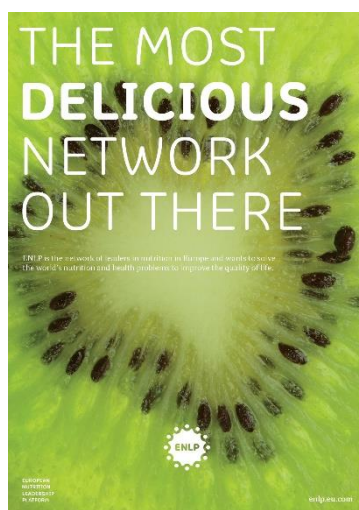




European Nutrition Leadership Platform

Training, inspiring & connecting leaders in food and nutrition

Annual Report 2022





The ENLP journey

ENLP is a dynamic network of food and nutrition professionals that makes a difference through improving non-scientific, transferable skills such as leadership, communication and influencing.

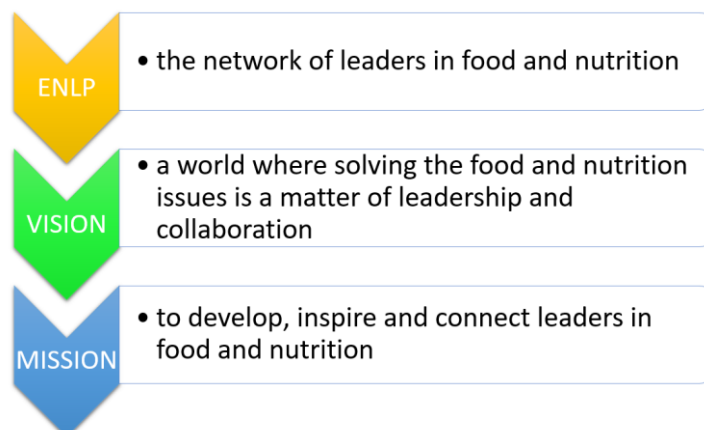
In the early 1990s, a group of academics in Wageningen University had a view to create a leadership programme for - back then mainly - PhD students in nutrition sciences in Europe, to provide training in specific skills which were needed to secure their first post-doc position after obtaining a PhD degree. Consultations were held with colleagues at other universities and in relevant industry, and in 1994, a new leadership programme, named the ENLP was started in Luxembourg – the first of its kind! With no university (at that time), Luxembourg was chosen as the venue to be a neutral location for every participant.

This first initiative – now known as the ENLP Essentials Seminar – was designed to help recently graduated food, nutrition and dietetic professionals build their skills in this area and start to build relationships with fellow professionals across Europe. In 2010, 16 years later, the ENLP Advanced Seminar was born. Driven by a strong wish from some of the then 450 ENLP alumni for a follow-up of the Essentials Seminar, a 3-day leadership training programme was designed to provide skills in the specific areas of most relevance to mid-career food, nutrition and dietetic professionals.

Today, besides two annual training programmes, ENLP also consists of the ENLP Network that organises sessions in conferences, events and Local Circles. Former participants keep the network engaged through active working groups related to Networking and Visibility.

Since the ENLP began, other Nutrition Leadership Platforms (NLPs) have been established in Africa, South-East Asia and Latin-America. We all share a common understanding of leadership which is the "ability to lead from where you stand". The core concepts for all NLP programmes include team building, leadership training, effective communication, and teamwork. NLP's objective is to empower nutrition professionals to achieve their goals and to inspire individuals to lead others to attaining their goals. Since we started almost 1000 nutrition and health professionals have been trained with in-depth life-changing leadership skills.

The ENLP Vision & Mission (updated in 2019)





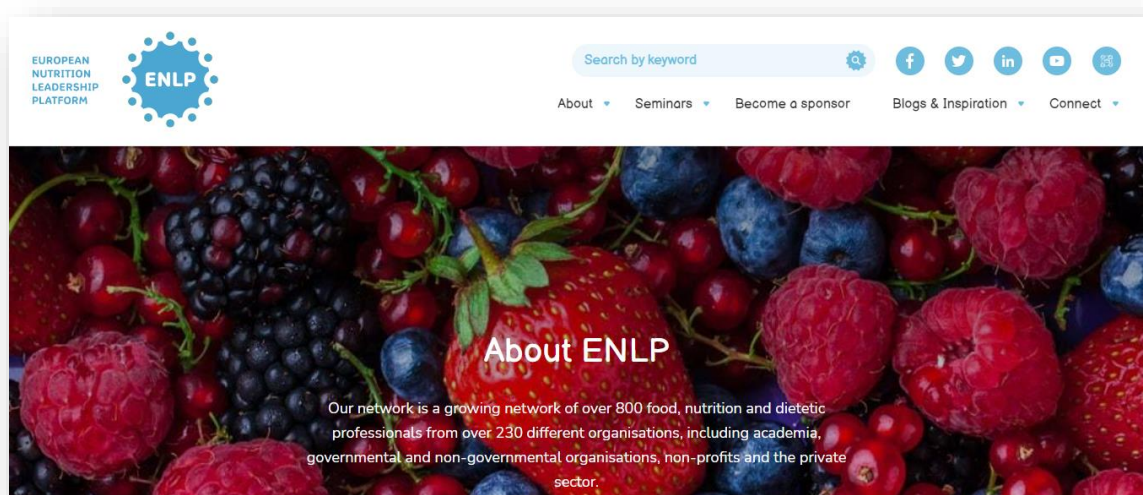
A Recap on 2022 – Shaping a Sustainable Future for ENLP

In early 2022, the application process was well underway for the 27th Essentials and 10th Advanced Seminars. The announcement of a new venue and format was a first for ENLP, alongside a caveat about the potential to pivot again to a fully online delivery following any significant changes in the public health situation. The Senior Faculty for both seminars met (31st January 2022) and based on the varied and somewhat uncertain situation across Europe at the time, with many restrictions put in place from December 2021 and into early 2022, the seminars were, for a second time, delivered fully online for ENLP 2022.

This decision was communicated to all participants on 2nd February 2022, and although we acknowledged that it was possible that the restrictions at the time might have lessened over the weeks ahead, we could not guarantee this. Rather than plan for both scenarios, the team focused on once again delivering the very best online programme and ENLP experience for all participants, with outcomes of the evaluations included within this report (pages 5-10).

The Essentials and Advanced leadership seminars continue to be the primary focus for ENLP. Our ambition is to enable a diverse and inclusive seminar attendance which is representative of the European population. Whilst we are incredibly proud of our Alumni, we recognise a high proportion of seminar participants tend to live and work within the United Kingdom and The Netherlands. Since our last report in 2020/21, we have continued to offer a bursary scheme to improve the diversity of the seminars, and to support the inclusion of participants from the under-represented countries (more on page 12).

Outside of the seminars, the focus of the ENLP Team in 2022 was on the financial sustainability of ENLP, in an initiative led by Vanessa Goodenough. Our ENLP Co-ordinator, Kirsty Pourshahidi, also led the re-design and successful launch of the new website in collaboration with 'Website NI'. You can read more about these updates on page 11.

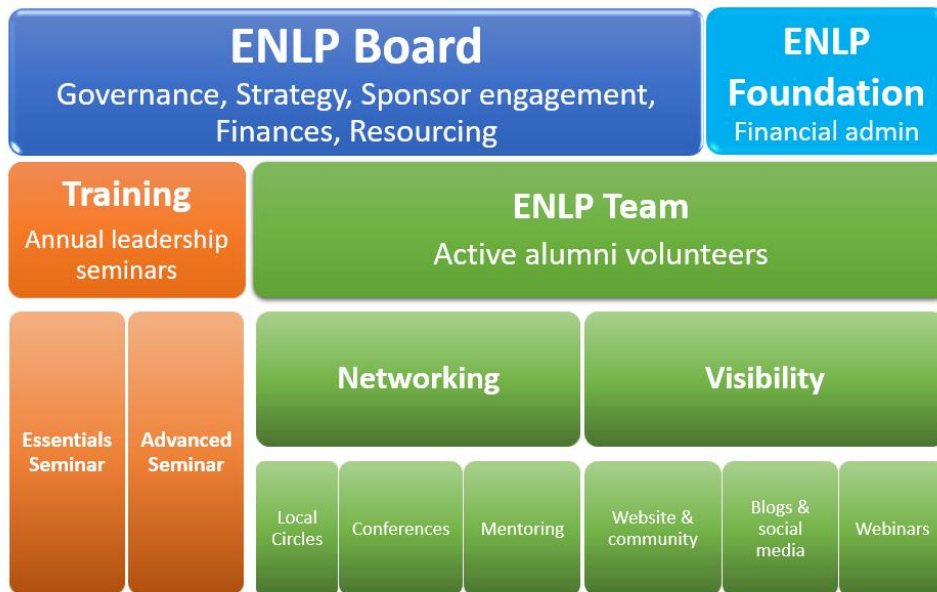


ENLP remains incredibly grateful to our sponsors, [Danone](#), [PepsiCo](#), [Nestlé](#), [Bayer](#) and [Yakult](#). The activities outlined in this report would not be possible without their continued support, trust and commitment.



ENLP Governance

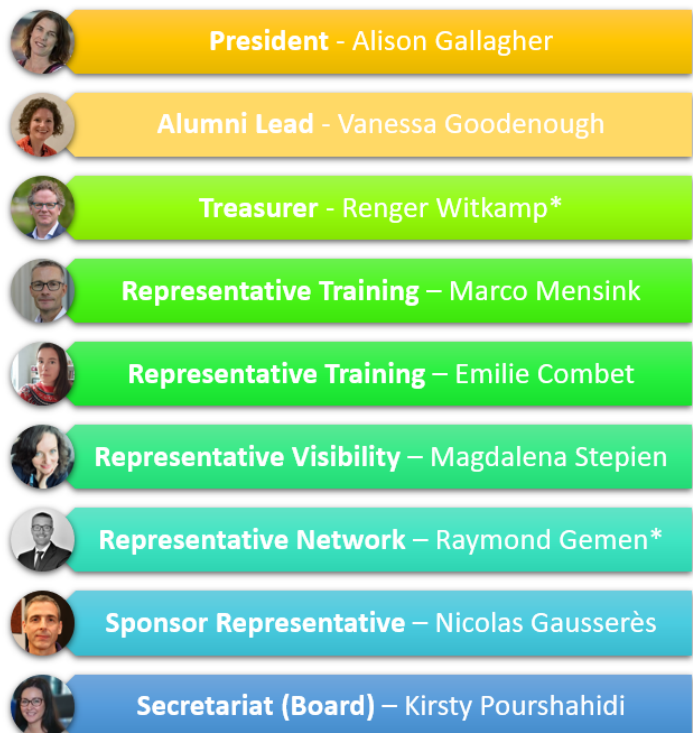
The **ENLP Board** governs the ENLP, now alongside the **ENLP Foundation** as the legal entity for the ENLP, which besides the annual leadership seminars, involves a range of activities throughout the year. These activities are led by an **actively engaged** group of alumni volunteers and can be roughly divided in activities that contribute to ‘**Networking**’ and the overall ‘**Visibility**’ of the ENLP.



The ENLP Board is the ultimate decision-making body, meeting online four times across 2022.

Key responsibilities of the ENLP Board include securing financial sustainability, strategy development, ensuring a high-quality standard and constant evolution of the leadership seminars, and sponsor maintenance and recruitment.

The ENLP Board members are also champions and ambassadors of the ENLP, actively seeking and accepting opportunities to present the ENLP to relevant audiences. Some changes to the ENLP Board membership were noted in 2022, with new representatives for both Training and Visibility.



* ENLP Foundation Director



ENLP Seminars

The 2022 seminars were initially prepared to be in-person, with an online kick-off/first days. It was decided to move away from Luxembourg, mainly due to the high costs. Options in Northern Ireland, Belgium and The Netherlands were explored. It was decided to move to ‘Zonheugel’ in Doorn, NL as a relatively good accessible and affordable location; a further advantage in 2022 included that both trainer companies were from The Netherlands, together with two faculty members).

Early February 2022, the faculty took the decision to deliver both seminars virtually again due to the ongoing high COVID numbers, restrictive and uncertain situation in the NL (at that time) and (anticipated) difficulties in traveling abroad. Seminars were staggered across various dates from March – April and all participants were expected to commit to attend for all days.

Essentials 8-day programme early-career researchers	Advanced 6-day programme for senior professionals
<ul style="list-style-type: none"> • Outdoor training • Team working • Communication and presentation skills <ul style="list-style-type: none"> • In-depth self-analysis • End of seminar case study (Application of the lessons learnt) <p>Focuses on leadership, not capacity building in nutrition science</p>	<ul style="list-style-type: none"> • Introduction to INSIGHTS personality tool <ul style="list-style-type: none"> • 360 review process • Leadership & emotional intelligence <ul style="list-style-type: none"> • Strategic influencing • Handling difficult conversations • Strategies to achieve win-win negotiations <p>Focuses on non-scientific and soft-skill challenges such as leadership, interpersonal and strategic influence</p>

Selection process

All ENLP applications are received via online application forms, the administration of which in 2022 was handled by the ENLP Co-ordinator, Kirsty Pourshahidi. All applications are reviewed by independent international selection committees and are scored against the individual programme requirements. Successful applicants must meet the minimum requirements to ensure only excellent candidates are brought onto the programme. In addition, for the Essentials, the selection committee also considers a balance of participants in terms of nationalities and country of origin.

Since creating the fully online application process in August 2015, efficiencies in the selection process have been noted and these processes are reviewed every year by the seminar co-directors, who also provide feedback to all applicants not selected. With the transition to the new website in 2022, the application was hosted on a temporary system for this year only to ensure no downtime was experienced.

The overall number of applications across both seminars was lower compared to that typically received in the previous years, but the quality remained high/moderate for the majority. For the 2022 Seminars, 37 applications were received for Essentials (for up to 30 places) and 16 were received for the Advanced (for up to 20 places). A total of 29 and 13 participants completed the Essentials and Advanced Seminars, respectively in 2022.



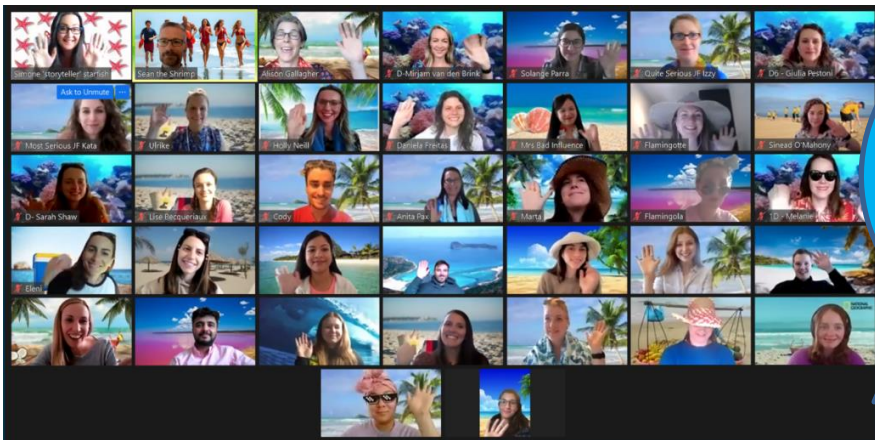
2022 Seminars

The 27th ENLP Essentials and 10th ENLP Advanced Seminars were attended by 53 early-mid career leaders in food and nutrition, representing 21 nationalities, working in 12 countries across Europe.

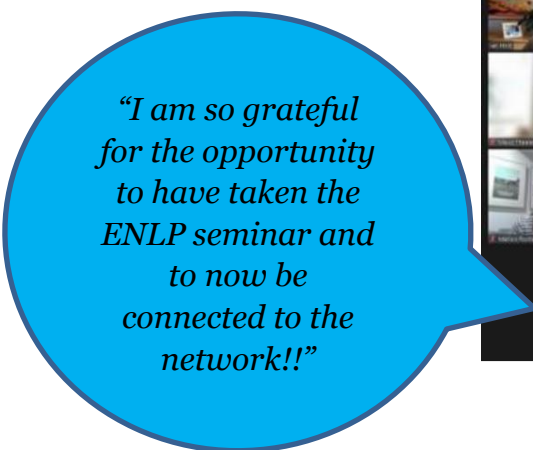
Essentials March-May 2022		Advanced March-May 2022	
<p>37 applicants (for 30 places) -22 applicants than last year 5 years average: applicants = 48 (for 30 places)</p>		<p>16 applicants (for 20 places) -10 applicants than last year 5 years average: applicants = 24 (for 17 places)</p>	
<p>29 attendees Academic, 22 Industry (Gold sponsor), 4 Other, 3</p>		<p>13 attendees Academic, 6 Industry (Gold sponsor), 4 Other, 3</p>	
<p>Average age, 30 years (range 25-35 years)</p>		<p>Average age, 42 years (range 34-54 years)</p>	
<p>Working in 10 countries</p> <ul style="list-style-type: none"> • Belgium, 1 • France, 1 • Germany, 1 • Ireland, 3 • Italy, 1 • Norway, 2 • Spain, 1 • Switzerland, 1 • The Netherlands, 5 • UK, 13 	<p>20 nationalities</p> <ul style="list-style-type: none"> • Australian, 2 • Belgian, 1 • British, 3 • Canadian, 2 • Chilean, 1 • Czech, 1 • Dutch, 4 • French, 2 • German, 1 • Greek, 2 • Greek-Lebanese, 1 • Indonesian, 1 • Irish, 1 • Italian, 1 • Mauritian, 1 • Nepali, 1 • Norwegian, 1 • Portuguese, 1 • Spanish, 1 • Swiss-Italian, 1 	<p>Working in 9 countries</p> <ul style="list-style-type: none"> • Canada, 1 • France, 3 • Switzerland, 1 • Russia, 1 • The Netherlands, 2 • UK, 5 	<p>8 nationalities</p> <ul style="list-style-type: none"> • British, 3 • British-Australian, 1 • Canadian, 1 • Dutch, 2 • French, 3 • Greek, 1 • Russian, 1 • Spanish, 1
<p>Organisations represented: Alimentómica - UIB Amsterdam University of Applied Sciences BioAnalyt GmbH Danone Nutricia Research Food Safety Authority of Ireland General Mills King's College London KU Leuven Maastricht University Queen's University Belfast Swiss Distance University of Applied Sciences Teagasc Food Research Centre Ulster University University of Aberdeen University of Bergen University of Copenhagen University of Glasgow University of Oxford University of Parma University of Southampton Wageningen University & Research Yakult</p>		<p>Organisations represented: Bournemouth University Danone Africa Early Life Nutrition Danone Nutricia Africa & Overseas ETH Zürich Nestlé Research Nutrition Communications Nutrition International PepsiCo Queen's University Belfast Schuttelaar & Partners University of Southampton University of Northumbria Wageningen University & Research</p>	



2022 Seminar Evaluations	
<p>Essential Seminar rated 9.1 out of 10</p> <p>Key words to describe the seminar: Inspiring Challenging Empowering Reflective Insightful</p> <p>Quotes from participants:</p> <ul style="list-style-type: none"> ENLP was a fantastic experience, particularly when it was a solely virtual seminar Really enjoy this course, It was further than I expected, thanks for doing this What I've learned on this course will support me in my personal and professional life for many years I have LOVED ENLP! Despite it being online, I think the programme has been great and super interactive which has been brilliant Thank you very much for setting up such a lovely inspiring and valuable program!! 	<p>Advanced Seminar rated 4.8 out of 5</p> <p>Key words to describe the seminar: Constructive Informative Network Engaging Supportive Insightful</p> <p>Quotes from participants:</p> <ul style="list-style-type: none"> This programme has the feel of a tight network that care about each other's development - to achieve this online is impressive The personal feedback is unique amongst courses I have done so far There was more content that could be implemented immediately to make progress where I am now Unique experience in my CPD! Thank you everyone !! It was a highly rewarding experience that I am sure I will draw on for many years to come Thank you again for such incredible 3 days!



Essentials 2022



Advanced 2022



Interactions

As every year, interaction between ENLP Essentials and Advanced participants was ensured through a speed networking session, as well as attendance at the after-dinner speeches. In 2022, the ENLP was delighted to welcome Kelly Bristow (Bayer, Sponsor Representative), Claire MacEvilly (Essentials 2001; Advanced 2011; past Advanced Director) and Jose Luis Peñalvo (Essentials 2005; Advanced 2011), who shared their leadership journeys with the participants and faculty.



Overall Reflections

In the years that we finally had to decide that the Essentials and Advanced Seminars would be online again, the seminar Directors, faculty teams, trainers and wider Board members made a number of reflections on the important learnings going forward.

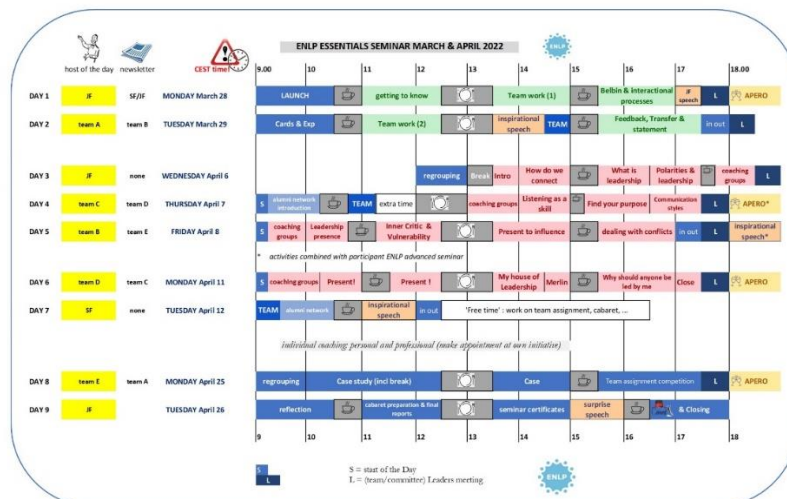


In 2022, the overall evaluation of the virtual **Essentials Seminar** was scored slightly lower than that delivered in 2021 (9.1 vs 9.3 out of 10, respectively), but comparable to the in person in 2019 (9.1) – something that the Essentials Faculty were proud of, especially considering that after 2 years everyone would have been ‘online/zoom - tired’.

The success of this year’s remote facilitation heavily relied on all the preparatory work of last year, using again **Klaxoon** and **Slack** platforms which, alongside the main ENLP **Zoom** account, were the main methods of online communication for the Essentials Seminar. The extended Junior Faculty team (4 members, taken from the 2021 Essentials Alumni) was maintained to help with the remote delivery.



The full **Essentials Seminar** was delivered in 2022 in four blocks (or modules) of 2(.5) days each, split over 4 weeks in March/April. The same (online) ENLP-led activities were used to start and end each module (‘check in/out’ and APERO’s), but otherwise, the main structure and flow of the Seminar remained the same as in 2021, delivered by the same trainers (*People Plus* and *LeaderScope*).





The **Advanced Seminar** in 2022 was delivered as three online introduction sessions, followed by 2.5 days of the formal online training programme. The agenda of activities was set to focus on training during daytime, with wrap-around social opportunities and networking opportunities, with engagement with the ENLP Essentials programme (apero, shared inspirational talk sessions). A broad range of resources were designed and implemented ahead of the seminar, with participants supported by the wider Advanced Senior Faculty team (L-R below: *Emilie, Joanna (Asia), Kirsty, Ian & Judith*).



The trainers from *Greenbank* offered the participants online Insights and 360 training which included versatile learning tools including whiteboard, polls, breakout rooms and co-coaching. The online delivery was supported by a range of study materials, slide decks and daily wrap-up emails from Emile Combet (Advanced Seminar Director). The ‘Gathertown’ platform was also utilised by the Advanced group, including a poster exhibition of digital CV’s, alongside daily social opportunities.

A second year of online delivery was not anticipated, however, our (swift move to) ‘Plan B’ clearly benefitted from understanding the online platforms and capabilities, and the trust that we could deliver an excellent program. Next year (2023), we plan to deliver the seminars in-person in Doorn but decided to move to a later period in time (May/early June) to cope with potential small outbursts of COVID numbers in the winter. Hopefully we will have the opportunity to see each other finally in real live – as we know each other’s living and home office rooms enough now!

Finally, a **very special note of thanks** to our inspiring co-Director and President of the ENLP Board, Professor Alison Gallagher, who finished her extended term in 2022 as Co-Director of the Essentials Seminars. Alison will pass the ‘ENLP Essentials baton’ onto Lou(ise) Durrant, a well-known active alumnus, who was able to shadow and support in 2022 in their incoming year. We’re pleased to say Alison’s term as President of the ENLP Board continues though, so her valued leadership remains!





ENLP Working Groups

The ENLP leadership journey starts, but in no way finishes, with seminar participation. We have an active network that throughout the year is running different activities, which can be divided in those that are building, strengthening, and training the **network**, while the other activities revolve around increasing the **visibility**, through dissemination and engagement of the online community.

In 2022, as we emerged from the pandemic, two strategic initiatives were prioritised this year (summarised below), alongside maintaining the active network of alumni.

ENLP Sustainability June-December 2022	Website Refresh 2021/22
Led by: Vanessa Goodenough	Led by: Kirsty Pourshahidi
Team: Renger Witkamp, Raymond Gemen, and Kirsty Pourshahidi	Team: Triantafyllos Pliakas, Ellie Hadjilucas, Vanessa Goodenough, Raymond Gemen, and Erin Boyd Kappelhof
<ul style="list-style-type: none"> The sustainability of the organisation, its leadership seminars, and network activities was identified as a priority by the Board Strategy proposal was developed to inform activities and initiatives going forward The report was presented to the Board in September 2022 It would serve as a useful reference document for the future, mapping historical information together in one place A series of recommendations were made, including those aligned to governance, operations, sponsorship, fundraising, network and partnerships An active working document has been created, which will be used to guide the Board's strategic decisions and activities going forward 	<ul style="list-style-type: none"> The website is the public face of ENLP, providing a home for updates on the annual seminars and enabling online applications With the support of a student intern, the previous web content was archived, and following a tendering process, a new web developer was secured (Website NI) The new site was re-design and the content refreshed, with a preview made available to the Board at the end of 2021 The existing domain name was secured and renewed with the new provider to enable a seamless transition Website launched April 2022 WordPress training provided May 2022

In December 2022, Vanessa stepped down from the Board and Alumni Team, and was thanked for her continued support, leadership and engagement with ENLP. A replacement for the Alumni Coordinator would be advertised in 2023.

Other Working Group Updates

Structured within the two themes for the ENLP Alumni, the **Networking** activities were coordinated by Raymond Gemen and the **Visibility** activities Erin Boyd Kappelhof. During the year, Erin also had to step down from this role which was filled temporarily by Magdalena Stepien from the Blogs and Social Media working group. Another thanks to Erin for all her contributions to ENLP during her time on the Alumni Team and Board. With the revised focus for key alumni team leads in 2022, the continued impact of the pandemic on wider activities and the change in leadership, this naturally led to a period of transition within the team, ultimately that would allow a clear handover to the newly appointed co-ordinator in due course.... watch this space for updates in 2023! It was great to see smaller meet up's within the alumni throughout the year!





ENLP Impact

The Alumni Network

Those who have attended the ENLP know that it is a unique and life-changing experience; the only one in its kind, training, inspiring and connecting (future) leaders in food and nutrition. Since 1994 there have been 27 ENLP Essentials and 10 Advanced Seminars; and the network in 2022 counts 930 alumni, who are spread around Europe and beyond in a range of organisations (academic, industry, NGO, public health authorities, self-employed consultants).

From 2021, a new **Mobilize** digital platform was created by Raymond Gemen to allow the powerful network to unlock its full potential, and the ENLP to keep evolving and delivering on its mission “*to develop, inspire and connect leaders in food and nutrition*”. By the end of 2022, an impressive 485 (52%) of alumni had signed up, and this number continues to grow!

Diversity and Inclusion

Although the ENLP has had participation from across Europe, a review of the alumni list in 2018/19 reported that many countries with low numbers of attendees, and in contrast, a few with significantly higher numbers, particularly the UK and the Netherlands. At the time, this data was collated on country of residence as historically, this was all that was recorded at the time training was undertaken.

Following this, the ENLP agreed to also monitor participants’ nationality (based on passport), as well as country or work/residence and as per the 2019-2025 strategy, set out to achieve the ambition to “*enable a diverse and inclusive attendance which is representative of the European population*”. Supporting this strategy, a pilot bursary scheme was introduced in 2019 (for the 2020/21 Seminar participants), for which the separate applications were reviewed by a dedicated *Bursary Committee*, comprised of four Board members.

On the application form for both the Essentials and Advanced Seminars, applicants were asked to justify (in no more than 150 words) their bursary request based on their current financial circumstances, and select one of three options:

1. Full bursary (participation fee including full board, lodging and travel expenses)
2. Partial bursary (part of participation fee)
3. Travel bursary (allocation towards travel expense)

The Bursary Committee independently reviewed 11 applications across both Seminars and awarded 2 full bursaries (€1000 each), 4 partial bursaries (€500-750 each) and 1 travel bursary (€250) to participants coming from priority and other under-represented countries, respectively. The total value of these bursaries was €5,000 which increased the number of countries represented at the Seminars.

YEAR	ESSENTIALS		ADVANCED	
	Countries	Nationalities	Countries	Nationalities
2018	11	15	8	11
2019	10	19	8	14
2020/21	12	16	9	14
2022	10	20	9	8



Testimonials from ENLP Alumni

The main, life-changing impact that the ENLP has in terms of personal and professional development, career acceleration, and network expansion, cannot be captured in numbers, but is of a more qualitative nature. Every year, the ENLP reaches out to a few Alumni - from both recent and earlier years - and sponsors to ask them how the ENLP has impacted their lives.



Katherine Livingstone (Essentials 2015)

NHMRC Emerging Leadership Fellow, Deakin University

"I participated in ENLP Essentials in 2015 and I loved every minute of it. So much so that I participated in the Oceanic Nutrition Leadership Platform (ONLP) in 2018 when I moved to Australia! ENLP helped me understand my strengths and my leadership style, which has been a strong foundation for the development of my research career to date. The Nutrition Leadership Platform has also helped me extend my networks in Europe (and Oceania), which have led to many amazing professional opportunities."



Begum Mutus (Advanced 2017)

General Manager of Sabri Ülker Food Research Foundation

"The ENLP program has been one of the most memorable experiences for me in my entire career. The program shed light on first getting to know myself and then shaping my career, and it became my companion. Leadership is like staggering down a long and grueling path, this program teaches you how to walk without falling, how to get up after you fall, and how to get back up unscathed if someone walking with you falls. I think everyone in the business world should experience it, and the friendships you will make afterward come as a bonus!"



Carrie Ruxton (Advanced 2022)

Freelance Dietitian and Health Writer, Nutrition Communications, UK

"It can be a lonely business being a freelancer as you miss out on the team building, validation, critical review, development opportunities and collaborative working that's the norm in companies and universities. That's why I decided to invest my time and money in doing the ENLP Advanced programme – and it was worth it! I found my Insights report and 360 degree appraisal particularly useful, providing me with evidence of what I'm doing right and where I can improve further. One big take home message from my Action Learning Group is that I don't take enough time to reflect on my work and accept praise for it. The ENLP leaders and participants provided a safe, positive space for me to explore aspects of my working life that I've found difficult to resolve e.g. work/life balance. I now feel energised to make changes to my work patterns, take on difficult conversations, and ensure that I use the concept of Value when pitching projects to clients. I am really pleased with my ENLP experience and hope that many more people can benefit from what it offers."



What's next?

Looking ahead into 2023, we remained positive about being able to meet in person once again for the 28th Essentials and 11th Advanced Seminars, and in our new location in Doorn, The Netherlands! The ENLP 2023 Seminars were announced in October 2022 and applications were hosted for the first time on the new website. With both seminars moving later in the year (May/June), a revised schedule was piloted, where invoices would be sent as soon as possible after the candidate accepted their place, with attendance only confirmed once payment is received in full. Both seminars would also be run using a blended format, with a few introductory days/sessions delivered online before the face-to-face events.



The ENLP Board were optimistic that the momentum from the 2023 seminars would also re-ignite other alumni activities, driven and shaped by a new Alumni Coordinator. We reflected on the successes of the online seminars, along with progress made on the previous strategy.

Reflections on the ENLP Strategy 2019-2022



The year ahead would continue the transition to the more sustainable ENLP for the future. All in the ENLP Board, Sponsors, Faculty and Alumni Team are excited by this next chapter ahead with the many opportunities it may bring for Europe's largest network of leaders in food and nutrition.