



OPERATING STANDARDS

peckwater
BRANDS

Vision Statement:

"To revolutionise the food delivery industry by empowering every kitchen to maximize its potential through innovative, data-driven virtual brands, reaching more customers and increasing profitability globally."

Mission Statement:

"Our mission is to partner with food operators of all sizes to create and manage successful virtual brands. We aim to drive growth, reduce waste, and provide comprehensive support, enabling kitchens to thrive in the competitive food delivery landscape."

Partner Code of Conduct

This is a commitment to work together towards a positive, productive, and profitable outcome for both sides. We're proud to be partnering with you and we're grateful for your trust. As part of building a fulfilling and professional relationship with you and your team we ask that you read and accept our Partnership Code of Conduct. This will govern our interactions with you and act as the basis for our working relationship.



RESPECT

We treat you with courtesy and respect at every stage of the process and we expect you to treat our staff in the same way. We ask that you are punctual and professional in all your dealings with our team.



COMMUNICATION

We ensure that the information we provide is clear and easy to understand, including what we can and can't do. You provide the information we ask for and you're honest and professional in all communications with us. You connect us with the right people in your team and maintain an open line of communication.



PARTNER VISITS

We expect you to allow our team to enter and inspect your site at all reasonable times in order to confirm compliance with the terms of our agreement and our Operating Standards and expect your full cooperation during these visits. This includes testing products and inspecting equipment. We commit to not unduly interfering with your in-house operations.



EQUALITY

In our dealings with brand partners we will ensure the rights to equal treatment are upheld. PWB does not discriminate on the grounds of age, disability, gender, family status, race, religious belief or sexual orientation.



TRANSPARENCY

We will always act openly and transparently and will publish information about our work, our company, and upcoming development. Whilst doing this, we will never compromise confidentiality. You commit to the same levels of integrity.



IMPROVEMENT

We will continually look to improve the service we offer and listen to the feedback you provide. We hope that you will help us achieve this by providing honest and detailed feedback in a timely manner.



COMPLAINTS

Our staff are dedicated to providing a professional service and getting things right the first time. Despite our best endeavours we recognise that things may not always meet customer expectations. We have a standard procedure in place to ensure that we investigate your complaint fully and fairly if you raise one.

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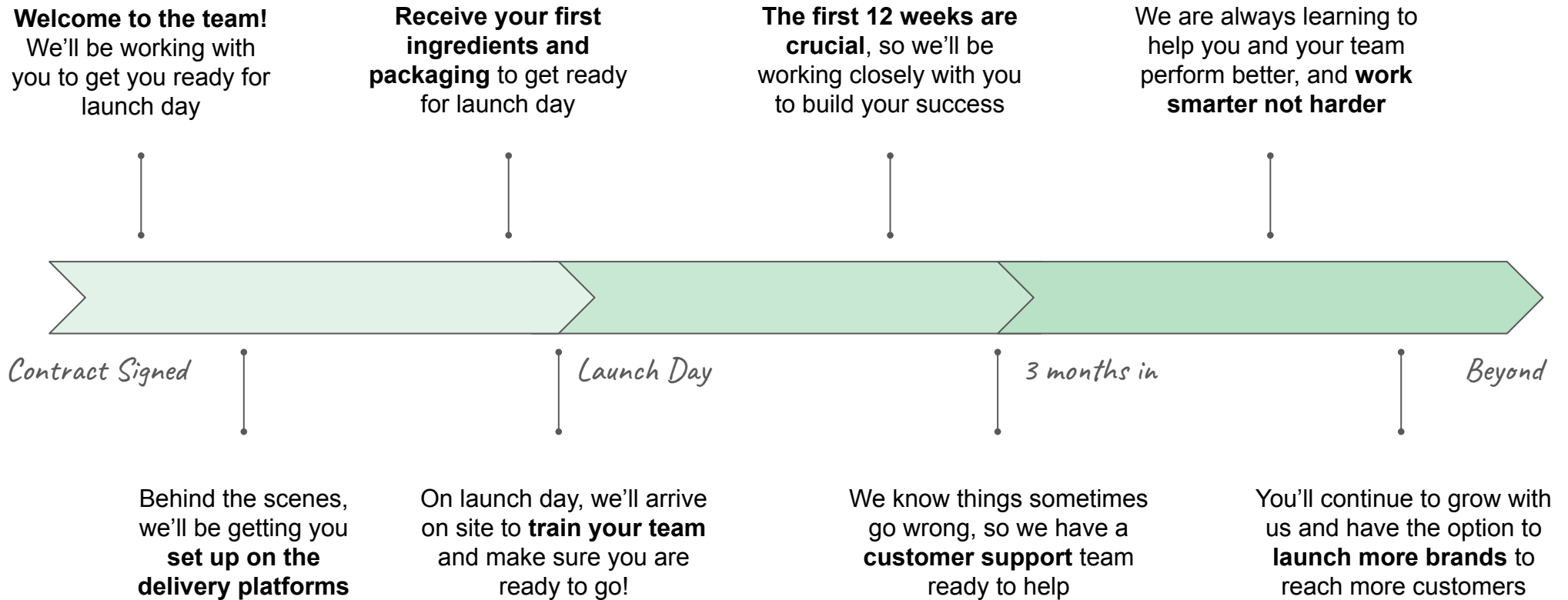
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Commercials & How It Works

What to Expect



Onboarding

Day 1

**AGREEMENT
SIGNED**

Day 7-10

INTRO VIDEO CALL

- Trainer Intro
- Training Expectations
- Ingredients order
- Pre-prep required
- Metric overview

Day 21-30

TRAINING & LAUNCH (5HRS)

- Run through kitchen setup
- Menu specs: Hands-on cook off
- Packing best practice
- Technology training
- Test orders
- Driver management.

Day 30-114

PWB SUPPORT

- Regular calls from your Ops Manager
- Online customer support
- Guidelines on optimising metrics that directly results in higher revenue
- Operational visits

The First 12 Weeks

The first 12 weeks of trading are critical to your success and for the stores to gain a good, stable reputation in the market. Getting a high rating and high ranking means that you will earn significantly more.

To support you on this, we will be getting regular calls from your ops manager and we are offering a **full refund of your £500 onboarding fee** if you hit the metrics the platforms reward after your first 12 weeks of trading. Great metrics drive great rankings, which translates to more customers and higher sales!

To receive the refund, **all your sites must qualify for the silver tier or above after 12 weeks of trading.** On the next page, we detail our commercial terms where you can understand this in detail.

Commercial Terms

We are offering up to 30% base fee with 5% marketing charge. The base fee you achieve is set based on the rank you qualify for and is calculated each payment run. Calculated per site. See the table below for details of what each rank is worth.

	Rank	Base Fee	Marketing	Benefit Summary
	Gold	30%	5%	-5% PWB fee. Bespoke marketing plan.
	Silver	32%	5%	-3% PWB fee. Bespoke marketing plan.
	Bronze	34%	5%	-1% PWB fee.
	Standard	35%	5%	

Base fee is taken as a percentage of NMV (Net Merchandise Value)

How to qualify for each rank?

For each payment period, we will calculate the metrics you have achieved. The criteria for qualifying for each rank is detailed below. You must meet all the criteria in order to qualify.

	Rank	Cancelled Order %	Incorrect Order %	Opening Hours	Uptime %	Rating
	Gold	1%	1%	60	99%	4.5
	Silver	2%	2%	55	95%	4.2
	Bronze	3%	3%	50	90%	4
	Standard	5%	8%	45	85%	3.5

Hours = Scheduled Opening Hours/week, Uptime = Proportion of scheduled hours you open

IOR = % of orders made incorrectly or with missing items, COR = % of orders cancelled,

Starting from January 1st 2025, **falling below standard will result in qualifying for the “at risk” tier an additional 5% of NMV charge** and we reserve the right to terminate your contract. Ranks and criteria are updated quarterly.

Payment Terms

The Peckwater commercial model has been designed to ensure that partner's are never out of pocket when making peckwater orders to maximise your revenue and profitability.

Payment Terms

- Payment cycles are processed on a 2 weekly basis.
- Any identified issue or outstanding credit owed to partners will be processed in full during the next payment cycle.
- All payment issues or queries are submitted to Peckwater Brands support team.

Payment Process

- Delivery channels provide Peckwater with a financial report of confirmed orders every 2 weeks.
- Our system processes each of these orders to calculate your payment for the period and generate you the following reports:
 - Sales explainer: A breakdown of your payments, credits, fees and performance metrics for the period.
 - Incentives and Charges explainer: A breakdown of the rank you have qualified for and any additional charges
 - Invoice: A VAT invoice for your records of our commission fees and additional charges.
- Payments and report documents are released within 5 business days of the end of the each 2 week period.
- Financial documents are sent to your email on file.

Marketing Explained

Our marketing strategy drives brand visibility and boosts sales by combining *promoted placement* and *discounting*. Promoted placements put our brands in front of new customers, while discounts encourage conversions and repeat orders. Together, these tools maximize reach, increase order volumes, and ensure a strong return on investment for our partners.

Promoted Placement Strategy

Promoted Placements are paid ad spots on delivery platforms that give listings higher visibility, usually appearing at the top of search results or on featured pages

Our promoted placement aims to acquire new customers while minimizing brand cannibalization, achieving up to a 5.5x ROI.

We use a listing's average customer rating from the past 90 days to determine eligibility for promoted placements. High-performing partners receive more investment in ad placements, encouraging all partners to improve ratings.

Discount Strategy

Discounts are temporary price reductions or special offers applied to listings to make them more appealing to customers.

To boost visibility and customer conversion, we implement a monthly discount cap of 10% of GMV, integrated into brand pricing to protect partner profitability.

All listings will receive continuous, week-long discounting across all platforms. Discounts are adjusted via minimum order values and percentages to control costs.

All discounts and marketing efforts are controlled centrally by our Head Office team. They are operated at a Brand level in order to maximise sales within the discount cap, and improve visibility on the platforms.

The marketing and discount strategy is strictly non-adjustable by any partner.

Supply Chain Explained

A unified and streamlined supply chain is a fundamental part of delivering great products to our customers. All ingredients and recipes have been carefully curated by our food development team to ensure great taste and quality. It is therefore a collective responsibility to ensure orders placed to our chosen suppliers take place to uphold this experience.

Where?

Peckwater CPUs and off-the-shelf products are currently being distributed through JJs Foodservices. Orders for ingredients and some generic packaging should be placed here.

When?

JJs daily order cut-off is 5pm
The wholesaler operates a system called “Advanced Order” (AO), whereby products can be shipped to a local depot next day if placed before cut-off. Booking slots are required to have visibility of estimated delivery date for AO

How?

All partners are provided a PWB JJs login to access their account to place orders. Orders for PWB should not be placed through any other JJs account

To be supply chain compliant, order all your brand ingredients through your PWB JJ's account.

If you are non-compliant, you will have penalties applied each payment run up to 100% of NMV and we reserve the right to terminate your contract.

Support and Resources

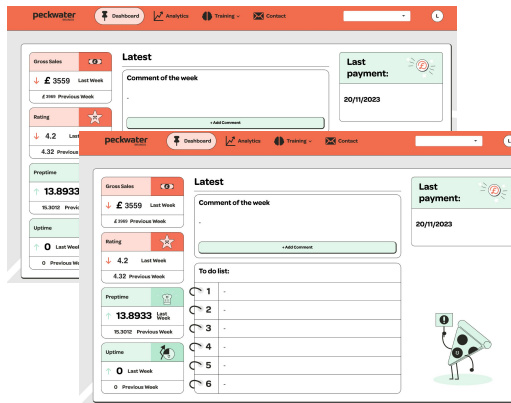
We have a customer support team and provide you with a bespoke portal to access key information to keep on top of your operations



SUPPORT

We have a customer support team to assist you for all queries!

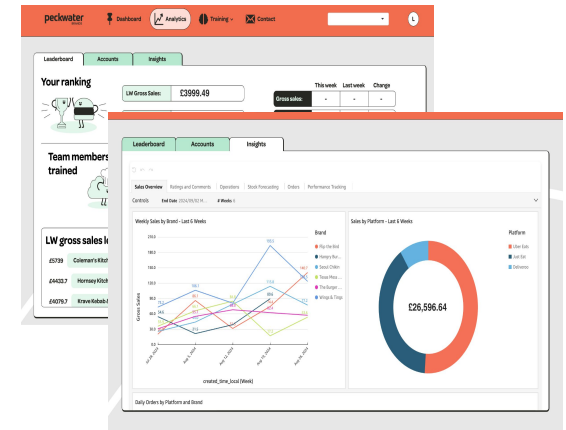
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DASHBOARD

Daily performance overview and access to all your sales statements

portal.peckwaterbrands.com



INSIGHTS

Detailed access to your site performance

portal.peckwaterbrands.com

Guide to Performance Management

METRICS AND RANKING Explained

Great metrics drive great rankings, which translates to more customers and higher sales!

Why Metrics Matter

Delivery platforms measure your restaurant's service metrics to ensure customer satisfaction. Strong metrics boost your ranking, increasing visibility and orders. Falling below standards can cut marketing support and limit exposure.

What is Ranking?

Ranking is your restaurant's placement on the platform. Higher-ranking restaurants—like top results on Google—get more visibility and capture over 90% of orders. Ranking is crucial: it's winner-takes-all.

Why Ranking Matters

High ranking helps customers find you faster, driving more sales. Strong rankings also make your restaurant visible to new customers, growing brand reach.

How to Boost Your Ranking

Excelling in metrics like order accuracy, prep time, and customer ratings improves ranking. Keep cancellations low, rider wait times short, and ingredients to our approved supply chain. For specific ways to improve, see the **Metrics Cheatsheet** for detailed actions to drive performance.

METRICS Cheatsheet

Metric	How to Improve
Cancelled Orders Cancelled orders hurt customer loyalty and ratings.	• Ensure you accept all received orders during your agreed opening times. • Snooze all out of stock items • Always update your Tablet so you dont ever have to cancel.
Incorrect Orders Mistakes (e.g., missing items or ingredients) lead to poor ratings.	• Tick off each items on order print out, as your place the item in to the bag. • Ensure all ingredients and toppings recipes are followed
Rating Ratings below 4 stars reduce visibility and order volume.	• Make the food with the right ingredients, and to the right spec. Think like a customer and consider the presentation! • Keep the food hot and under the heat lamp until ready • Never replace an item without customer consent, this just gets them more angry.
Rider Wait Time Long rider waits decrease traffic to your restaurant.	• Make sure the Rider clicks order accepted in front of you • If a rider arrives, prioritise their order
Supply Chain Compliance Consistency in ingredients boosts ratings and quality.	• Ensure that you only order and server the Peckwater Brands approved ingredients. • Contact Peckwater Support if you experience issues ordering from our approved supplier.
Uptime High uptime maximizes organic traffic and profitability.	• Ensure your tablet is on and the restaurant can facilitate all received orders during your agreed contracted hours with Peckwater Brands. • If you require to close earlier or have a holiday planned, please contact Peckwater Brands support team. Planned Closures do not affect your uptime, "Holiday mode" ie Christmas.

DRIVERS Explained

Important things to note about the different platforms and drivers...



Deliveroo:

- Finds a driver *before* sending the order to the kitchen to minimise driver wait times.
- Has the most accurate preptime-to-pickup timing.
- Prioritize Deliveroo orders in bad weather.



Uber Eats:

- Sends order to the kitchen *while* searching for a driver.
- Pickup time may be inaccurate in bad weather.



Just Eat:

- Uses local drivers; so is often dependent on your local area
- Drivers work locally so will know the area well, and be able to keep you up to date with traffic and weather impacts

Tips for Bad Weather:

- **Driver Shortage:** Fewer drivers will work due to conditions like heavy rain or snow.
- **Shorter Trips:** Bad weather limits drivers' range, reducing delivery range.
- **Driver Exposure:** Bad weather can make long waits or journeys challenging for drivers, especially on bikes.

Key Strategies:

- **Build Driver Loyalty:** Offer them hot drinks or shelter; well-treated drivers are more likely to stay nearby.
- **Minimize Driver Wait Time:** Delays may cause drivers to abandon orders.
- **Stay Updated:** Talk to drivers about conditions and availability—they'll have the latest insights.

LOW ORDERS Troubleshooting

If your site isn't getting many orders, it's probably has a low position on the apps. You can address this by thinking about...

PREPARATION TIME	Ensure prep times are set correctly
	Ensure the kitchen is prepped well ahead of shift
	Ensure staff are well trained on the cooking method and packaging for all items.
PRODUCT AVAILABILITY	Ensure ingredients are stocked and products are marked as OOS when needed.
UPTIME	Ensure staff member on duty is in constant view of tablet
	Proactive monitoring of tablet being on
	Tablet permanently charged
	Online hours are aligned with the hours your store is open
	Ensure good network connectivity
	Holiday hours are set correctly when needed
RATINGS & REVIEWS	People love freebies! A can of coke (and a note to say "thanks for ordering, here's a free drink" can buy goodwill cheaply)
	Missing / incorrect items (check off tickets)
	Cold food (heated gantry / dispatch area)
	Food being cooked to spec (according to training guides)

Operations Guide

How to SET UP FOR THE WEEK

We recommend you review your staffing levels and kitchen layout to set you up for success.

STAFFING

- Plan your rotas in accordance with online demand. Bear in mind that orders are likely to peak at the same time as in-house dining, so staff up on busy days.
- **We recommend at least 1 dedicated staff member for PWB Friday-Saturday during peak (5-9pm)**
- Outside of these times, based on how busy your own kitchen is you may be able to flex up your staff to cover the extra demand

LAYOUT

- Dedicated Fridge/Freezer Space to store our products.
- Workspace suitable to carry out our brands separate to your main kitchen operations.
- Sufficient amount of fryers to cope with demand at peak times with our menu and in house orders.

How to SET UP FOR THE SHIFT

Use the below as a checklist to make sure you and the team are ready for the shift

Printer

Printer plugged in

Printer turned on

Printer connected by Bluetooth

Printer has till roll

Deliverect

Tablet turned on

Tablet plugged in to charge

Tablet connected to Bluetooth

Tablet connected to Wifi

Deliverect logged in

Deliverect location not on Busy Mode

Deliverect items un-snoozed

Printer connection appears on Deliverect

Just Eat Tablets

Tablet turned on

Tablet plugged in to charge

Tablet connected to Bluetooth

Tablet connected to Wifi

Kitchen Equipment

Workspace is clean and organised

Fryers are clean and working

Timers are close to Fryer

Temp Probes & Probe Wipes available

Ingredients

Checked ingredients levels

Any out of stock items are snoozed on deliverect

Sauces and Garnishes are in stock

Sauces and garnishes are positioned close to prep area

Dispatch

Pens available to mark off tickets

Packaging is in stock

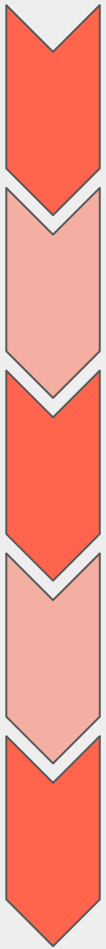
Packaging is positioned in dispatch area

Heat Lamp is working

Cheatsheet is available and readable

How to **PROCESS AN ORDER**

Follow these steps to ensure every item is made the right way, and packed correctly so the customer gets exactly what they ordered!



Order

Orders auto-accept and print—no action needed. Use one ticket on the cook line and attach the other to the bag when packed.

Prep

Grab the correct branded bag. Attach the receipt with a sticker. Add cutlery, napkins, drinks, and dips if needed.

Cook

Follow recipe timing and portion guidelines. Keep items at the correct temperature and present neatly.

Pack

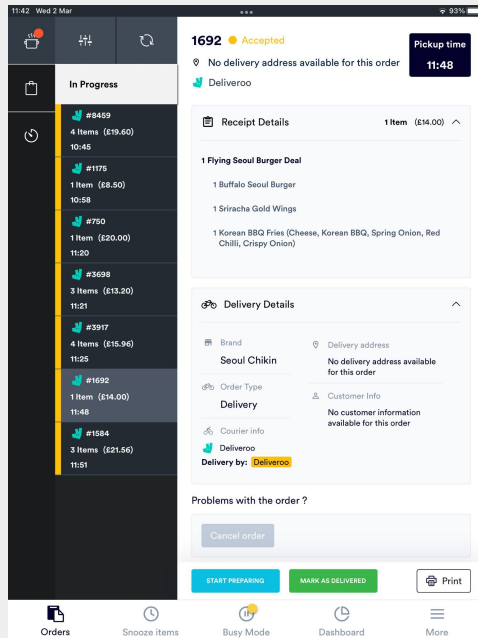
Pack heavier items at the bottom. Tick off each item on the receipt as it goes into the bag. Close the bag and place under the heat lamp.

Handover

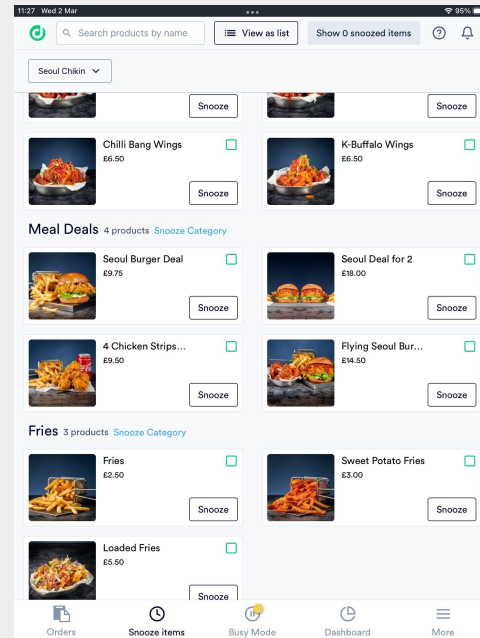
Ask the driver to accept the order on their device—this keeps your prep time accurate.

How to SNOOZE ITEMS

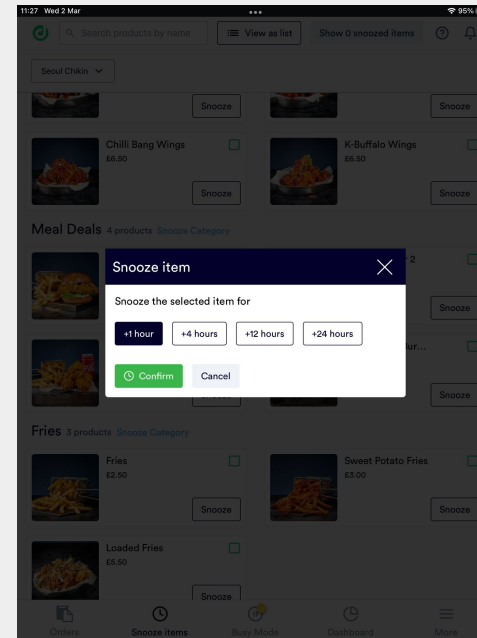
When out of stock of particular items, you must snooze them to prevent customers ordering them



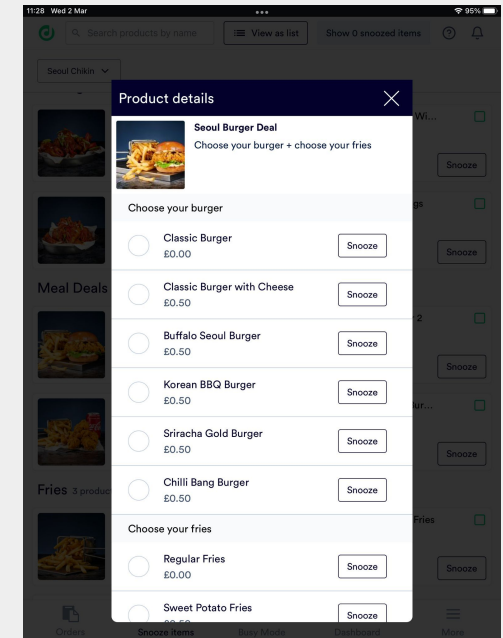
From the main screen select snooze items.



Select the items you want to snooze



Select for how long.



Remember for items with items within it like meals deals, you have to select each product.

*** To unsnooze items follow the same steps in reverse order

If you need to close the entire store (for example, in an emergency), please contact support on whatsapp

FREQUENTLY ASKED QUESTIONS

What is the PWB fee model and what am I paying for?

The PWB fee model entitles you a license to trade under your assigned brands and unlocks access to PWB's supply-chain, support and account management services.

What is the 5% marketing fee?

Please refer to Marketing Explained slide

How can I be eligible for Marketing?

Your brands must be aligned with the target SLAs set by Peckwater and the DSPs to be eligible for marketing.

Why should I use PWB JJ's supply chain?

Our brands are designed around specific ingredients and CPU products that are only available through JJ's. It is imperative that our brands are made with our approve ingredients to ensure high quality and revenue.

How do I order packaging?

Packaging will automatically be sent out to you based upon you sales volume.

How do I apply for a refund?

Please contact the support team who will send your request to the finance team.

What happens if I miss a delivery?

Please contact the supplier directly to arrange a new delivery slot.

Where can I find my metrics and reviews?

You can access all of your metrics and reviews within the Partner Portal

How do I add an additional stack?

Please contact your Support who will get the account management team to contact you.

How do I add an additional site?

Please contact your Support who will get the sales team to contact you.

I've lost my login for PWB Partner Portal and Deliverect, where can I find them?

Please raise a request to the support team who will send you a reset password link

I haven't received my sales statements, where are they?

Please check your inbox and spam inbox, if you are still unable to locate your sales statement please contact support who will assist you.

There's a problem with my listing, who do I report this to?

Please contact your Support who will assist you to resolve this issue.

There's a problem with my tablet, who do I report this to?

Please contact your Support who will assist you to resolve this issue.

Where can I see all my orders?

You can see all of your orders within your Partner Portal by clicking on the "Analytics" tab at the top, followed by the "Insights" tab and the "Orders" tab.

When do I get paid?

Please refer to payment terms slide

If a rider doesn't show up to pick up an order, what do I do?

Please contact support with the order id and name of the DSP

If i need to temporarily pause listings, how do i do this?

Please contact the support team to assist you with pausing a listing.

If I need to temporarily close the site, how do I do this?

Please contact the support team to assist you with closing a site.

Where can I see what marketing will be available for the next month?

The marketing team send out an email every 2 weeks to advise on which listings have been selected for marketing.

Appendix

Financial Consequences and Support Measures

Peckwater reserve the right to charge the following fees and charges inline with the contractual agreement and the meeting of charge criteria below.

Charge Type	Amount	When it's charged
Onboarding Fee	£500	Charged to join peckwater brands. If you reach Silver rank for all sites after your first 12 weeks, it is refunded.
Platform Fee	£25	A £25 fee charged every 2-wks. Refunded each payment run (every 2-wks) if sales in that 2-wk period exceed £150
PQP Fee	Up to -2% of NMV	See Commercial Terms
PQP Incentive	Up to +5% of NMV	See Commercial Terms
SC Compliance Fine	Up to 100% of NMV	Charged at Peckwater Brands discretion if the partner is not compliant with our approved supply chain
Test Order	Variable £	Charged at Peckwater Brands discretion in order to assess the Brand Partner's compliance with the Operating Standards.
Mystery shopper	£50	Mystery shoppers are are scheduled at Peckwater Brands discretion in the event that sites performance below required standards.
Asset printing	£50	When partners request or require new printed assets
SC Push Order	Variable £	Packaging and ingredients orders can be placed at Peckwater Brands discretion in the even that partners do not comply with the supply chain policy.
Operations visit	£200	Operational visits are are scheduled at Peckwater Brands discretion in the event that sites performance below required standards.
Delayed Launch Fee	£500	Charged if the partner delays the agreed launch timeline
Early Termination Fee	£2,500	See Tech Return Policy
Technology Return Fee	£100 - £200	See Tech Return Policy
Additional Stack Early Termination Fee	£500	Charged for any additional stack that is dropped by the partner within the first 12 months of the new stack being live.

Other Requirements

Insurance

All partners must constantly maintain the legally required insurance in their country of operation while working with peckwater brands.

FSA

All partners must constantly maintain an FSA rating of 3 or above while working with peckwater brands.

Tech Return Policy

Once a partner has gone through the termination process, they will need to return the tablet and printer to PWB.

A member of the PWB team will reach out to the partner confirming closure.

The partner will then have 2 weeks to post or provide proof of postage back to PWB property.

The charges for missing the 2 week deadline are:

£200 - printer

£100 - tablet

£100 - printed training manuals