

Annual Report

On Food Waste Reduction

Lisbon Marriott Hotel



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Our Commitment

Lisbon Marriott Hotel– EMEA Local Standard Operating Procedure



LISPT-FB-005 LSOP Food Waste Reduction Policy

DATE: [01/10/2024]

Please select LSOP

Overview

Business Objective:

Hotel has developed this LSOP to define additional procedures in order to ensure its commitment to operate as a responsible business, to reduce its impact on the environment and to adopt sustainable practices by embracing The PLEDGE™ on Food Waste Certification.

Lisbon Marriott Hotel acknowledges the importance of environmental sustainability and is concerned about its "Food Print". Thus, Lisbon Marriott Hotel, is committed to creating a food waste conscious environment within its operations and will partake in The PLEDGE™ on Food Waste Certification.

Process Details & Procedures

Procedure Details:

Lisbon Marriott Hotel genuinely commits to preventing food waste by complying with the 7 pillars that The PLEDGE™ on Food Waste evolves around:

- Envisioning the path to take, planning actions to minimize food waste and reporting the result to the internal and external community.
- Engaging the whole team and establishing a Food Lover's Committee that aims to raise awareness by conducting regular trainings and meetings.
- Installing a food waste monitoring system that tracks, records and compares food waste. The data is analyzed and action is taken accordingly.
- Implementing, reviewing and improving the processes and policies to minimize food waste.
- Improving and implementing the best practices to reduce food waste in the kitchen operations.
- Inspiring the customers by regularly communicating about sustainable food waste practices that are in place.
- Adopting circular solutions such as redistributing and/or transforming food leftovers.

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Executive Chef

Paula Lino
Director Of Operations

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Director Of Finance

Steve Horvath
General Manager

Date: 28/10/2024

Date: 16/10/24

Date: 22/10/24

Date: 22.10.24

LSOP

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Food Lovers Committee

Our Food Lovers Committee meeting occurs monthly and it is sent by an Outlook calendar invitation as a recurring meeting at 11am every second Tuesday of each month. In this meeting the agenda is:

1. Food Waste Data & trends towards the target
2. Action Plan Implementation & Review
3. The Pledge Certification Criteria Review
4. Developing Awareness and making it fun

We engage as well that the team shows creativity and brings best practices examples or new creative Zero waste dishes to include as monthly specials or onto the menu.



Steve Horvath
General Manager



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Director Of Operations



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Executive Chef



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Director Of Loss Prevention
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Bar and Lounge Manager



Diana Michelli
Director of Sales&Marketing



Ana Castano
PR Manager



Sílvia Ramos
HR Manager



Julia Carvalho
Marketing

Food Lovers Committee

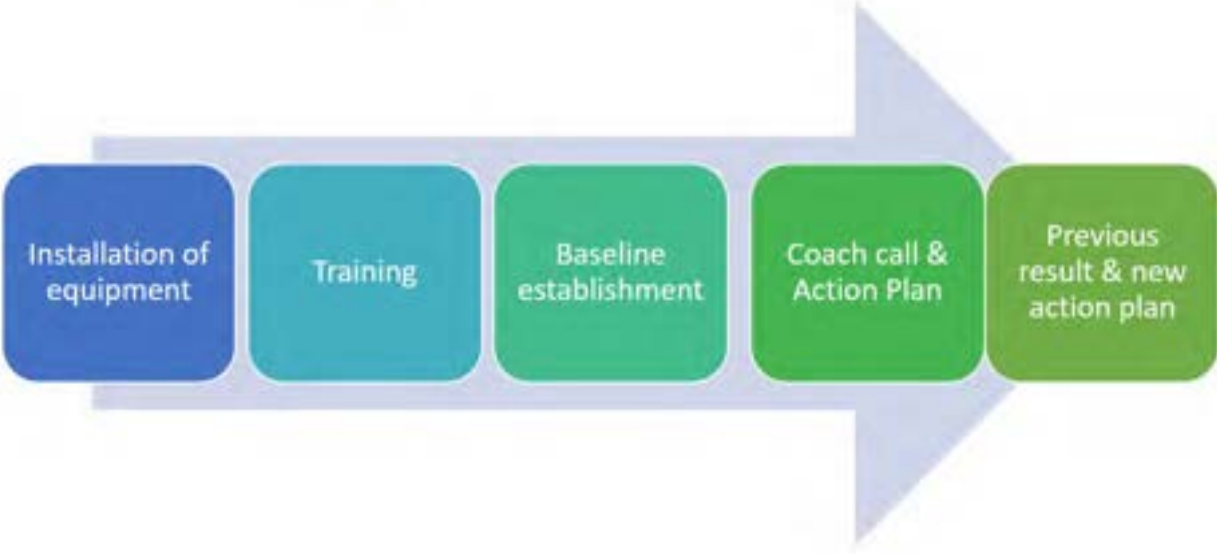


Creating Awareness





Data Analysis with Winnow



Baseline Summary

After getting a consistent categorization of over 95%, over the previous month we entered into the 2 week base line weeks.

The data that we then received at the end of the two weeks, was the base for our first actions plan.



Our Target

What success means?



IF YOU ACHIEVE A REDUCTION OF

BASELINE		30%	40%	50%	80%
% of sales	2.0%	1.4%	1.2%	1.0%	0.4%
Weekly waste by value	€4,521	€3,198	€2,897	€2,460	€981
Annualised savings		€17,988	€20,117	€23,196	€42,175



June 2025

To reduce in 30% our Food waste in percentage of sales by June 2025 comparing to our baseline period

Coaching and Strategies

Using the date provided by the system and in conjunction with winnow, we came up with the following three points/ products to focus on.

1. Trimmings, pineapple, melon and pawpaw.
2. Breakfast, split into Scrambled egg, Croissant.
3. Lunch, buffet returns / over production.

Breakfast:

- ✓ Reducing scrambled egg waste by understanding the number of guest at breakfast.
- ✓ At a given time of the breakfast service, changing to smaller dishes to reduce quantity left at the end of breakfast.




- ✓ Fruit trimmings, reduction by checking for alternative suppliers for pre-cut fruit.
- ✓ Croissant, reducing the amount of pastries left at the end of service buy cooking in small batch

Lunch:

- ✓ Evaluating the returns with the team, agreed reductions in key areas cold kitchen and hot kitchen.



Initial suggestions for reducing waste



<p>Focus on high value areas</p>	<p>What actions can be taken today to reduce the waste coming from the main areas listed below?</p> <ul style="list-style-type: none"> • Trimmings • Breakfast • Lunch
<p>Tips and tricks</p>	<p>High waste of a specific item (e.g. Papaya Trimmings, Plate Waste) : Is there a possibility of reusing the items for soup or jacket fillings the next day?</p> <p>Identify 'other' items: Share cost/items with Winnow to upload onto the system.</p> <p>Production: Consider producing more of what you run out and less of what you waste.</p> <p>Communication: Increase communication between front of house and kitchen so you only produce where there is a need.</p>
<p>Everyday action</p>	<ul style="list-style-type: none"> • Review waste in daily huddles to identify key changes from production planning and avoid waste the following day. • Set targets with staff to reduce waste in their areas by focusing on top sources of waste. • After high days of rework, ensure you review production quantities and brainstorm options for more efficient reuse.

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We have been following this model, of a fortnightly cycle of analyzing the data produced by Winnow, finding opportunities for reduction and implementing with the team in the kitchen.



Weekly targets 21.11.2024

Using the date provided by the system and in conjunction with winnow, we came up with the following three points/ products to focus on.

1. Fruit Salad.
2. Yogurt.
3. Pastries.

Fruit Salad:

- ✓ In conjunction with the pastry team, we reduced the volume of Fruit salad delivered to the buffets, deviding it into smaller volume more often for Lunch / Dinner buffets.



Yogurt:

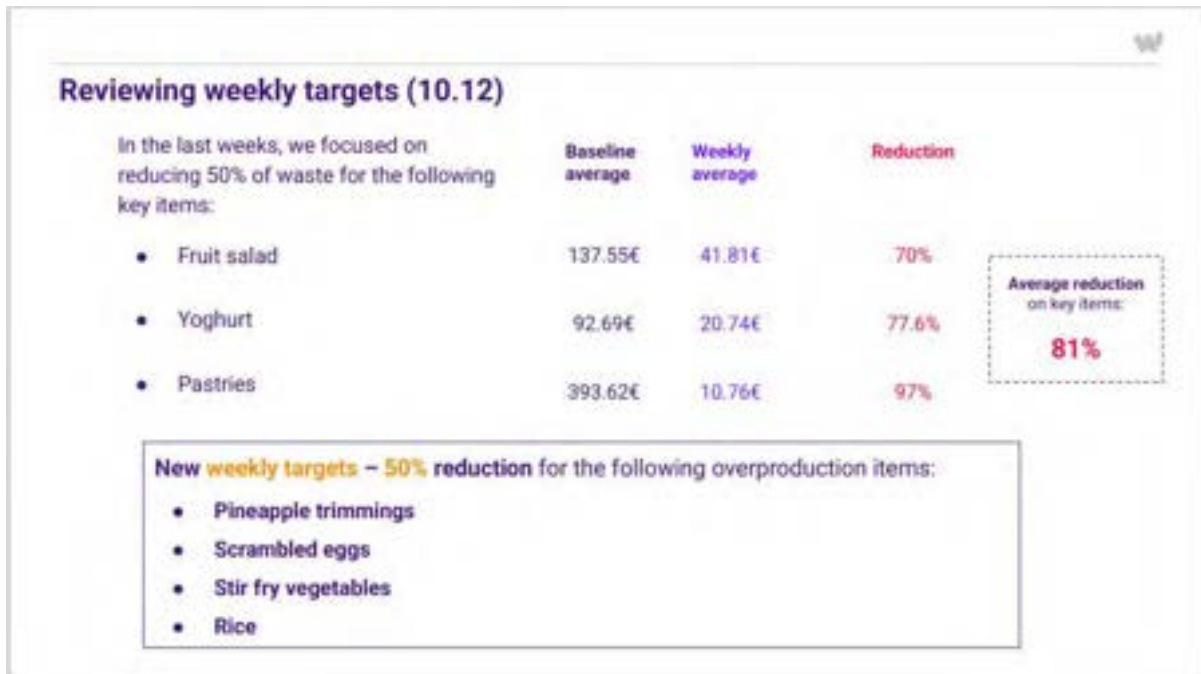
- ✓ With breakfast team, reviewed the volume of yogurt replenished to the buffet during service. Re-purposed for staff canteen any product a close of breakfast buffet.



Pastries

- ✓ Reducing the amount of pastries left at the end of service by cooking in small batch.





Weekly Target 10.12.2024

Using the date provided by the system and in conjunction with winnow, we came up with the following three points/ products to focus on.

1. Pineapple trimmings
2. Scrambled egg
3. Stir fry Vegetables
4. Rice

Pineapple:

- ✓ This was the month that we started using a pre-cut pineapple from a supplier. As this was one of our single highest consistent values since starting the program.

Grams per cover waste trend



Scrambled eggs

- ✓ With the breakfast team, refocused on getting the correct date (how many customers are we still waiting for) so that the kitchen crew could produce the correct quantity of food for the remaining time
- ✓ Smaller batch production

Stir fry Vegetables:

- ✓ Due to errors in the categorization of the food product, did 1 to 1 trainings with staff on how to correctly categorize the food product.

Rice:

- ✓ This was a focus for the Staff canteen, as the time line from the date, was showing the food was wasted late at night. Spoke with the team from staff canteen to reduce the volume of rice produced for dinner serving period. With kitchen crew able to re-heat more if needed during the evening meal period.



Weekly Target 19.12.2024

Using the date provided by the system and in conjunction with winnow, we came up with the following three points/ products to focus on.

1. Scrambled egg
2. Rice
3. Croissant
4. Fruit Salad

Scrambled eggs:

- ✓ With the breakfast team, refocused on getting the correct date (how many customers are we still waiting for) so that the kitchen crew could produce the correct quantity of food for the remaining time, Smaller batch production.

Rice:

- ✓ This was a focus for the Staff canteen, as the time line from the date, was showing the food was wasted late at night. Spoke the team from staff canteen to reduce the volume of rice produced for dinner serving period. With kitchen crew able to re-heat more if needed during the evening meal.

Croissants:

- ✓ Refocused on reducing the amount of pastries left at the end of service by cooking in small batch.

Food Preparation & Offering

Zero Waste Dishes



Portuguese Style Beef
Tenderloin



Salmon-bass with Clam rice

Menu Engineering

Menu engineering is a powerful strategy that can help optimize offerings for profitability while also reducing food waste. By analyzing sales data, food costs, and waste patterns, we can make informed decisions about menu design, portion sizes, and ingredient usage.

1. Analyze Menu Performance

- ✓ By focusing on the most profitable and waste-efficient dishes, you can streamline your menu and reduce excess food purchases.

2. Optimize Portion Sizes

- ✓ Track leftover plate waste to determine if portions are too large
- ✓ Offer different portion sizes
- ✓ Use plating techniques that ensure customers receive satisfying portions without over-serving.

3. Repurpose Ingredients & Cross-Utilize

- ✓ Design our menu to use the same ingredients in multiple dishes;
- ✓ Repurpose surplus ingredients into daily specials, soups, sauces, or staff meals.

4. Adjust Pricing & Promotion to Shift Demand

- ✓ Encourage sales of high-margin, low-waste dishes

5. Monitor Waste & Continuously Improve

- ✓ Track food waste regularly to identify trends and problem areas.
- ✓ Train kitchen staff techniques, such as (First In, First Out).
- ✓ Use technology like systems to minimize

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on waste reduction proper storage and FIFO inventory management over-ordering.

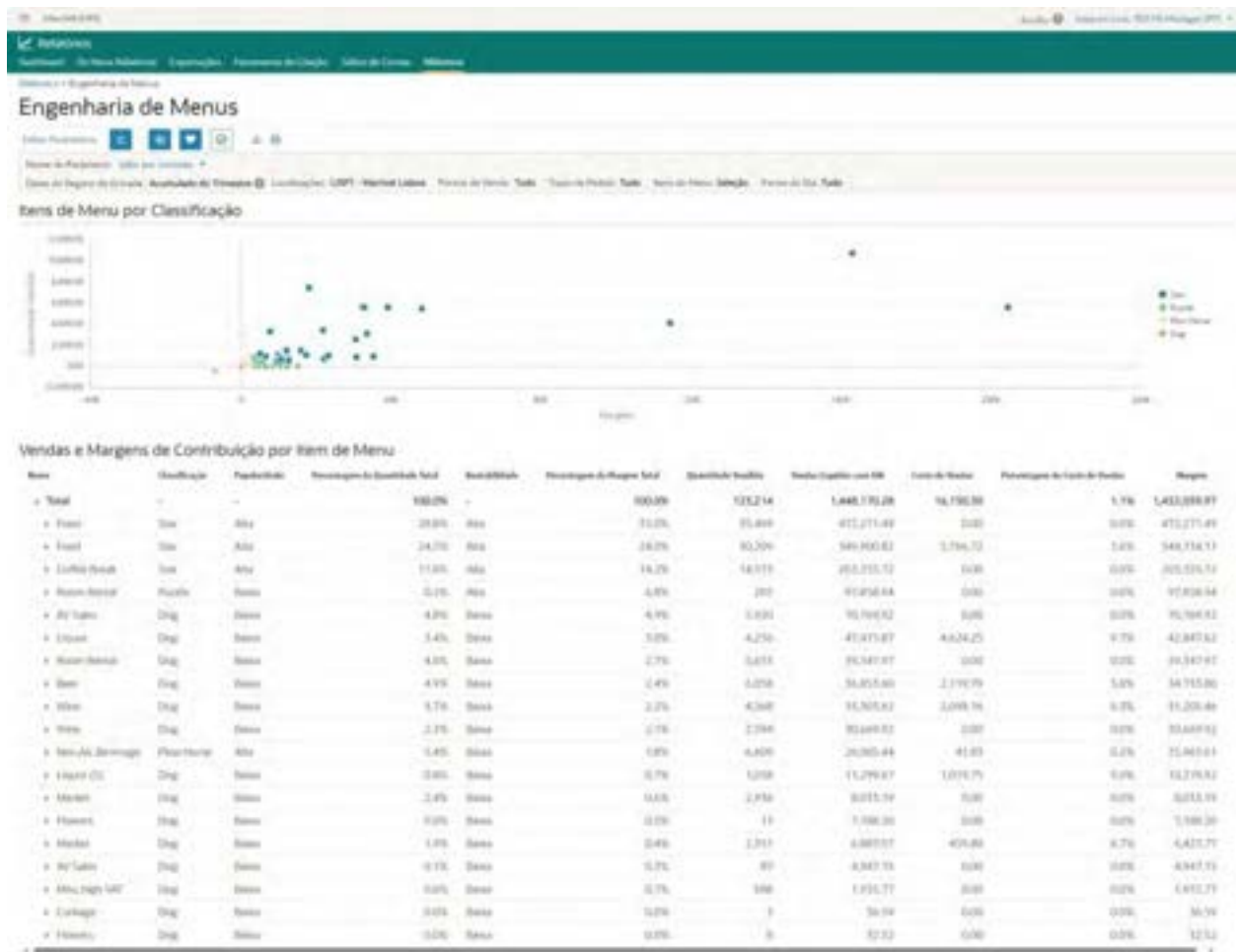
6. Design a Waste-Conscious

- ✓ Feature high-yield dishes in prime menu locations (top right, center, or highlighted sections).
- ✓ Use descriptive, appealing language to make less popular, low-waste items more attractive.
- ✓ Rotate seasonal items to prevent overstocking and spoilage.

Menu Layout

dishes in prime menu

Menu engineering isn't just about maximizing profit—it's a strategic tool for sustainability. By carefully curating our menu, adjusting portion sizes, repurposing ingredients, and tracking waste, we can significantly cut down on food waste.



Notas do Relatório

As categorizações de preço e popularidade são baseadas em dados históricos e não refletem necessariamente a realidade atual. A análise de margem de contribuição é baseada em dados históricos.

Buffet Offering

To minimize food waste in our buffet offerings, we have implemented strategic portion control measures and real-time monitoring practices. Specifically, we have reduced the size of chafing dishes used in the buffet service. This adjustment allows for better portion management, ensuring that food is replenished in smaller, more controlled quantities, thereby reducing excess and unnecessary waste.

Additionally, 30 minutes before the buffet service concludes, our team conducts a thorough assessment of remaining food levels. This practice enables us to make informed decisions regarding restocking, preventing overproduction while still ensuring guest satisfaction.

Furthermore, whenever possible, we will serve individual-sized portions within the buffet. This approach not only enhances presentation and portion consistency but also helps to further control food waste by reducing the likelihood of excess servings being taken and left uneaten.

To further support waste reduction, we have incorporated live cooking stations into our buffet service, where dishes are prepared fresh based on guests' specific preferences. This ensures that food is cooked to order, minimizing excess preparation while enhancing the dining experience with freshly made meals.

These measures align with our commitment to sustainability and operational efficiency, contributing to a more responsible and waste-conscious dining experience.

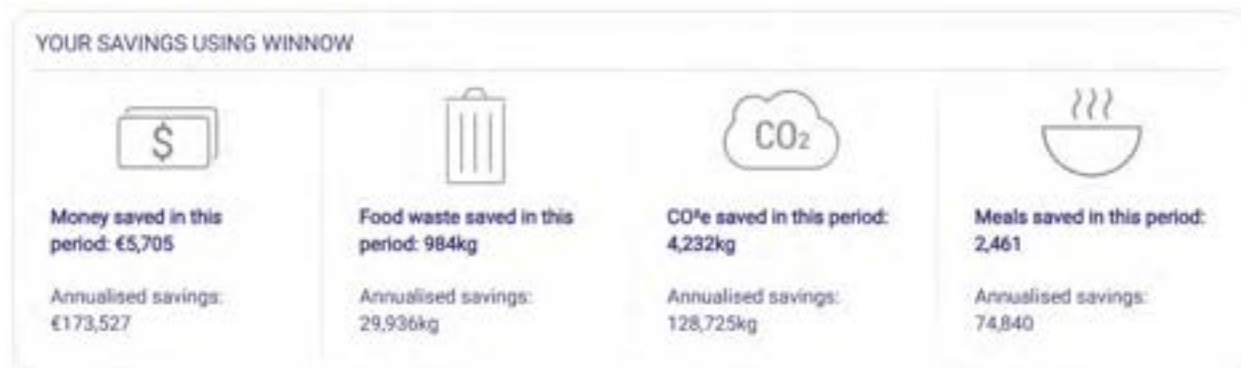
Achievements & Conclusions

Monthly Savings

February Compared with Baseline



March MTD compared with Baseline



Overview

Positive

Over the past three months, we've made significant strides in creating a clear focus for the team. We've aligned everyone toward common goals, and this has allowed us to start seeing a shift in behavior. By breaking down our work into manageable two-week cycles, we've been able to track progress and make adjustments as needed. This has made it easier to create change, and we're already seeing positive results.

Challenges

We've faced some challenges along the way. One major hurdle has been making lasting cultural changes, especially with such a diverse team with many nationalities. The differences in communication styles and working approaches can sometimes slow down progress. Additionally, we've found that constant reinforcement and checking of good practices are necessary to ensure that these changes stick over time.

Conclusions

In conclusion, we remain committed to inspiring all our stakeholders in the ongoing effort to reduce food waste, recognizing its critical importance in promoting sustainability, resource efficiency, and social responsibility. We will continue to uphold and develop best practices, seek guidance from industry experts, and share our achievements and successes as a unified team.