clot x Adidas Anthony Edwards 2 is in the works.

Chen — an actor, singer, rapper, and fashion designer — cofounded Clot Inc. with partners Kevin Poon and Billy Ip.

Fashion Scoops



Boden

Down in Georgia

British high-street retailer Boden is setting its sights on the U.S.

The retailer is setting up shop in Alpharetta, Ga., with a 2,000-square-foot space at 5165 Avalon Boulevard. The store will open in November with a selection of womenswear, including partywear, festive knitwear, tailored suits and coats.

"The American customer has embraced Boden with such warmth and enthusiasm over the years, so it feels like the right moment to bring our brand to life in a physical space. We couldn't think of a better home than Alpharetta for this exciting new chapter," said Katherine Danneberg, Boden's chief commercial officer.

The store will take after Boden's aesthetic of bright colors and unexpected print combinations.

Adam Schwegman, head of retail leasing at Jamestown, which owns the property, said that the "vibrant brand really complements our leasing vision for the property and is a huge testament to the destination we've worked hard to create over the past decade."

Boden was founded in 1991 as a mail-order catalogue by Johnnie Boden, who remains owner and creative director. The company has evolved into an omnichannel business.

The business is chasing the U.S. after closing all of its stores in the U.K. Boden's own label is primarily stocked at John Lewis.

In 2019, the brand chose Nordstrom as its first U.S. retail partner and sold through 50 of the department store operator's doors.

"The inspiration came from America because I had worked there and saw the success of brands like J. Crew and L.L. Bean. It didn't exist in the U.K., so that was the model, to copy the success of those niche businesses in the U.K.," Boden told WWD in an interview in 2019. —HIKMAT MOHAMMED

To a Beat

For its latest fall campaign, Footnotes, Swedish footwear and apparel label Axel Arigato assembled an army of music lovers walking down the streets of London wearing new iterations of the brand's top-selling sneaker styles, such as Dice, Clean 90, Orbit, Slow Runner, Clay and Area.

The campaign features a diverse cast of talents, including Tyrone Isaac Stuart, Pike Ogilvy and Yasemin Junqueira dancing, playing drums, guitar and saxophone, as if one is witnessing a live music performance on a city corner.

The live music concept will go beyond the campaign in the coming weeks, as Axel Arigato will host a series of guerrilla-style performances outside its global flagships in London, Paris and Berlin.

The brand said the activation aims to offer joyful, had-to-be-there moments that invite public participation and foster connection through shared experience with its community.

Jens Werner, creative director at Axel Arigato, said music is a shared language

that speaks to everyone just like the brand's core footwear styles.

"With this campaign, we celebrate creative expression at street level through a mix of artistry. It's about democratizing art, making it visible and accessible, and bridging generations through music, movement and our footwear in motion," he added.

In addition to celebrating signature styles with a new campaign, Axel Arigato has been beefing up its offerings with the introduction of the Daze Runner, a minimalist unisex low-profile sneaker, last month. The model is a four-piece construction, offering a stripped-back version of the classic low-profile Dice model.

—TIANWEI ZHANG

Venus Barbie

Barbie has released a new Venus Williams doll, honoring the decorated athlete's pursuit of pay equity in women's sports. The Mattel brand introduces the doll as part of the "Inspiring Women" series, featuring a design that pays homage to Williams' 2007 The Championships, Wimbledon look.

"It's incredibly special to be recognized as a Barbie Inspiring Women doll," Williams told WWD in a statement. "Throughout my career, I've worked hard to break barriers and create opportunities for those who have come after me," she said.

Barbie previously introduced a Venus Williams doll as part of the brand's 65th anniversary in May



Axel Arigato Footnotes campaign.

The Venus Williams "Inspiring Women" series Barbie.



2024. This new "Inspiring Women" series doll, however, highlights the trailblazing efforts of Williams' work to secure equal pay for female athletes at the highest levels of their respective sports.

"That journey wouldn't have been possible without believing in my own potential — a belief that aligns with Barbie's mission to inspire the limitless potential in every girl. I hope this doll empowers the next generation to dream big, inspires them to always stay true to who they are and stand up for what they believe in," Williams said.

The Barbie doll features a replica of the all-white Reebok tennis kit Williams wore when she defeated Marion Bartoli of France in the women's singles final at Wimbledon. The ensemble also includes a Wilson racket and a small jewelry piece that she sported.

Williams' 2007 Wimbledon victory made the athlete a five-time champion and the first woman in tennis to earn equal prize money at a top-level tournament.

"Barbie proudly welcomes tennis legend Venus Williams to our 'Inspiring Women' series. A trailblazer on and off the court, Venus has redefined what it means to be a champion, not just through her Grand Slam titles, but through her fearless advocacy for pay equity," Krista Berger, senior vice president of Barbie and global head of dolls, Mattel, said in a statement. "Her unwavering fight for equal prize money in professional tennis forever changed the game, paving the way for future generations to dream bigger. Venus is a shining example of courage, resilience and empowerment, and we are honored to celebrate her remarkable legacy."

The Barbie "Inspiring Women" Venus Williams doll will be available for an SRP of \$38 on Mattel Shop beginning Friday. Early purchase of the doll will be exclusively available for Barbie Club 59 members on Thursday starting at 9 p.m. PT. —JULIA TETI

Rewarding Loyalty

Fanatics is getting into the customer loyalty space.

The digital sports platform on Tuesday launched Fanatics One, its first cross-business loyalty program that will offer rewards and experiences encompassing everything from fan apparel and trading cards to online betting and access to special events.

Fanatics is expecting the program to launch with around 10 million members in the U.S., said Tucker Kain, chief strategy and growth officer, a number that is expected to grow exponentially in the future. Fanatics has a global database of over 100 million.

A key component of the program will be FanCash, a virtual reward for purchases, that can be spent on merchandise, tickets, trading cards and other products offered on the Fanatics site.

Anyone with an existing Fanatics account will automatically be enrolled in the Fanatics One program. An entry-level member will receive 5 percent FanCash back on all purchases on the app and up to 10 percent on all bets placed within the Fanatics Sportsbook — win or lose. This tier of membership also offers free shipping and returns and access to special product drops along with the ability to participate in games, contests and sweepstakes such as a chance to win a trip to an upcoming NFL game in London.

But as their spending and interaction on the site increases, so will the perks. There will be five tiers of membership ranging from Onemember to Onegold, Onepatinum and Oneblack. At the top tier, members may be offered access to special memorabilia, VIP events, private shopping opportunities, exclusive collectibles and other services.

"As Fanatics has grown as a sports platform, we've been methodically building a loyalty program that rightfully rewards fans for their passion across our full suite of experiences," said Kain. "We listened to what fans wanted — more unique rewards and more ways to spend their FanCash — and built a program that only Fanatics could deliver. Fanatics One reflects the strength of our platform, which includes more than 900 global partners, access to thousands of athletes and celebrity fans, innovative trading card products, our fast-growing Fanatics Sportsbook & Casino, highly sought-after apparel collabs and limited-edition drops, special events like Fanatics Fest, and much more."

Kain said Fanatics had dabbled in some loyalty-style programs in the past, but this is the first "enterprise-wide loyalty program across everything we do. We saw a big white space in fan-facing loyalty programs. No one was speaking horizontally across businesses."

Although selling merchandise remains the core of Fanatics' business, the trading cards and betting verticals continue to gain in importance. "So we're connecting the dots," he said. Kain pointed to the popularity of Fanatics Fest, a three-day festival that blends sports, culture and collectors, that launched in 2024. The event included special merchandise drops, live podcasts, a slew of professional athlete appearances and more than 400,000 square feet of activations on the show floor at New York's Jacob Javits center for the past two summers.

Fanatics also has a partnership with Ticketmaster where customers are offered discounts on tickets through the Fanatics site. FanCash can be applied toward these purchases as well.

Blending sports and commerce is becoming more commonplace. Last week, Dick's Sporting Goods announced the creation of an in-house studio to create sports films, and Sports Illustrated, which is owned by Authentic Brands Group, now has a stadium in Harrison, N.J., for sporting events and concerts and also hosts events around big sporting events such as the Super Bowl and the Kentucky Derby. —JEAN E. PALMIERI



The logo for Fanatics One.