



The Women and Equalities Committee

Rt Hon Caroline Nokes MP  
House of Commons  
Palace of Westminster  
Westminster SW1A 0AA

17/07/2023

### **THE WOMEN AND EQUALITIES COMMITTEE RESPONSE**

Dear Rt Hon Caroline Nokes MP,

Thank you for your letter (dated 3<sup>rd</sup> July 2023) regarding your investigation into the challenges and barriers faced by female athletes, and we welcome the chance to respond.

We are supportive of and welcome your enquiries into the causes of injury in women's football. Since inception, adidas has been proudly committed to creating only the best for the athlete - something we believe in, regardless of gender. This commitment is highlighted through our core values which are translated into the creation of our products, and we would like to provide more visibility below.

#### **We are committed to creating the best products for all athletes.**

We have a long-standing legacy in designing product by, with and for female athletes - a role we take incredibly seriously. Collaboration ensures our products are built for women, from concepting to testing, and we work very closely with the athletes and federations who wear our football products to understand their feedback.

#### **This collaboration and feedback loop is reinforced by independent research.**

Our established relationships with leading sports science institutes, including the University of Loughborough and the University of Calgary, provide us with evidence-based insights into the impact of our football products on performance and comfort. In the spirit of collaboration, our findings are shared with partners and athletes via our products.



**We have a gender-neutral approach to football footwear informed by our partnerships, industry experience, and research.**

We share your ambition to ensure sport is equal and safe for all – and this is reflected in our design ethos. Armed with our research and insights, we have committed to a more inclusive approach to the design of football boots, that are not tailored to a specific gender's foot. Far from simply creating smaller sizes of men's footwear, we have a creation feedback loop that works with men and women when creating and testing performance footwear.

**These products are robustly tested, with full gender parity.**

We conduct rigorous testing of our football boots across a gender-equal cohort; this means that every football boot in the current adidas range of products is tested in groups of 50% men and 50% women, from grassroots players to those at the very top of their game.

**We recognise the importance of fair access to sport and provide boots across a range of price points.**

We currently offer multiple price points, starting from about £50 RRP for adults, with all boots tested to the highest level. The level of innovation, testing and insight is reflected in the pricing of our football boots.

**We recognise the importance of representation in sport.**

We are proud to have gender parity in our football footwear marketing campaigns.

To reiterate, the incidence of football injuries for all athletes is an important reality that we take very seriously. We feel proud of the work done by our experienced teams - from product concepting, testing and research - and feel confident in the footwear products we provide for our athletes. Understanding however, that footwear is just one of numerous factors that can impact player injuries, we warmly welcome collective action in this space for all people who play football.

Thank you again; we look forward to seeing the results of your inquiry.

Sincerely,

**Kathryn Swarbrick**

General Manager, North Europe.



## **IDA Response to Select Committee: Design and manufacture of women's sports shoes**

### **Request:**

*Design and manufacture of women's sports shoes* The Women and Equalities Committee is currently inquiring into challenges and barriers faced by female athletes. Recently we heard evidence on inequalities in sport arising from women's health and physiology. One issue raised with us is that women and girls routinely have no choice but to use footwear designed for boys and men, for example in football, and that this may be a factor in the level of injuries sustained by sportswomen. We have written to leading football boot brands, seeking information on their approaches to the design, manufacture, and marketing of boots for girls and women. We are aware that your company has a range of football boots designed specifically for women.

We would be grateful to know the following about your approach to the design, manufacture, and marketing of women's sports shoes:

### **1. Details of any research you have conducted or commissioned into the specific anatomical/physiological needs of girls and women in sports and exercise, to help prevent avoidable injuries.**

Without releasing confidential information or trade secrets, we have researched extensively into the specific differences in biomechanics, anatomy and physiology between women and men. We have scanned 700+ female feet and spoken to around a thousand podiatrists, physiotherapists and players as we developed our unique lasts (the mould of the foot upon which boots are made). These have since been shown to be more comfortable for 1000's of players across the world.

In summary: women are not small men. There are five fundamental differences in the way our boots are designed and built.

We have focused these differences primarily on the concepts of 'comfort' and 'fatigue'. Specifically, by making a product more comfortable for a female player they are less likely to fatigue throughout a match and therefore less likely to have the risks associated with injury.

We tackle the problems in discomfort through two lenses:

— chronic pain. We aim to reduce the foot pain and chronic pain that increases recovery time and reduces the time on the pitch. We do this by accounting for female biomechanics in the outsoles, insoles and fit.

— acute pain including ACLs. There is a lot of discussion on ACLs and the causes of ACL injuries are multifactorial. However, we believe there are major improvements that can be made within the surface to boot connection (i.e. what type of shoe you wear for what pitch type or conditions) that could reduce the risks associated with injury. We have been researching traction specifically as it relates to female athletes and what stud configuration and depth are optimal for female power to weight ratios and biodynamics.

When I began IDA there was no data at all on female football boots or even female football foot requirements. From day one, we developed unique research in order to get the best outcomes for female athletes, including our industry-first academic partnership (with Loughborough University). We have also since benefited from our partnership with Exeter University as part of the InnovateUK



[MISFIT](#) grant, diving even deeper into how women's feet change during our life cycles (specifically aging and post-menopause).

[It would be worth the Select Committee being aware that women's feet actually change dramatically during our lives. Our emerging hypothesis is that women's feet actually have five "phases": pre-puberty, adulthood, pregnancy, post-partum and post-menopause. Our products and consumer communication do not yet account for these in full, but we are actively considering whether and how they should.]

## **2. How such research informs the design, manufacture and marketing of your women's football boots.**

All three elements are critically influenced by our research.

### **Design:**

— Our research informs the lasts, the outsoles and the fit of the shoes. We know that unisex boots aren't enough. From foot morphology and Q-angles to pressure loading, women are built differently to men. We actively reflect the physiological and biodynamic differences in our products.

### **Manufacture:**

— When manufacturing we develop our products explicitly and exclusively for female athletes. This includes choices around the type of materials, their weights and densities, the relative position of specific elements of the shoes, and so on.

### **Marketing and Communication:**

— Women are not small men. Women do not respond to the same shopping triggers that men do. Our marketing and product positioning deliberately appeals to female audiences.

— Women are not (yet) used to the idea that they could (should) even have women's-specific boots. We have learned that the critical first step for IDA is in creating the 'space' to allow the conversation to exist - a combination of education and explanation.

— We have yet to break into one of the major retailers in the UK (Sports Direct, Pro Direct Soccer, etc). This could be for many reasons, but we suspect it is partly related to the fact that the majority of buyers are male and not yet aware of the differences that IDA addresses. [It is interesting to us that the buyers in major USA retailers have been far more open and accessible.] As you can imagine, the difficulty in entering retailers stymies the opportunity to create the space for the dialogue.

— We deliberately adopt channels that resonate with female players (i.e. more grassroots and local), which stems from the many conversations we have had with players who tell us they are not moved by seeing billboards with professional players wearing IDAs - but rather by club or team members' direct experiences.

## **3. What steps you take to market your women's boots at a broadly similar range of price-points as men's, including more affordable options?**

As a startup, we had to begin with a higher priced product (£130) in order to generate enough revenue to grow the business. Our COGs were obviously nowhere near the economies of scale



enjoyed by bigger shoe companies. Frankly, we also had to rely on revenue from the start because investment is hard to get for women's products ("it's niche", "why do women not need unisex").

As the Committee will be aware, [less than 2% of Venture Capital funding](#) goes to female business owners. IDA is fortunate to have received some venture funding to be able to invest in the growth of the business, but we can assure you that this was a protracted and onerous process. We have had similar experiences accessing trade finance (i.e. cash flow financing the manufacturing of our products against retail contracts). We are sure we would have been able to get to market faster and at lower price points from the start if it would have been easier to access all forms of finance.

That said, in 2022, we were able to bring out a further range of products that includes boots at more affordable prices. Our COGs continue to fall and we are able to pass economies of scale on to consumers. In 2024, we will be releasing further refined and improved products and increasing the range of affordability again, including an entry-level product that we hope to RRP around £70 (exact price TBC).

However, it must also be noted that the cheapest shoes on the market are not the most durable, ethical or sustainable. In order to make quality, technical products you need great materials and to build in innovation and R&D. Sustainability and reputation are critical to us and IDA therefore needs to tread the line between inclusivity and accessibility while also being mindful of the multi-season durability of our products and environmental impact of our supply chain.

If the Committee has any further questions on any of the above, we would be happy to make further time available. It is critical for generations of successful, healthy female athletes - and to the existence of future incredible companies - that these barriers are identified and addressed.

Laura Youngson

CEO, IDA Sports

*July 2023*



## ***Nike response to [Chair of the Women and Equalities Committee's letter dated 3 July 2023](#)***

### **1. Why are there so few football boots on the market designed specifically for women and girls?**

As the world's largest athletic brand, Football is a key component of Nike's DNA, and we are proud of the role we have played in fostering and supporting the [continued growth of the Women's game](#) for both the elite and everyday amateur athlete. Nike has been partnering with the FA since 2013, and in 2016 announced an extension to the partnership until 2030, which continues to involve all England teams based at St George's Park, including the Lionesses.

We believe women and girls aren't just the future of sport - they're on the leading edge of change, redefining what sport is and the opportunity it represents to serve a new generation. That's why we also have numerous partnerships with grassroots organisations such as Girls United and Bloomsbury Football, where we support and nurture the next generation of girls to engage with and enjoy sport on her terms.

Whilst we have been serving the female athlete for over 50 years, we know there's still a long way to go in ensuring equality for women and girls in sport. That's why Nike is making its biggest investment in women yet, for all women, for all bodies, all forms of movement, and all journeys.

Nike's commitment is not just to grow women's sport, but also to help build a better game. That's why when it comes to product for the female footballer, we're focused on a truly head-to-toe approach, from the [jerseys the Lionesses will take the field in](#), to industry leading technology like the [leak protection: period short](#), and our first women's-led football boot (see more on this below).

### **2. Whether you have conducted or commissioned research on the optimal design of football boots for girls and women, including to help prevent injuries and, if so, what conclusions that research came to?**

Nike's approach to innovation is strongly underpinned by research, design, and product testing. The Nike Sport Research Lab (NSRL) has been working with athletes of all abilities for more than 40 years. Within this 85,000 square foot facility, the team works with elite and everyday athletes to understand ways to help them play, train, compete and recover in ways never done before. In the NSRL, there are more than 75 world-leading experts across different movement, physiological, performance, and mind sciences disciplines, with more than 25 of these experts having PhD's in their respective fields. The team and facilities are unmatched in industry or academia.

Women's specific investment within Innovation has more than doubled since FY19, and investments in Women's science and research significantly outpaces all other Innovation investment areas at Nike. Women also represent 70% of the research participants in our lab over the last two years.

In addition to the work within the NSRL, our global team of Product Test Analysts evaluate product on the field of play and validate new innovations with female athletes across different ages, skill levels and body types.

Football is a physically demanding sport where athletes run an incredible 11km (7 miles) over the course of a 90-minute match with split-second changes of direction deciding the outcome. The

constant force athletes put on their knees due to the demands of the game can also lead to health risks. In fact, research shows that women are 3-5 times more likely than men to suffer a tear or sprain to the main stabilizer of her knee, the ACL.

There are many factors at play in women's knee injuries, but one variable that may play a role and often a cited factor in peer reviewed scientific literature is rotational traction. In working with athletes of all abilities, the NSRL aimed to quantify the traction needs for female athletes in a very specific manner, ultimately creating a "traction map" designed to reduce rotational traction.

In parallel, we continued to gather feedback from elite and non-elite footballers to understand fit, comfort, and playability. After years of study from Nike's team of scientists and engineers – a breakthrough comes in the form of a circular cleat pattern recently launched in the new Phantom Luna boot. The design reduces rotational traction significantly, which allows her to plant, pivot and push off, all in a clean, fluid motion.

Another example, testing Nike's new bra innovations with our Bra Bot, simulating multidirectional breast movement and bounce of female athletes, and testing apparel innovation on our female-form thermal mannequin, Haley, as women have specific temperature zone and sweat patterns.

### **3. If you have not commissioned such research, whether you have any plans to do so? Science and innovation never stop at Nike.**

We will continue to learn, iterate, and find solutions for female footballers of all abilities.

### **4. Whether you currently have any boots on the market designed specifically for the anatomy and physiology of girls and women and what their recommended retail price is?**

Nike exists to champion athletes and sport. We believe women aren't just the future of sport – they are already leading the way. That's why we're making Nike's most meaningful investment in women yet and product innovation is just one area of this. The NSRL has a deep understanding in the female athlete's anthropometrics, movement, physiology, and perception of our products and the environments she plays in. This insight is applied when creating footwear, apparel, and digital services that are uniquely tailored to her needs.

In addition to a number of Football boots available across our Men's, Women's and Kids product ranges, Nike recently launched **Phantom Luna**, the most comprehensive and researched women's boot design in Nike's storied football history.

The Phantom Luna is a blueprint for listening to the voice of our athlete. The NSRL studied every part of her game – from her boot preferences to her style of play to the barriers she faces. Over two years of research, trialling and designing, led by Nike's team of scientists, engineers, and designers in the Nike Sports Research lab, the resulting Phantom Luna obsesses traction, fit, and feel specifically for female footballers.

As the women's game intensifies and the style of play evolves, so do the requirements of product innovation to serve the future of athletes in this sport. Phantom Luna features two of Nike's newest innovations. First, Nike Cyclone 360, which is the unique cleat pattern you can see under the toe, helping her make quick moves with precision. This tailwind in design distinction is helping players move with more agility, precision, and confidence on the pitch. Second, Asym Fit, a higher collar

design that was a result of hearing that our female footballers wanted a snug, locked in feel. These are a few female-led design features of the Phantom Luna driving a competitive advantage for our athletes.

You can find further information on the boot [here](#):

The Phantom Luna comes at 2 price points:

- Phantom Luna Elite: £254.95
- Phantom Luna Pro: £109.95

Currently Nike has released the Elite price point in 2 colours, whilst the Pro will be arriving on Nike.com, Nike stores and select retail partners later this month.

**5. If you do not currently have such boots on the market, whether you have any plans to design, develop and market them?**

N/A.

**6. We are aware of several boots designed for women that cost in excess of two hundred pounds. What are the barriers to producing more affordable boots for women and girls?**

Nike is committed to serving all athletes, from the elite to the everyday. For example, Nike is offering two styles across the previously mentioned Phantom Luna boot, giving consumers options to choose from. Models at a higher price point typically feature key innovation updates and are closest in form to that worn by elite athletes on the pitch, while lower priced models may include a modified version of that same innovation.

**7. We are also aware that some retailers market boots in their stores as being for boys and men with no or little reference to women and girls (despite the success of the Lionesses). What steps do you take with retailers to ensure that your products are equally targeted at women and girls? If you don't take any such steps, please set out the reasons why.**

With the rapid acceleration and growth of the women's game here in the UK and globally, we continue to find ways to innovate, inspire and enable the future of athletes. This extends to everything from brand campaigns to how we market our entire range of Women's Football product both online and in our stores.

Through our company-wide strategic imperative to "Lead with her", you will notice that on visiting the [Nike digital store](#) in the U.K, Women's Football has pride of place on the landing page. In addition, if you select options such as "shop by sport", the icon for Football utilises a female athlete. We also clearly provide options to shop by both "Women" and "Unisex" applicable product.

The Phantom Luna which is a women's boot available sizes UK 2-12, is clearly marked on the box with "Women's" on the label.



**8. Whether you take a different approach to other footwear, such as running shoes, for women and girls and, if so, for what reason.**

Nike takes a Women's-led approach in other footwear areas. For example, our designers and scientists leveraged insights from women logging workouts on the Nike Run Club app and interviews with more than 1,000 people who walk, jog, and run to understand their unique needs. Through hundreds of interviews, focus group hours and testing in the Nike Sport Research Lab and in people's communities, Nike teams knew that stop-start-slow pacing patterns often result from fatigue, causing discomfort and frustration. This motivated teams to focus on creating a shoe that would help make exercise more enjoyable and ultimately motivate people to keep going. This resulted in the recently launched [Motiva](#) shoe.

For more information on how Nike is serving Women through all movement and all moments, please see [here](#).

*24 July 2023*

## **PUMA RESPONSE TO WOMEN AND EQUALITIES SELECT COMMITTEE ENQUIRY INTO DESIGN AND MANUFACTURE OF FOOTBALL BOOTS.**

### **1) Why are there so few football boots on the market designed specifically for women and girls?**

In the United Kingdom female participation in football, attendance of matches and consequently media visibility of the women's game have all risen exponentially – but only in the recent past.

As the profile of the game has increased the demand for female specific product has become more pronounced and more sporting goods brands have joined with PUMA in offering product that meets women's and girl's specific needs.

Why historically have women and girls been short-changed in not having female specific product? One hypothesis might be that women have grown up with the notion that the best way to challenge male domination in football (and all spheres of life) is to challenge it head on and refuse to be seen as any less capable than men, or different to men. One way this may have manifested itself is that female players wanted to play and be treated exactly as male players are, with the exact same footwear and in the same colourways.

Whether the historic absence of female specific football boots is a result of male prejudice or lack of attention, or a lack of women demanding in sufficient voice for something different to the male product, PUMA is delighted to have offered female specific boots for a number of years and to watch our competitors join us in providing greater choice.

While sporting goods brands have risen to the challenge, meeting the needs of the female consumer also requires our retail partners to recognise the opportunity and to provide access and choice to our female consumers. Availability of female specific boots in retail and internet stores has historically been poor but arguably retailers have only responded to market demands. The perceived demand has either not been recognised or has been too thinly spread to sustain retailers' investment in stock. As demand grows the retailers will surely respond – as many have done already.

### **2) Whether you have conducted or commissioned research on the optimal design of football boots for women and girls, including to prevent injuries and if so, what conclusions that research came to.**

PUMA has worked with female football players for over 20 years and have supplied some of the world's very best female players during this time. Our performance product is always tested with our athletes, both male and female, and feedback from them is an essential part of the product development process.

We work with multiple professional football clubs and football federations that include female players, specifically in the United Kingdom, PUMA works with Manchester City Football Club which has a world class professional Women's Premier League squad, women's academy and a network of feeder clubs and schools.

Historically there has been a lack of academic research into the female footballer with much of the feedback and evidence used in product development being anecdotal.

All modern football players (across all genders) are becoming more exacting of their needs as they strive to meet higher and higher levels of performance (be that measured by speed, agility or strength). In the years up to 2020 female football players would have been compelled to play in 'unisex' football boots, however, the feedback PUMA received was increasingly highlighting the need for orthotic devices to be fitted into women's football boots to improve fit and comfort. With this feedback PUMA developed a new generation of football boots specifically made for female players.

As an industry, we are only just starting to understand there are multiple differences between the male and female footballer: the age they begin playing and training, biomechanical needs, variations in bone density, the impact on the body of the female monthly cycle, nutrition, running action, leverage issues created by female biomechanics, contact impacts, speed of play, recovery rates, to name but a few.

### **3) If you have not commissioned such research, whether you have any plans to do so.**

We are in daily contact with our professional female athletes, PUMA sponsored football clubs (many of whom will have women and girl's teams) and football federations. We have a solid understanding of the female foot and how that differs significantly to the male foot.

PUMA are celebrating this summer's Women's World Cup™ by accelerating its commitment to the future of women's football, investing in the next generation of athletes, pioneering innovative women-centric product design, and committing to crucial health and safety research.

PUMA are furthering our commitment to the health and safety of female athletes by announcing that we are investing in a research study that will further explore ACL injuries in women's football. Female players are known to be between 2-10 times more likely to suffer an ACL injury than their male counterparts. This research aims to delve into these injuries' complex dynamics and develop a effective training programs with the aim to reduce the risk for female athletes.<sup>3</sup>

One of the paramount outcomes of this research is to further develop PUMA's women-specific football boots that were launched two years ago. The ongoing research will help to continuously improve the offering for athletes and will be designed considering the unique risk factors identified in ACL injuries in women's football. PUMA aims to transform these findings into practical solutions, undergoing rigorous testing and validation in collaboration with their partners (clubs and players).

Additionally, PUMA and the Institute of Health and Sport at Victoria University in Australia have recently published insights into the aspects of sports uniforms that prevent or discourage girls to participate in sport. The research gives insights into girl's preferences for sports uniforms with the aim to drive further progress within the entire sports industry by pushing performance apparel towards more insight-driven, inclusive designs and igniting conversation around uniform policies.<sup>9</sup>

It is also worth adding that both Product Managers responsible for developing PUMA's two biggest boot franchises are female which gives them and the brand personal insight into the challenges and needs of female players.

#### **4) Whether you currently have any boots on the market designed specifically for the anatomy and physiology of women and girls boots and what their RRP is.**

PUMA's history with boots designed for women and girls goes back as far as 2005 with the launch of the Women's Aptolast football boot. The Aptolast was followed with other product developments in 2007, but then ensued a hiatus in response to consumer/retailer demand failing to materialise.

In 2019 in response to emerging trends, research, and feedback from our female sponsored athletes, PUMA started developing the next generation of football boot more closely aligned to needs of the female player. This culminated with the launch of the Women's fit Ultra 1.3 in 2020.<sup>2</sup>

PUMA currently offers 14 different types of 'female fit' football boots across its three core football boot sub-brands : "FUTURE", "ULTRA" and "KING".<sup>1</sup>

'Women's fit' refers to a specific mould or 'last' used to construct the shape of the football boot to align with the specific anatomy and physiology of the female foot, i.e. with less volume in the forefoot and mid foot of the boots, and a lower instep.

The different types of football boot may vary accordingly to playing surface (e.g. hard ground or soft ground as well as natural grass or artificial playing surfaces) or weight or specific functional need (e.g. speed or agility).

All female fit boots are available at the same retail price points as their male/unisex equivalents.

- 'Professional' level football boots are price between £185 – 200.
- 'Club' level football boots are priced between £75 - £80.
- 'Entry' level football boots are priced between £50 - £60.

PUMA does not currently believe there is a demand for a female fit football boots in child sizes, relying instead to offer a wide assortment of unisex products at a variety of retail price points. At these ages, the physiology of feet is less defined as bones are softer and foot shapes less distinct between genders.

**5) If you do not currently have such boots on the market, whether you have any plans to design, develop and market them.**

See question 4 above.

**6) We are aware of several boots designed for women that cost in excess of £200. What are the barriers to producing more affordable boots for women and girls.**

As highlighted in question 4, PUMA offers a variety for football boots are different retail price points, including £200. PUMA's highest priced football boots are manufactured using superior materials and technologies to deliver the best athlete experience and PUMA believe female athletes should have the same access to the best products as their male counterparts have historically had. PUMA also offers more lower priced football boots, with less technological innovation but no less quality.

Historically, weak consumer demand has been the biggest barrier to sector wide investment in women's football but this is changing with more competitors offering female specific football boots.

PUMA is stimulating demand in women's and girl's football in a number of ways:

- a strategic long term investment in female football players and women's football clubs as well as iconic female track and field athletes, basketball players, golf players and participants in other sports. all intended to inspire women and girls everywhere to participate in sport and assist them in realising their sporting potential. <sup>4,5,6,7</sup>
- investment in female led marketing campaigns such as the ongoing campaign "She Moves Us" which seeks to celebrate women through sport, culture and values and ensure PUMA is front of mind for the female consumer. <sup>8</sup>
- technical innovation, as in so many sectors, is driven by the demands of elite athlete and we cascade these product developments down to mass market users ensure a comprehensive product offer – this applies equally to men and women specific product
- providing education and marketing materials for our retail partners to use in their stores to communicate our female specific product offerings and the benefits therein.

**7) We are also aware that some retailers market boots in their stores as being for boys and men with little or no reference to women (despite the success of the Lionesses). What steps do you take with retailers to ensure that your products are targeted at women and girls? If you do not take any such steps, please set out the reasons why.**

For the majority of purchasing occasions we rely upon on our retail partners to communicate our brand and product stories to our target consumers. To that end we retain a portfolio of globally renowned female brand ambassadors to wear and promote our products; invest heavily in traditional and emerging marketing channels to communicate our brand initiatives; and and provide instore merchandising materials and training to assist in driving consumers towards the PUMA brand.

On PUMA's own internet stores and social media channels we amplify the wider brand and product stories and are one of few brands to use highlight female only product and use female specific imagery (rather than unisex) to communicate the benefits of our products.

**8) Whether you take a different approach to other footwear, such as running shoes for women and girls, and if so, for what reason:**

PUMA offers women and girl's specific product across all our performance and non-performance (footwear and apparel) categories and as a brand PUMA is committed to growing female participation and enjoyment of all sports.

Brand links

1. <https://uk.puma.com/uk/en/women/sports/football/football-boots>
2. <https://about.puma.com/en/newsroom/brand-and-product-news/2021/07-15-2021-faster-football>
3. [https://about.puma.com/en/newsroom/brand-and-product-news/2023/07-26-23-puma\\_pitch](https://about.puma.com/en/newsroom/brand-and-product-news/2023/07-26-23-puma_pitch)
4. <https://about.puma.com/en/newsroom/brand-and-product-news/2023/03-21-23-brilliance-pack>
5. <https://about.puma.com/en/newsroom/brand-and-product-news/2023/03-03-23-manchester>
6. <https://about.puma.com/en/newsroom/brand-and-product-news/2022/10-11-2022-pumaxmodibodi-launch2>
7. <https://about.puma.com/en/newsroom/corporate-news/2022/06-28-2022-smu-football-players>
8. <https://about.puma.com/en/this-is-puma/brand-campaigns/she-moves-us>
9. <https://www.vu.edu.au/about-vu/news-events/news/vu-teams-up-with-puma-on-sport-uniform-recommendations>

