

CLARITY.
FAIRNESS.
RELIABILITY.

OUR ELECTION PROGRAMME FOR THE
WORKS COUNCIL ELECTION 2026



POLARIS

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A. Introduction: Why Polaris?

Delivery Hero is a fast-moving, highly international organisation. Many of us work across countries, time zones, and cultures, often in hybrid or remote settings. Change, growth, and transformation are part of our daily reality, and they are also part of what makes this company exciting for many employees.

At the same time, a consistent sentiment has become increasingly visible across teams, functions, and seniority levels: **the system has become harder to navigate.**

Over time, policies, processes, and decision-making structures have expanded. Expectations are sometimes unclear, standards are not always applied consistently, and outcomes may appear unpredictable depending on the team, the manager, or the organisational context. In such an environment, employees often spend significant energy not only on delivering results, but also on understanding what is expected, how decisions are made, and what their future in the organisation might look like. This uncertainty can directly affect trust, motivation, performance, and long-term sustainability.

Polaris was formed because we believe employees deserve better orientation. We do not believe that every problem can be solved through quick fixes or loud campaigning. Sustainable improvement requires something more fundamental: **clear structures, fair standards, and reliable processes.**

Polaris is named after the North Star, a symbol of orientation. We chose this name deliberately. It does not promise certainty in an uncertain world. Rather, it reflects a commitment to strengthening the internal structures that employees rely on. Especially in times of change, employees should be able to understand how decisions are made, what standards apply, and what to expect in comparable situations.

Our guiding principles are therefore simple and intentional:

- ◆ **Clarity:** Employees should understand expectations, processes, and decisions.
- ◆ **Fairness:** Comparable situations should be treated consistently, without arbitrariness.
- ◆ **Reliability:** Processes should be dependable, and change should be handled with clear guardrails.

These principles are not marketing language. They are standards for responsible employee representation.

We also believe it is important to be honest about what a works council can and cannot achieve. Not every topic falls fully within the scope of co-determination, and not every desired outcome can be promised without creating unrealistic expectations. In some areas, oversimplified promises can even create unintended risks for employees, for example where they lead to decisions that reduce flexibility or weaken existing arrangements. Polaris therefore rejects a style of campaigning based on maximum demands or symbolic commitments. Instead, we prioritise areas where employee representation can realistically create sustainable improvements through structured, legally sound, and disciplined work.

I. Who are we?

Polaris is made up of employees from different backgrounds, including colleagues with prior works council experience, colleagues from different former lists, and employees who are standing for the first time. What brought this group together was not sameness, but a shared conviction: that employee representation works best when it is respectful, constructive, employee-oriented, and focused on practical outcomes.

We are united by the belief that effective representation must be built on credibility, transparency, and responsibility. Our aim is not to create noise, but to strengthen the foundations that allow employees to work, develop, and plan their lives with greater confidence.

This election programme sets out our priorities and our approach. It is an invitation to dialogue, to thoughtful engagement, and to colleagues who share our belief that in complex times, the most valuable contribution is not escalation, but orientation.

B. Our Principles

Polaris is guided by three principles: **Clarity, Fairness, and Reliability.**

These principles are not campaign slogans. They are standards for responsible works council work in an international organisation that is continuously evolving. They reflect what employees need in order to trust systems, understand expectations, and plan their work and development with confidence.

In complex environments, uncertainty does not come only from external factors such as markets or politics. It often comes from internal structures: unclear rules, inconsistent

processes, or decision-making that feels unpredictable. Polaris believes that employee representation is strongest when it strengthens the foundations that reduce unnecessary uncertainty and ensure consistent standards across the organisation.

Our principles provide a clear framework for how we evaluate topics, set priorities, and approach works council work.

I. Clarity

Clarity means that employees can understand how the organisation works.

In practice, this includes clarity about expectations, processes, and responsibilities. Employees should not need insider knowledge to navigate the organisation. They should be able to understand what is expected in their role, how development is assessed, how decisions are made, and where to find reliable information.

Clarity also means communication that is transparent and understandable. When policies change or decisions affect working conditions, employees deserve information that is timely, complete, and accessible. A lack of clarity creates uncertainty, increases stress, and often results in unequal treatment, because only some employees know how to navigate the system effectively.

Polaris believes clarity is a precondition for trust. Without clarity, fairness cannot be verified and reliability cannot be established.

II. Fairness

Fairness means that comparable situations are treated in comparable ways.

Employees experience fairness when standards are applied consistently, decisions are based on understandable criteria, and outcomes are not shaped primarily by individual discretion or informal influence. Fairness does not mean identical outcomes for everyone. It means equal treatment within a transparent framework.

Fairness also means that processes are designed to reduce bias and arbitrariness. This becomes increasingly important as organisations rely on structured systems such as performance evaluations, calibration processes, career frameworks, and compensation models. Where decisions have meaningful impact on careers and livelihoods, employees deserve confidence that the process is consistent, respectful, and defensible.

Polaris understands fairness as a structural responsibility. It is not achieved through individual goodwill, but through clear standards and disciplined governance.

III. Reliability

Reliability means that employees can depend on how decisions are handled, especially during times of change.

Reliability does not mean predicting external events or guaranteeing stability in a dynamic business environment. It means that internal processes remain dependable. When employees understand what to expect from systems and how rules are applied, they can plan their work, their careers, and their lives with greater confidence.

Reliability becomes particularly important when organisations undergo transformation. Change is not the problem. The problem arises when change is handled without clear guardrails, without transparency, or without consistent standards. In such situations, employees often experience uncertainty, reduced trust, and difficulty planning ahead.

Polaris believes that reliable processes and consistent governance are essential for sustainable performance, long-term employability, and organisational resilience.

IV. Why these principles belong together

Clarity, fairness, and reliability are interconnected.

Clarity without fairness creates transparency without trust.

Fairness without clarity creates rules that feel arbitrary.

Reliability without both creates consistency without understanding.

Together, these principles provide orientation. They support a working environment where employees are able to understand systems, trust processes, and rely on standards, even in complex and changing conditions.

This is what Polaris stands for.

C. Why We Prioritise

Polaris recognises that employees at Delivery Hero care about many different topics. Working conditions are shaped by a wide range of factors: career development, performance expectations, leadership quality, flexibility, compensation, tools, organisational change, and the overall reliability of internal systems.

Prioritising all these topics at all times would mean prioritising none at all. A works council is most effective when it operates with focus, discipline, and clear priorities.

Without prioritisation, employee representation risks becoming reactive, fragmented, and inconsistent, even when intentions are good.

Polaris therefore prioritises its work based on two core questions:

1. **Which topics currently have the strongest structural impact on daily employee experience?**
2. **Where can works council engagement realistically create sustainable improvement?**

This approach is deliberate. Polaris believes that responsible employee representation should not be driven by the loudest debate of the moment, but by the areas where structured and consistent work can improve fairness and predictability over time.

Prioritisation does not mean that other topics are unimportant. Many issues that employees raise are valid and deserve attention. However, meaningful progress requires acknowledging that not every topic can be addressed with the same intensity, and not every issue can be resolved through the same approach.

A second reason why Polaris prioritises carefully is that not all topics carry the same legal or organisational feasibility. Some areas are strongly shaped by co-determination rights and allow structured influence. Other areas are limited by legal frameworks, operational constraints, or company decision rights. Polaris believes that it is not responsible to create expectations that cannot realistically be fulfilled.

In addition, Polaris takes seriously that unrealistic promises can sometimes produce unintended risks for employees. In some organisations, strong campaigning on certain policies has led management to respond by removing existing arrangements entirely, rather than improving them. This can result in outcomes that reduce flexibility and worsen employee experience. Polaris believes that employees deserve strategies that are not only ambitious, but also carefully assessed and legally sound.

For this reason, Polaris rejects a campaigning style based on maximum demands or symbolic promises. We believe that credibility is built through honesty, transparency, and disciplined work. A works council should be trusted not because it claims it can deliver everything, but because it is clear about what is possible and committed to achieving real progress where influence exists.

Our priorities reflect this mindset. The five core focus areas of Polaris are chosen because they represent structural issues that affect many employees and because improvement in these areas has the potential to strengthen trust, stability, and fairness

across the organisation. They are also closely connected: career development, process transparency, decision consistency, performance sustainability, and change management are not isolated topics, but part of the same ecosystem.

Polaris is committed to working on the topics that matter most, in a way that is realistic, responsible, and sustainable with the ultimate goal to have a positive impact for all employees. We believe that in complex times, employee representation must be guided not only by intention, but by discipline and clarity of purpose.

D. Our Five Core Focus Areas

Polaris has identified five core focus areas where we intend to concentrate our work most strongly. These areas were chosen because they shape employee experience at scale and because they influence long-term trust, motivation, and sustainability across the organisation.

They are also interconnected. Career development depends on fair processes. Fair processes depend on consistent decision-making. Sustainable performance depends on clarity of expectations and stability during change. Organisational change, if handled without structure, can undermine all of the above.

Polaris does not treat these areas as isolated topics. We see them as parts of a system. If the system is difficult to navigate, employees experience uncertainty, inconsistent outcomes, and reduced confidence in how decisions are made. If the system is transparent and reliable, employees are able to focus on delivering results rather than spending energy interpreting unclear rules.

The five focus areas are not designed to replace other important topics. They are intended to provide a structured framework for works council engagement that strengthens clarity, fairness, and reliability across Delivery Hero.

I. Predictable Career Development

Career development should be something employees can plan for, understand, and trust. In a large organisation, employees need more than informal guidance or personal networks to grow. They need a system that is transparent, consistent, and applied fairly across teams.

Polaris believes that predictable career development is one of the most important foundations of employee trust. When employees do not understand what is expected at

their level, how progression is evaluated, or what criteria are used for role changes and promotions, career development becomes uncertain and inconsistent. In such conditions, employees may feel that progression depends less on performance and contribution and more on timing, visibility, internal politics, or managerial discretion. This perception is damaging not only for individuals, but for the organisation as a whole.

Delivery Hero has introduced frameworks and policies intended to create structure in career development. However, a framework alone is not enough. What matters is whether employees experience it as real and consistently applied in practice.

Polaris therefore supports works council engagement that strengthens the credibility of career development systems by focusing on four key elements: **clarity of expectations, transparency of criteria, consistency of application, and fairness of outcomes.**

1. Clarity of expectations

Employees should be able to understand what is expected of them in their role and level. Career progression should not depend on unclear or shifting expectations, or on unspoken assumptions that vary across teams. Clear role expectations are especially important in an international organisation where employees join from different professional cultures and may not share the same implicit understanding of “what good looks like”.

Polaris supports strengthening clarity by encouraging the use of accessible role definitions, clear expectations for each level, and better communication of what progression requires.

2. Transparency of criteria

Employees should be able to understand how progression decisions are made. If promotion or role changes are perceived as a “black box”, trust erodes quickly. Transparency does not require exposing confidential details, but it does require that employees know the general standards that apply, the process steps involved, and what evidence is typically considered.

Polaris believes that transparency is also a protection against bias. When criteria are unclear, employees cannot assess whether decisions are fair, and managers may unintentionally apply inconsistent standards.

Polaris supports strengthening transparency through clearer process communication, predictable timelines, and improved employee access to information about development pathways.

3. Consistency of application

Career development systems lose credibility when they are applied differently across teams. Employees should not experience career progression as something that depends primarily on their reporting line, their department, or the leadership style of one manager. While individual performance always matters, the process must be consistent.

Polaris believes that a key role of employee representation is to support the creation of guardrails that reduce arbitrariness. This includes supporting structured governance and consistent application of career frameworks across the organisation.

Consistency is particularly critical in performance evaluation processes, where calibration and interpretation of behavioural principles can otherwise lead to unequal outcomes.

4. Fairness of outcomes

Fairness does not mean identical outcomes. It means that employees in comparable situations can expect comparable treatment. When employees believe that career opportunities are not distributed fairly, the organisation risks losing trust, engagement, and retention.

Polaris believes that fairness in career development is closely connected to psychological safety. Employees should feel able to raise development questions, ask for clarity, and receive constructive feedback without fear that transparency will negatively impact them.

Polaris supports a working environment where development conversations are structured, respectful, and focused on long-term employability rather than short-term judgement.

5. What Polaris will work towards

Polaris intends to support works council engagement that strengthens predictable career development through measures such as:

- ◆ improving the accessibility and communication of career frameworks and level expectations
- ◆ strengthening transparency around promotion and role-change processes
- ◆ supporting consistency in performance and development evaluation across teams
- ◆ advocating for clearer guardrails in calibration and decision-making
- ◆ ensuring that career development processes remain understandable and defensible, especially during organisational change
- ◆ promoting a culture where development is supported through feedback, coaching, and realistic growth planning

Predictable career development is not only about promotions. It is about creating a system where employees can plan their growth, understand what is expected, and trust that progression decisions are made in a fair and consistent way.

For Polaris, this is a central requirement for a healthy organisation. In complex times, employees need more than ambition. They need orientation.

II. Fair and Transparent Processes

In a large and fast-moving organisation, processes are not an administrative detail. They are the foundation of fairness, trust, and efficiency. When processes are unclear, inconsistent, or informal, employees lose orientation. This creates frustration, increases workload, and often results in unequal treatment across teams.

Polaris believes that employees should be able to understand how decisions are made, what standards apply, and what to expect in comparable situations. When rules are unclear or applied differently depending on team or manager, employees are forced to navigate uncertainty rather than focusing on delivering results. Over time, this reduces trust in leadership, in HR structures, and in the organisation's ability to operate fairly.

Fair and transparent processes are therefore not only an operational improvement. They are a core requirement for employee confidence and long-term sustainability.

1. Why process quality matters

Many employee concerns do not originate from one single decision, but from the feeling that decisions are made through systems that are difficult to understand or impossible to predict. When employees cannot follow the logic behind decisions, they may assume that outcomes depend on personal discretion, internal politics, or unequal access to information.

In an international environment, this effect becomes even stronger. Employees join Delivery Hero from different professional and cultural backgrounds. If processes are not clearly communicated, the organisation unintentionally rewards those who already know how to navigate informal structures, while disadvantaging those who rely on clear written rules and predictable standards.

Polaris believes that a modern works council must therefore pay attention not only to individual cases, but also to the underlying process quality that repeatedly creates frustration and uncertainty.

2. Transparency as a condition for fairness

Fairness is impossible without transparency. If employees do not understand the criteria and steps behind a process, they cannot evaluate whether they are treated consistently or whether decisions are being applied fairly.

Transparency does not mean exposing confidential information or making every internal discussion public. It means ensuring that employees can access clear explanations of:

- ◆ what the process is designed to achieve
- ◆ which steps exist and who is involved
- ◆ which criteria are applied
- ◆ what employees can realistically expect
- ◆ and what options exist when employees disagree with outcomes

This is especially important in processes that directly affect employee careers and livelihoods, such as performance evaluation, development decisions, role changes, and organisational restructuring.

Polaris believes that transparency is not a “nice to have”. It is an essential condition for trust.

3. Reducing informal rules and ambiguity

A common problem in organisations is that formal processes exist, but informal rules determine how they are applied. Employees then receive inconsistent guidance depending on the team they are in, the manager they report to, or the internal network they have access to.

This creates two harmful effects:

- ◆ Employees spend energy on interpretation and “reading between the lines”, rather than on their actual work.
- ◆ Employees perceive the system as unfair, because outcomes seem dependent on access and visibility rather than contribution.

Polaris supports a structured reduction of ambiguity by encouraging clearer standards, better documentation, and consistent process communication across the organisation.

4. Consistency and procedural discipline

Processes are not only about documentation. They require discipline in execution. A process that is formally defined but applied inconsistently is often worse than having no process at all, because it creates the illusion of fairness while producing unpredictable outcomes.

Polaris believes that procedural discipline is particularly important in HR-related processes, where employees experience direct consequences. When processes are applied inconsistently, employees lose trust not only in the process itself, but also in the legitimacy of organisational decision-making.

Polaris therefore supports works council engagement that strengthens consistency and ensures that standards are applied reliably across departments and teams.

5. Processes should reduce workload, not create it

Employees often experience poorly designed processes as a hidden workload driver. Complex approval steps, unclear responsibilities, tool fragmentation, or constantly changing requirements can create administrative overhead and reduce productivity.

Polaris recognises that process quality is closely linked to sustainable performance. When systems are confusing or inefficient, employees compensate through extra effort, longer working hours, or informal workarounds. This creates stress, frustration, and long-term inefficiency.

Polaris supports the idea that good processes should simplify work, reduce friction, and allow employees to focus on value creation.

6. What Polaris will work towards

Polaris intends to support works council engagement that strengthens fair and transparent processes through measures such as:

- ◆ advocating for clearer process communication and accessibility for employees
- ◆ supporting consistent application of HR and organisational processes across teams
- ◆ reducing informal “hidden rules” by strengthening written standards
- ◆ encouraging transparent decision logic in processes that impact employee careers
- ◆ supporting improvements in tool-driven processes that create unnecessary friction
- ◆ promoting employee feedback mechanisms that identify process breakdowns early
- ◆ strengthening governance and accountability where processes repeatedly fail

For Polaris, process quality is not a technical issue. It is a fairness issue. Transparent processes protect employees from arbitrariness and provide orientation. They reduce uncertainty, reduce hidden workload, and create a workplace environment where employees can rely on how decisions are made.

In an organisation of Delivery Hero’s size and complexity, strong processes are not bureaucracy. They are stability.

III. Consistency in Management-Driven Decisions

In every organisation, managers play a key role in shaping employee experience. Leadership decisions influence careers, performance expectations, team culture, workload distribution, and the overall sense of stability employees feel in their daily work.

Polaris recognises that managers must have room to lead. At the same time, employees should not experience that outcomes depend primarily on individual discretion, local interpretation, or inconsistent standards between teams. In a company of Delivery Hero’s size, inconsistency is not a small issue. It becomes a structural risk that undermines trust and creates avoidable conflict.

Polaris believes that one of the most important contributions of employee representation is to strengthen the reliability of decision-making by supporting clear guardrails, consistent processes, and transparency around standards.

1. Why consistency matters

Employees generally accept that not every situation is identical. However, employees also expect that comparable situations are treated in comparable ways. When this expectation is repeatedly violated, employees begin to feel that fairness is random or negotiable.

Inconsistent management-driven decisions often create the impression that:

- ◆ the same behaviour is rewarded in one team and penalised in another
- ◆ performance expectations shift depending on who leads a department
- ◆ development opportunities depend on visibility rather than contribution
- ◆ policies exist, but are interpreted differently across the organisation
- ◆ employees need to “adapt to the manager” rather than rely on shared standards

This creates uncertainty and increases emotional and cognitive load. Employees are forced to spend energy understanding informal rules and adjusting to inconsistent leadership expectations instead of focusing on delivering outcomes.

Over time, inconsistency reduces trust not only in managers, but also in the organisation’s systems and governance.

2. Consistency is not control

Polaris does not advocate for removing managerial responsibility. The goal is not to centralise every decision or to create rigid bureaucracy. Consistency does not mean that managers lose autonomy. It means that autonomy operates within clear standards.

A healthy organisation requires both:

- ◆ leadership flexibility where appropriate, and
- ◆ predictable guardrails that protect employees from arbitrariness.

Polaris believes that a strong works council should support the development and enforcement of such guardrails, especially in areas where decisions significantly impact employee wellbeing and career outcomes.

3. Where inconsistency creates the most damage

Inconsistency becomes particularly harmful in decisions that affect:

- ◆ performance evaluation outcomes
- ◆ career development and promotions
- ◆ role changes and internal mobility
- ◆ workload allocation and prioritisation
- ◆ treatment of flexibility arrangements
- ◆ responses to conflict, grievances, or workplace stress
- ◆ organisational change and restructuring impacts

When these decisions are made without consistent standards, employees often feel they are treated unfairly, even if the intention of leadership is not discriminatory. Inconsistency creates room for bias, misunderstandings, and unequal outcomes.

Polaris believes that employees deserve a work environment where fairness does not depend on luck.

4. Guardrails reduce bias and improve trust

Inconsistent decisions often result from a lack of clear criteria. When criteria are unclear, managers rely on subjective judgement, informal impressions, or local habits. This increases the risk of unconscious bias and inconsistent evaluation.

Polaris believes that structured guardrails protect both employees and managers. Clear expectations reduce conflict and support better decision quality. They also make it easier for employees to understand why a decision was made and what they can do to improve or develop.

Consistency therefore is not only about control. It is about improving decision quality and strengthening trust.

5. What Polaris will work towards

Polaris intends to support works council engagement that strengthens consistency in management-driven decisions through measures such as:

- ◆ advocating for clearer standards in processes that impact employee careers
- ◆ strengthening transparency in how decisions are evaluated and justified
- ◆ supporting reliable process quality across departments and functions

- ◆ reducing dependency on informal interpretation by reinforcing written frameworks
- ◆ promoting structured feedback mechanisms where recurring inconsistency is visible
- ◆ ensuring that employees have predictable escalation paths when decisions appear inconsistent or unclear
- ◆ supporting governance that makes fairness measurable rather than subjective

Polaris believes that the most effective employee representation is not limited to solving individual cases. It also strengthens the structures that prevent unfairness from recurring.

Consistency is not a luxury. It is a requirement for a scalable organisation. Employees should be able to trust that standards are real, not optional. They should not feel that fairness depends on who they report to.

Polaris stands for a workplace where decisions are understandable, standards are consistent, and employee experience is not shaped by arbitrariness.

IV. Sustainable Performance Expectations

Delivery Hero is a performance-driven organisation. Many employees are proud of the impact they create, the speed of execution, and the ambitious culture that exists across teams. Polaris recognises that high performance is a key part of the company's identity.

However, Polaris also believes that performance expectations must be sustainable. High performance cannot be built on permanent pressure, constant uncertainty, or repeated overload. A company that relies on short-term intensity without structural sustainability risks long-term damage: burnout, disengagement, turnover, reduced quality, and loss of trust.

For Polaris, sustainable performance expectations are not primarily an individual issue. They are a structural issue. They depend on how work is organised, how priorities are set, how expectations are communicated, and how performance is evaluated.

1. Why sustainability matters

Employees can deliver strong performance for limited periods under pressure. But when high pressure becomes the normal state, the organisation begins to consume employee resilience rather than supporting employee capability.

Sustainability is essential because it impacts:

- ◆ long-term employability and mental health
- ◆ productivity and quality of work
- ◆ retention and organisational knowledge
- ◆ motivation and engagement
- ◆ trust in leadership and in internal processes

When performance expectations are not sustainable, employees often adapt by working longer hours, reducing recovery time, and prioritising short-term delivery over long-term quality. Over time, this creates a cycle of exhaustion and instability.

Polaris believes that the works council should treat workload sustainability as a core employee protection topic.

2. Performance expectations must be predictable

One of the most common drivers of unsustainable performance is not workload alone, but unpredictability. When employees cannot anticipate what will be expected next month, which priorities will shift, or how their work will be evaluated, they experience constant pressure to “stay ahead” rather than work in a stable system.

This is particularly relevant in environments with frequent reorganisation, shifting leadership expectations, and changing organisational priorities.

Polaris believes that sustainable performance requires:

- ◆ clearer prioritisation
- ◆ more predictable goal-setting
- ◆ and a stronger link between expectations and available resources

Employees should not be held accountable for objectives that cannot realistically be achieved within existing capacity.

3. Sustainable performance requires structural prioritisation

Many employees experience a gap between expectations and reality: multiple priorities at once, simultaneous projects, unclear ownership, and limited capacity. In such environments, employees often feel that everything is urgent and nothing can be deprioritised.

This creates a culture where individuals compensate for structural overload through personal sacrifice. Over time, this becomes unsustainable and unfair, because those with fewer personal constraints are able to absorb the pressure more easily, while others are pushed out or disadvantaged.

Polaris believes that prioritisation is not only a leadership skill. It is also a fairness issue.

A healthy performance culture requires organisational mechanisms that allow teams to say:

- ◆ what is realistically possible
- ◆ what needs to be deprioritised
- ◆ and what trade-offs exist

Without this, performance becomes a constant survival mode.

4. Performance processes must be fair and defensible

Performance evaluation is one of the most sensitive areas of employee experience. If employees feel that performance processes are unclear, subjective, or inconsistent, trust erodes quickly. Even strong performers can lose motivation if they do not understand what drives outcomes.

Polaris believes that sustainable performance expectations require performance processes that are:

- ◆ transparent and clearly explained
- ◆ consistent across teams
- ◆ resistant to bias and informal interpretation
- ◆ focused on development and long-term employability
- ◆ supported by meaningful feedback rather than vague judgement

Performance processes should help employees grow, not create constant anxiety or pressure through unclear evaluation criteria.

5. Sustainability is connected to health and long-term capability

Sustainable performance cannot be separated from health. When employees are regularly exhausted, it is not a sign of commitment. It is a signal of structural imbalance.

Polaris believes that health and sustainability must be integrated into the organisation's understanding of performance. This includes recognising that:

- ◆ long working hours are not a sustainable standard
- ◆ chronic overload is a workplace risk
- ◆ psychological safety is essential for long-term performance
- ◆ and burnout prevention is not a personal responsibility alone

A modern organisation should treat employee capability as something that must be protected and developed, not consumed.

6. What Polaris will work towards

Polaris intends to support works council engagement that strengthens sustainable performance expectations through measures such as:

- ◆ advocating for clearer prioritisation standards and more realistic expectation management
- ◆ supporting transparency and consistency in performance-related processes
- ◆ strengthening employee protections against structural overload
- ◆ promoting better governance around workload sustainability and resource planning
- ◆ supporting early warning mechanisms that detect systemic stress patterns
- ◆ advocating for responsible handling of performance cases, with clear standards and fairness safeguards
- ◆ ensuring that employee wellbeing is treated as a long-term organisational responsibility, not an individual weakness

Polaris believes that high performance should be a sustainable outcome of good systems, not the result of constant pressure.

A strong organisation is not one that demands more every year.

A strong organisation is one that creates structures where employees can perform at a high level without sacrificing their long-term health, stability, or trust.

Polaris stands for performance that is ambitious, fair, and sustainable.

V. Stability During Organisational Change

Delivery Hero operates in an environment where change is constant. Reorganisations, shifting strategies, new leadership structures, evolving priorities, and adjustments to processes are part of organisational reality. Polaris recognises that change is not inherently negative. In many cases, it is necessary for long-term competitiveness and innovation.

However, Polaris believes that the key issue is not whether change happens, but **how it is handled**.

When organisational change is executed without clear standards, transparency, or predictable processes, employees experience uncertainty, reduced trust, and significant

emotional strain. In such situations, employees often feel that decisions affecting their roles and careers are not fully understandable or consistently applied. This can lead to anxiety, disengagement, and long-term instability across teams.

Polaris believes that stability during organisational change is one of the most important responsibilities of employee representation.

1. Why stability matters in times of change

Change affects employees in very concrete ways. It can impact:

- ◆ job security and perceived stability
- ◆ role expectations and responsibilities
- ◆ reporting lines and leadership structures
- ◆ team dynamics and collaboration
- ◆ career development opportunities
- ◆ workload distribution and prioritisation
- ◆ employee wellbeing and motivation

Even when no formal job losses occur, repeated uncertainty can significantly reduce employee confidence and long-term commitment. Employees may delay life decisions, hesitate to invest in long-term development, or experience chronic stress due to unclear expectations and constant restructuring.

Polaris believes that an organisation cannot perform sustainably if employees are continuously operating under uncertainty.

2. Predictability and transparency are essential

Employees can accept change more easily when they understand the rationale behind it and when they trust that the process is fair.

Polaris believes that transparency does not require management to disclose every internal detail. But it does require that employees receive communication that is timely, honest, and structured.

A key frustration in organisational change often arises when employees feel that decisions are made behind closed doors, communicated late, or presented as “final” without meaningful explanation. This creates the impression that change is arbitrary and that employees are expected to adapt without clarity.

Polaris supports an approach where change is handled with clear communication standards, predictable timelines where possible, and transparent explanation of impacts.

3. Change must follow fair and consistent standards

In times of reorganisation, employees often experience that outcomes depend heavily on local interpretation. Similar roles may be treated differently across departments, and employees may not understand why some roles are redefined, moved, downgraded, or removed while others remain unchanged.

Polaris believes that organisational change requires clear and consistent guardrails, especially when it impacts:

- ◆ role scope and responsibilities
- ◆ reporting structures
- ◆ career progression paths
- ◆ working conditions and expectations
- ◆ location or hybrid arrangements
- ◆ performance evaluation and calibration contexts

Without such guardrails, organisational change becomes not only disruptive but also unfair.

Polaris supports works council engagement that strengthens structural fairness and consistency in how change is executed.

4. Stability is also about protecting employee dignity

Change processes can easily become dehumanising if they are handled primarily through metrics, restructuring diagrams, and rapid decision cycles. Employees may feel reduced to headcount, budget lines, or organisational charts.

Polaris believes that stability also means protecting employee dignity. Employees should be treated with respect, clarity, and fairness, especially when their role is affected by decisions outside of their control.

This includes ensuring that employees are not left without guidance, that transitions are managed responsibly, and that career impacts are handled with transparent standards rather than informal negotiation.

5. Change management must include workload reality

Organisational change often creates hidden workload. Teams are asked to continue delivering results while simultaneously adapting to new structures, new reporting lines, new tools, or new responsibilities. This can lead to overload and stress, particularly when change is frequent or poorly coordinated.

Polaris believes that stability during change requires recognising that transformation consumes capacity. If change is not planned with workload in mind, it becomes a structural driver of burnout and performance instability.

A sustainable organisation must therefore treat change not only as a strategic decision, but as an operational reality that must be resourced responsibly.

6. What Polaris will work towards

Polaris intends to support works council engagement that strengthens stability during organisational change through measures such as:

- ◆ advocating for clearer standards and transparent communication during reorganisation processes
- ◆ supporting fairness in how role impacts are assessed and applied across teams
- ◆ strengthening employee orientation during change through clearer rules and consistent governance
- ◆ advocating for structured transition support where roles, teams, or responsibilities change
- ◆ ensuring that employee wellbeing and workload sustainability are considered during transformation phases
- ◆ supporting predictable processes that reduce uncertainty and protect employees from arbitrary outcomes
- ◆ promoting early dialogue and structured involvement when change affects working conditions

Polaris believes that change does not need to create chaos. Organisations can change quickly while still acting responsibly. But this requires discipline, transparency, and standards that employees can rely on.

Stability does not mean avoiding change.

Stability means ensuring that employees are not left without orientation when change happens.

Polaris stands for clarity, fairness, and reliability - especially when it matters most.

E. Additional Topics We Explicitly Recognise

Polaris believes that employee experience is shaped by a broad range of topics. While our five core focus areas represent the areas where we intend to concentrate our work most strongly, we also recognise that many other topics matter deeply to employees and deserve serious attention.

These topics are not “secondary” in importance. In many cases, they directly affect daily working life, wellbeing, and the ability of employees to perform sustainably. However, they differ in urgency, complexity, and feasibility depending on organisational circumstances and legal frameworks.

Polaris is committed to addressing these topics responsibly. Our approach is guided by the same principles that define our overall programme: **clarity, fairness, and reliability**. We believe that employee representation must remain credible. This includes being transparent about what is realistically achievable, avoiding unrealistic promises, and focusing on solutions that strengthen employee wellbeing without creating unintended risks.

For Polaris, recognising these topics means taking them seriously, listening to employee concerns, and engaging where works council influence can create real improvements. It also means treating these topics as part of a wider system: remote work influences work-life balance, tools influence workload, compensation influences fairness perceptions, and inclusion influences trust.

The following topics represent key areas that Polaris clearly acknowledges and intends to engage with as part of our works council agenda.

I. Remote & Hybrid Work

Remote and hybrid work are not fringe topics. For many employees at Delivery Hero, they are central to how people organise their lives, maintain productivity, manage health and wellbeing, and work sustainably in the long term.

Polaris recognises that flexible work models have become deeply embedded in modern work culture and are a key factor for retention, inclusion, and employer attractiveness. At the same time, we acknowledge that remote work is not only an employee preference. It is also a strategic business topic shaped by operational needs, compliance considerations, collaboration requirements, and the company's workplace strategy.

For Polaris, the core issue is therefore not whether remote or office work is “better.” The real question is whether the rules and decisions around hybrid work are **clear, fair, consistent, and reliable**.

1. Hybrid work must be predictable and transparent

A hybrid organisation only works if employees can rely on stable and understandable rules. Without predictability, hybrid work becomes a source of stress, informal pressure, and unequal treatment.

Many employees experience that expectations differ significantly across teams and departments. Some teams operate with strong flexibility and autonomy, while others face strict office attendance requirements depending on local leadership interpretation.

The current Workplace Presence Policy explicitly allows managers to require higher attendance levels for their teams, potentially up to full-time office presence. This creates a structural risk: employees may experience fundamentally different working realities despite being part of the same company.

Polaris believes this undermines fairness and creates avoidable uncertainty.

2. Hybrid work must not become a “privilege”

Hybrid work should not depend on seniority, visibility, personal negotiation skills, or informal access to decision-making. A fair company needs guardrails that protect employees from arbitrary differences.

Employees should be able to understand:

- ◆ what the baseline expectations are
- ◆ what flexibility options exist
- ◆ how office requirements are justified
- ◆ what the process is if expectations change
- ◆ what exceptions exist and how they are handled
- ◆ what options employees have if they disagree with a decision

A hybrid policy is only meaningful if employees can trust it.

3. We support binding guardrails through co-determined agreements

Polaris believes that hybrid work must be supported by clear and reliable structures. While management has legitimate organisational needs, employees deserve predictability and fair treatment.

For this reason, Polaris supports working towards **stronger binding rules** through works council engagement and, where possible, **co-determined agreements** that establish clear guardrails for hybrid work expectations.

This includes defining transparent standards and processes that reduce arbitrary differences between teams and improve stability for employees.

Polaris believes that hybrid work should not be governed mainly through informal interpretation. It should be governed through clear rules and transparent processes that employees can rely on.

4. We reject unrealistic promises and focus on responsible protection

Polaris is committed to supporting hybrid work and flexibility wherever possible. At the same time, we believe it is irresponsible to promise outcomes that cannot be legally guaranteed.

Hybrid work is influenced by operational realities, contractual frameworks, and company decision rights. Policies can be modified or revoked under certain conditions. The Workplace Presence Policy explicitly reserves the right to modify or withdraw the policy depending on organisational needs.

Polaris believes employees deserve honesty about such realities. Our goal is therefore not symbolic promises, but responsible strategies that strengthen stability and reduce risk.

Our approach is:

Protect flexibility by strengthening clarity, fairness, and reliability - not by creating fragile expectations.

5. Clarity in remote work programs

Delivery Hero currently offers a Remote Working Program which allows employees to work remotely (domestically or internationally) for a limited number of working days per year, subject to approval and compliance requirements.

Polaris recognises that this is a valuable benefit, but also that employees may experience the process as complex or unpredictable. When a program is difficult to navigate, its value is reduced.

Polaris supports improving the employee experience by strengthening:

- ◆ transparency around eligibility and constraints
- ◆ predictable handling of approval processes
- ◆ consistent application across departments
- ◆ reduced administrative friction wherever possible
- ◆ clear communication of legal and compliance limitations

6. Hybrid work must remain inclusive

Polaris also recognises that hybrid work is not automatically fair. If handled poorly, it can create a two-class system between employees who are often present in the office and those who work remotely more frequently.

This affects visibility, career development, meeting participation, and access to informal networks. The Workplace Presence Policy explicitly highlights the importance of preventing remote employees from becoming “second-class citizens” and sets expectations for inclusive meeting practices.

Polaris believes this must be consistently applied in practice, not only written down.

7. What Polaris will work towards

Polaris supports a hybrid workplace model that provides flexibility while maintaining fairness, consistency, and operational clarity.

We will support works council engagement that aims to:

- strengthen predictability and transparency in office attendance expectations
- reduce arbitrary differences between teams and departments
- establish clearer and more binding guardrails through co-determined frameworks where possible
- ensure that exceptions and hardship cases are handled fairly and consistently

- promote inclusive hybrid meeting standards across the organisation
- improve clarity and usability of remote work programs
- protect employees from sudden, unclear changes that disrupt personal planning

Hybrid work is not only about convenience. It is about sustainability, inclusion, retention, and long-term employee performance.

Polaris stands for a Delivery Hero where flexibility is not fragile, and where hybrid work is governed by clear standards rather than uncertainty.

II. Work-Life Balance and Flexibility

Work-life balance is not a “soft” topic. It is a structural requirement for sustainable performance, long-term employability, and retention. Polaris recognises that many employees at Delivery Hero are highly motivated and willing to go the extra mile when needed. This commitment has contributed to Delivery Hero’s success and to the strong performance culture that many teams value.

At the same time, work-life balance becomes fragile when expectations are unclear, workload is constantly high, and boundaries between working time and personal time disappear. In a hybrid and international environment, this risk is amplified. Time zones, flexible schedules, global meetings, and asynchronous communication can create a situation where employees are technically “always available”, even when this is not explicitly required.

Polaris believes that flexibility should not result in permanent pressure.

1. Flexibility must work in both directions

Flexibility is often framed as an employee benefit. However, flexibility is only meaningful if it is balanced and fair.

A sustainable working culture must allow employees to plan their lives, recover, and maintain healthy boundaries. This includes predictable handling of:

- ◆ working hours and availability expectations
- ◆ meeting culture and time zone impact
- ◆ workload peaks and recurring overtime
- ◆ flexibility needs related to family responsibilities, health, or personal circumstances
- ◆ interruptions outside of working hours

Polaris believes that flexibility must be a two-way principle. Employees should not be expected to continuously absorb organisational inefficiencies through personal sacrifice.

2. Unrecorded overtime creates hidden risk

One of the most important structural challenges for work-life balance at Delivery Hero is that overtime is often not formally visible. Employees may work long hours during peak phases, during reorganisation periods, or when teams are understaffed, without any consistent tracking of the actual working time.

This creates multiple risks:

- ◆ overtime becomes normalised rather than exceptional
- ◆ workload problems remain invisible to leadership
- ◆ health risks accumulate unnoticed
- ◆ fairness issues arise, because not everyone can absorb overtime equally
- ◆ employees may feel pressured to “perform commitment” rather than work sustainably

Polaris believes that a performance culture becomes unhealthy when it depends on invisible overtime.

3. Working time recording as a fairness and protection tool

Across Europe, employers increasingly face the requirement to establish reliable working time recording mechanisms. Polaris recognises that working time tracking is often seen as a sensitive topic, especially in modern office environments where autonomy and trust are highly valued.

However, Polaris believes it is important to be clear: **working time recording is not primarily about control. It is about protection, transparency, and fairness.**

If working time is not recorded, there is no objective basis to understand whether workload expectations are sustainable. Employees who regularly work long hours may not be recognised. Structural overload may remain hidden. And organisational decisions may be made based on unrealistic assumptions about available capacity.

Polaris supports an approach where working time recording is introduced in a way that:

- respects modern knowledge work
- avoids micromanagement
- focuses on employee protection rather than surveillance

- enables transparency around workload reality
- creates the foundation for sustainable performance expectations

In a hybrid environment, where work can easily expand into evenings and weekends, this becomes even more important.

Polaris believes that working time expectations must not remain informal or dependent on individual team culture. Where possible, the Works Council should push for **clear and binding guardrails** that create transparency around working hours and protect employees from structural overload.

This includes exploring **co-determined frameworks** that ensure working time recording is implemented responsibly: as a tool for employee protection, compliance, and fairness, not as a tool for monitoring individual performance.

4. Meeting culture and time zones

Polaris recognises that Delivery Hero's international structure creates complex collaboration needs. But international collaboration must not systematically shift the burden onto certain groups of employees.

When employees are repeatedly required to attend meetings early in the morning or late in the evening, work-life balance becomes structurally unequal. Over time, this creates fatigue, frustration, and disengagement.

Polaris supports a culture where meeting scheduling and collaboration norms are designed with fairness in mind, including respect for time zones, personal recovery time, and predictable working hours. This includes promoting standards that reduce the expectation of permanent availability and strengthen predictable boundaries around working hours.

5. What Polaris will work towards

Polaris intends to support works council engagement that strengthens work-life balance and flexibility through measures such as:

- ◆ advocating for clear boundaries around availability expectations
- ◆ supporting fair and predictable handling of flexible working arrangements
- ◆ strengthening transparency around workload and overtime patterns
- ◆ promoting responsible meeting culture standards, especially across time zones
- ◆ supporting the introduction of working time recording solutions that protect employees while respecting autonomy

- ◆ ensuring that flexibility does not become hidden pressure
- ◆ supporting sustainable work structures that enable long-term performance without burnout
- ◆ working towards co-determined guardrails where feasible, to ensure working time standards are transparent, fair, and consistently applied across the organisation

Work-life balance is not about reducing ambition. It is about ensuring that high performance remains possible without long-term harm.

Polaris stands for a Delivery Hero where flexibility is real, fairness is structural, and performance is sustainable.

III. Compensation-Related Topics

Compensation is one of the most sensitive and emotionally charged topics in any company. Not only because salary directly affects people's quality of life, but because compensation is one of the clearest signals of how employees perceive fairness and recognition.

Polaris recognises that Delivery Hero operates in a highly competitive market and must balance compensation decisions with business performance, cost sustainability, and external market conditions. At the same time, Polaris also recognises a reality that many employees experience: compensation processes often feel unclear, unpredictable, and difficult to understand.

Delivery Hero has formal policies that outline a structured compensation philosophy, including job leveling, salary ranges, market benchmarking, and internal equity principles. Polaris welcomes this foundation. However, the employee experience often depends less on the existence of frameworks and more on how consistently they are applied and communicated.

For Polaris, compensation is therefore not only a "money topic." It is a trust topic.

1. Compensation must be understandable and explainable

Delivery Hero's Pay Policy explains that employees are positioned within salary ranges and that compensation decisions are linked to job level, job profile, and a Compa-Ratio model.

Polaris recognises that this approach is common in modern organisations. However, such systems only create fairness if employees can understand what they mean in practice.

When employees do not understand how their salary relates to their level, market positioning, or internal benchmarks, the system becomes a “black box.” In such environments, employees often assume unfairness even where the intention may be fair.

Polaris believes that employees deserve a compensation system that is transparent enough to be explained clearly and consistently.

2. Fairness requires consistency, not discretion

The Pay Review Policy outlines that pay reviews are conducted once per year, following the annual performance cycle, and only if sufficient budget is available. It also clarifies that pay reviews and salary increases are discretionary and do not create a claim.

Polaris understands the business reality behind this. However, from an employee perspective, unpredictability creates frustration, especially when employees experience that outcomes vary strongly across teams, functions, or leadership styles.

Polaris believes that compensation outcomes should not depend primarily on who your manager is, how strongly someone advocates for you, or how well informal expectations are navigated.

Fairness requires:

- ◆ clear guardrails
- ◆ consistent application
- ◆ transparent communication
- ◆ understandable criteria

3. Predictability through long-term frameworks

Many employees experience compensation cycles as unnecessarily uncertain because key agreements are often negotiated close to the pay review cycle. This creates a recurring situation where employees do not know what to expect until very late in the process.

Polaris believes that compensation-related frameworks should not be renegotiated as a last-minute exercise every year. Employees deserve predictability, stability, and clear expectations.

Polaris therefore supports working towards a **long-term pay framework** that provides reliable guardrails for multiple pay cycles, rather than repeating short-term negotiations year after year. Such a framework should create transparency around timelines, principles, and process standards, and reduce uncertainty for employees.

A stable long-term framework would not eliminate business flexibility, but it would strengthen trust and allow employees to plan with greater confidence.

4. Recognition must not depend on informal negotiation

In many organisations, compensation frustration is not only about absolute salary. It is about perceived inequity.

Employees lose trust when they feel that compensation growth is driven by negotiation skill, personal visibility, or informal networks rather than objective and fair criteria.

Polaris recognises that Delivery Hero's Pay Policy explicitly aims to avoid internal inequity and highlights the importance of avoiding gender pay gaps. Polaris supports this principle strongly.

However, fairness must be visible. Employees need confidence that internal equity is actively monitored and corrected, not only stated as an intention.

5. Performance and pay must remain credible

The Pay Review Policy links eligibility for pay review to performance outcomes and states that employees rated "Development Needed" or "Unsatisfactory" are not eligible for increases.

Polaris believes that a performance-based reward system can only function if the performance process itself is perceived as fair, consistent, and transparent.

If employees do not trust performance ratings, then compensation outcomes become a source of conflict rather than motivation. In such cases, pay processes can damage engagement and retention even when the budget is limited.

Polaris therefore sees performance fairness and compensation fairness as deeply connected topics.

6. Equity must be transparent, realistic, and predictable

Delivery Hero's Equity Policy outlines the structure of the LTIP program (RSUs), vesting rules, governance, and eligibility principles. Polaris recognises equity as an important

part of the overall compensation proposition, especially for many employees at IC2 level and above.

At the same time, Polaris recognises that equity is often poorly understood by employees, particularly in international environments where tax treatment, vesting mechanics, and share price volatility vary widely.

Polaris believes that employees deserve better transparency on what equity means in practice, including:

- ◆ how targets are defined
- ◆ what cliff and vesting schedules mean
- ◆ what budget constraints apply
- ◆ what risks exist
- ◆ what realistic value scenarios look like

Equity should empower employees, not confuse them.

7. Benefits are part of compensation and must feel fair

Compensation is not only salary and equity. It includes benefits and additional financial support structures.

For example, relocation policies define significant financial components such as relocation bonuses, relocation services, and reimbursement frameworks.

Polaris recognises that such benefits are important to attract talent globally. However, benefit structures must also feel understandable and fair internally. If benefit rules are unclear, inconsistent, or perceived as unequal, they can create tension between employee groups.

Polaris believes that benefits should be communicated transparently and applied consistently.

8. What Polaris will work towards

Polaris recognises that the Works Council does not control company compensation budgets, market conditions, or shareholder-driven equity frameworks. We do not believe in making promises that cannot realistically be delivered.

However, Polaris strongly believes that employee representation can and should influence the fairness, transparency, and reliability of compensation-related processes.

Polaris intends to support works council engagement that strengthens compensation fairness through measures such as:

- ◆ advocating for greater transparency around compensation frameworks, salary ranges, and leveling principles
- ◆ strengthening clarity and consistency of pay review processes
- ◆ working towards a long-term pay framework that provides stable guardrails across multiple pay cycles, reducing last-minute uncertainty
- ◆ reducing the perception that outcomes depend on informal negotiation or manager discretion
- ◆ supporting strong internal equity monitoring (including gender equity)
- ◆ supporting clearer communication around equity programs, vesting mechanics, and eligibility
- ◆ improving employee understanding of total rewards, including benefits
- ◆ supporting predictable and fair handling of compensation questions during organisational change

Polaris believes that compensation fairness is not only about numbers. It is about trust.

A company cannot expect sustainable high performance if employees feel that recognition is unclear, inconsistent, or impossible to navigate.

Polaris stands for a Delivery Hero where compensation-related processes are transparent, fair, and reliable.

IV. Artificial Intelligence and Algorithmic Decision-Making

Artificial Intelligence is rapidly changing how work is done. At Delivery Hero, AI is already influencing daily workflows through automation, analytics, forecasting tools, recommendation systems, and generative AI applications. Management has also made clear that AI will play an increasingly important role in the company's strategy going forward.

Polaris recognises that AI can bring significant benefits. Used responsibly, AI can reduce repetitive work, support decision-making, increase productivity, and allow employees to focus on higher-value tasks. Polaris is not opposed to AI innovation. We believe that a modern organisation must engage with these developments.

However, Polaris also believes that AI introduces serious risks if it is implemented without clear governance, transparency, and safeguards. AI is not neutral. AI systems

can amplify bias, reduce accountability, and create structural unfairness if used in employee-impacting processes.

For Polaris, the key question is therefore not whether AI should be used, but **how AI is introduced, where it is used, and what protections exist for employees.**

1. AI must empower employees, not replace fairness

Polaris supports AI adoption where it improves employee productivity and reduces unnecessary workload. But AI must not become a mechanism that reduces transparency, increases surveillance, or shifts responsibility away from human decision-makers.

Employees should never feel that important outcomes are determined by “a system” without clarity or accountability.

Polaris believes that AI should be introduced with the guiding principle:

AI should support people, not evaluate people.

2. Transparency and explainability are essential

AI systems often operate as black boxes. Employees may not understand how outputs are generated, what data was used, or what assumptions were made.

Polaris believes that AI-driven decisions must never become unchallengeable.

Where AI influences decisions that affect employees, transparency is essential. Employees should be able to understand:

- ◆ whether AI was used
- ◆ what role AI played in the process
- ◆ what data sources were used
- ◆ whether human review exists
- ◆ how bias and errors are addressed
- ◆ how employees can challenge outcomes

Without transparency, trust will erode.

3. AI must not introduce hidden bias

AI systems can reproduce and amplify existing biases in data. This is especially critical in processes that influence:

- ◆ hiring decisions
- ◆ promotions and career development
- ◆ performance evaluation
- ◆ workforce planning and restructuring
- ◆ compensation recommendations
- ◆ termination risk assessments or workforce scoring

Polaris believes that Delivery Hero must avoid using AI in a way that introduces discrimination risks, even unintentionally.

This is not only a fairness concern. It is also a legal and reputational risk for the company.

4. AI must not become a surveillance tool

Polaris recognises that AI can be used to analyse employee behaviour, productivity patterns, communication data, or performance signals.

Polaris believes that such uses must be treated with extreme caution. Employees deserve a workplace built on trust, not on algorithmic monitoring.

AI must not become a tool to indirectly pressure employees into constant availability, higher speed, or hidden productivity measurement.

Polaris supports clear boundaries and transparency regarding what employee-related data is collected, how it is used, and what is not permitted.

5. AI adoption requires training and enablement

AI tools will only create value if employees understand how to use them safely and effectively.

Polaris believes that responsible AI adoption must include:

- ◆ training and education on AI capabilities and limitations
- ◆ awareness of risks such as hallucinations, bias, and confidentiality leaks
- ◆ clear rules on what data may or may not be entered into AI systems
- ◆ support structures for employees who are expected to use AI tools in their work

Without enablement, AI adoption becomes chaotic and uneven, creating unfairness between employees and teams.

6. AI must have governance and human accountability

Polaris believes that AI governance must be formal, transparent, and accountable. It must not be handled only through informal experimentation or unclear ownership.

Employees must be able to trust that AI is introduced responsibly and that humans remain accountable for decisions.

AI should never be used as a justification to avoid responsibility by saying “the system decided.”

Polaris supports the principle that any AI system used in employee-impacting contexts must have:

- ◆ a clearly responsible owner
- ◆ documented purpose and scope
- ◆ clear accountability for outcomes
- ◆ regular review of bias and quality risks
- ◆ transparency towards employees

7. What Polaris will work towards

Polaris supports responsible innovation. We want Delivery Hero to benefit from AI, but we want employees to be protected by clear rules and governance.

Polaris intends to support works council engagement that aims to:

- ◆ strengthen transparency around AI use cases that affect employees
- ◆ ensure AI is implemented in a way that supports fairness and equal participation
- ◆ advocate for clear boundaries against surveillance and hidden performance monitoring
- ◆ promote strong data protection and responsible handling of employee-related data
- ◆ support training and enablement for employees using AI tools
- ◆ ensure that AI-driven processes remain explainable and challengeable
- ◆ ensure human accountability remains central in all employee-impacting decisions

Polaris believes that AI should make work smarter, not less fair.

Innovation without governance creates risk. Innovation with fairness creates trust. Polaris stands for clarity, fairness, and reliability - including in the age of AI.

V. Tools, Systems, and Ways of Working

In modern organisations, tools are not “just IT”. Tools shape how we work, how productive we can be, and how much unnecessary friction employees face every day.

At Delivery Hero, many employees experience that internal systems and processes have become increasingly complex and fragmented. People often have to navigate multiple platforms, unclear workflows, inconsistent access rights, and frequent tool changes, while still being expected to deliver at high speed. This creates frustration, slows down work, and adds avoidable stress.

Polaris believes that sustainable performance is only possible if employees are supported by systems that are stable, transparent, and fit for purpose.

We also recognise that Delivery Hero operates in a highly regulated and security-sensitive environment. Strong cybersecurity and data protection are essential. However, security should not become an excuse for unclear processes, poor communication, or unnecessary restrictions that reduce productivity without improving actual safety.

Delivery Hero already has an extensive framework of IT and security policies, including rules on identity management, logging and monitoring, data classification, encryption, backup retention, cloud security, and secure software development. These policies are important for protecting the company and its employees. For example, the **Global Logging and Monitoring Policy** defines detailed requirements for log retention, privileged user activity tracking, and centralised monitoring. The **Global Identity and Access Management Policy** establishes principles such as centralised identity control and lifecycle management of access rights. These are strong foundations, but policies alone do not guarantee a good employee experience.

Polaris believes that the real challenge is implementation: employees must be able to understand systems, trust them, and work efficiently within them.

I. What Polaris recognises as key challenges

a) Tool complexity and fragmentation

Many processes require employees to use multiple systems with unclear ownership and inconsistent workflows. This makes it harder to complete even basic tasks efficiently.

b) Lack of transparency in how systems are designed and changed

Tool changes, rollouts, and process adjustments often feel sudden or unclear. Employees are expected to adapt quickly, even when changes are not fully explained or properly supported.

c) Access rights and approvals create friction

Strict access management is necessary, but unclear approval chains, long waiting times, or inconsistent permissions reduce efficiency and create dependency bottlenecks.

d) Productivity loss through unstable or poorly integrated systems

Employees cannot perform at their best when systems are slow, unreliable, or not properly connected.

e) Security and monitoring concerns

The existence of logging, monitoring, and security frameworks is understandable. However, employees must trust that monitoring is proportionate, legitimate, and not misused in ways that create a culture of surveillance or fear.

What Polaris will work towards

Polaris wants to support a future where tools enable employees instead of exhausting them.

2. We will work towards

a) A clearer governance model for tools and internal systems

Employees should know who owns which systems, what standards apply, and how decisions are made.

b) Transparent and predictable rollout processes

Major tool changes should include proper communication, realistic transition periods, and meaningful feedback loops.

c) Stronger employee enablement and training

If new tools are introduced, employees must be trained properly, with accessible documentation and support structures.

d) A stronger focus on usability and real-world workflows

Tool design must reflect how employees actually work, not only what looks good on paper.

e) Clear boundaries around monitoring and data use

Polaris supports strong security measures, but also supports clear employee

protections. Logging and monitoring should be aligned with legitimate security goals and should not become a hidden performance-control instrument. The principles and scope of monitoring must be communicated transparently.

f) Better alignment between IT systems and employee rights

Policies such as information classification, encryption requirements, retention rules, and identity governance are necessary foundations, but they must be implemented in a way that supports accessibility, inclusion, and sustainable performance.

g) Tools should support long-term sustainability, not constant disruption

Delivery Hero operates in a fast-moving environment, but employees need stability. Tool landscapes should be consolidated and improved, not constantly replaced.

3. Our principle: Better systems create better performance

Polaris believes that sustainable performance is not only a matter of individual effort. It is strongly influenced by organisational infrastructure.

Better tools, clearer processes, and more stable systems reduce unnecessary workload and allow employees to focus on real value creation.

We want Delivery Hero to be a company where working efficiently feels natural, not like a daily struggle against systems.

VI. Inclusion and Equal Participation

Inclusion is not a symbolic topic. It directly affects whether employees can participate equally in daily work, access opportunities, feel psychologically safe, and perform sustainably.

Polaris believes inclusion must be treated as a structural responsibility, not as an individual burden. In an international company, inclusion is not limited to one dimension. It includes culture, language, gender identity, sexual orientation, disability, neurodivergence, caregiving responsibilities, mental health, and many other factors that shape employee experience.

Delivery Hero has formal policies that clearly commit to respect, dignity, and non-discrimination. The Anti-Discrimination and Anti-Harassment Policy states that Delivery Hero aims to create a workplace free of discrimination, harassment, bullying, misuse of authority, and intimidation, and that violations may lead to disciplinary consequences.

Polaris recognises this as an important foundation. However, policies alone do not guarantee inclusion. Inclusion only becomes real when employees experience that these standards are consistently applied, enforced, and reflected in leadership behaviour.

1. Inclusion requires trust and psychological safety

A respectful and inclusive workplace depends on employees feeling safe enough to speak up, raise concerns, and challenge unfair situations.

The Anti-Discrimination and Anti-Harassment Policy explicitly includes a commitment to reporting mechanisms and non-retaliation.

Polaris supports strengthening this principle not only in formal processes, but also in everyday culture.

Inclusion fails when employees fear that raising concerns will harm their career prospects, performance rating, or reputation. Polaris believes this is not only a moral issue. It is a risk to organisational performance and long-term retention.

2. Equal participation must be built into processes

Polaris believes inclusion cannot rely on goodwill or informal exceptions. It must be embedded into company processes, especially where decisions affect careers, working conditions, and long-term employability.

This includes ensuring that key employee processes are structured in a way that prevents bias and unfair disadvantage.

Inclusion must be reflected in:

- ◆ hiring and onboarding
- ◆ development opportunities
- ◆ feedback and performance evaluation
- ◆ internal mobility decisions
- ◆ promotion processes
- ◆ organisational change and restructuring
- ◆ conflict resolution and speak-up procedures

Polaris believes that fairness is not achieved by treating everyone the same. Fairness is achieved by ensuring that people have equal access to participate, and that structural disadvantages are actively reduced.

3. Inclusion must not depend on your manager

One of the most consistent inclusion risks in large organisations is that employee experience becomes dependent on local leadership behaviour. Polaris believes that inclusion must not be a “team-by-team privilege”.

If policies are interpreted differently depending on individual managers, employees experience unequal treatment even when official rules exist.

Polaris supports works council engagement that strengthens consistency and accountability, so that inclusion is not dependent on individual discretion.

4. What Polaris will work towards

Polaris supports an employee experience where inclusion is not only a statement of values, but a predictable part of everyday work.

We will support works council engagement that aims to:

- ◆ strengthen psychological safety and protect employees who raise concerns
- ◆ promote consistent application of inclusion principles across departments
- ◆ ensure policies are not only formal but practically enforceable
- ◆ strengthen fairness and transparency in processes that affect careers and performance
- ◆ reduce bias risk in decision-making structures
- ◆ ensure that inclusion is embedded early in organisational change, not added afterwards

Polaris stands for a Delivery Hero where equal participation is real, measurable, and consistently supported.

VII. Accessibility and Disability-Related Considerations

Accessibility is often misunderstood as a niche topic. Polaris strongly disagrees.

Accessibility is not only about ramps or wheelchairs. It includes physical accessibility, digital accessibility, sensory needs, cognitive accessibility, neurodivergence, mental health, chronic illness, and temporary impairments.

In practice, accessibility affects far more employees than most organisations assume.

The results of Accessibility & Inclusion Survey conducted by the SBV show that a significant portion of employees either have accessibility needs or are unsure whether they have accessibility needs, indicating that accessibility is not a marginal issue but a structural reality at Delivery Hero.

Polaris believes that accessibility must be treated as a core organisational quality standard.

1. Accessibility is currently too often handled reactively

The survey results highlight that many employees experience accessibility barriers not as isolated incidents, but as recurring obstacles that impact daily productivity, wellbeing, and inclusion.

Examples raised include:

- ◆ heavy doors and access control barriers
- ◆ unreliable elevators
- ◆ long walking distances and navigation challenges
- ◆ lack of quiet workspaces and noise overload
- ◆ lighting issues causing discomfort or headaches
- ◆ lack of ergonomic equipment and height-adjustable desks
- ◆ hybrid work setups that are not remote-friendly
- ◆ inaccessible meeting rooms, booths, or workspace design
- ◆ desk booking processes that create stress and stigma

These barriers disproportionately affect employees with mobility limitations, chronic pain, neurodivergence, sensory sensitivities, and mental health-related accessibility needs.

Polaris recognises that these issues are not only inconvenient. They can actively exclude employees from equal participation and force them into unhealthy work patterns.

2. Accessibility must be built into office design and workplace policies

The survey highlights that physical office infrastructure is not consistently accessible for all employees.

For example, respondents explicitly describe that the policy of keeping internal doors closed and card-controlled has worsened accessibility significantly, especially for employees with reduced strength, chronic pain, mobility aids, or assistance dogs.

Polaris believes accessibility must be treated as a design requirement, not as a trade-off.

Safety and accessibility must coexist. Fire safety measures must be designed in ways that do not create daily barriers or disproportionate risk in emergencies.

3. Digital accessibility is not optional

The survey results show that digital tools and internal platforms do not consistently meet accessibility needs, including issues such as screen reader compatibility, poor keyboard navigation, low contrast, missing transcripts/captions, and cognitively overwhelming interfaces.

Polaris believes this is a major structural risk, especially as Delivery Hero increases its dependence on digital systems for HR, performance management, communication, and operational decision-making.

Digital accessibility must be treated as a standard quality requirement for internal tools, not as an optional improvement.

4. Accessibility must be connected to performance fairness

One of the most concerning findings from the survey is that employees report cases where performance reviews failed to account for agreed adjustments or return-to-work measures, creating fear that accessibility needs may negatively impact performance outcomes.

Polaris believes this is a critical trust issue.

Accessibility must not be treated as a “personal inconvenience” that employees need to privately manage. It must be formally embedded into performance, career, and workload processes to ensure fair outcomes.

5. Reasonable accommodations must be clear and easy to access

The survey shows that many employees experience the process for receiving accommodations as unclear, burdensome, or inconsistent, and that a large proportion of employees are not aware of available options or processes.

Polaris believes this is a structural failure. If employees do not know how to access support, the system effectively does not exist.

Accessibility support must be:

- easy to find
- clearly explained
- consistently applied
- stigma-free
- predictable in outcome and timeline

6. Accessibility is a leadership competence issue

The survey indicates that many employees feel that accessibility is not sufficiently considered when policies are written, when office changes are made, or when tools are introduced.

Polaris believes this reflects a gap in organisational competence.

Accessibility cannot be delegated only to employees who are affected. It must become part of leadership responsibility, policy design, and operational planning.

7. What Polaris will work towards

Polaris supports an organisation where accessibility is treated as a baseline standard for employee participation.

We will support works council engagement that aims to:

- ◆ strengthen accessibility standards for office infrastructure and workplace design
- ◆ improve physical accessibility in daily operations (doors, elevators, navigation, meeting rooms)
- ◆ improve sensory accessibility through quiet spaces, noise reduction, and lighting adjustments
- ◆ strengthen digital accessibility requirements for internal tools and communication formats
- ◆ ensure hybrid work policies are compatible with accessibility needs
- ◆ ensure accommodations are accessible through clear processes and transparent communication
- ◆ reduce stigma and protect employees who request adjustments
- ◆ strengthen fairness in performance processes by ensuring accommodations are reflected appropriately

Polaris believes accessibility is not a special request. It is part of fairness, sustainability, and long-term employability.

A modern organisation cannot claim high performance while leaving a portion of its workforce behind.

Polaris stands for a Delivery Hero where accessibility is designed into the system, not patched in afterwards.

VIII. Communication and Transparency

In a complex organisation, communication is not an optional “nice to have.” It is a core part of employee experience and a critical driver of trust. Polaris believes that many tensions in the workplace do not arise because employees disagree with decisions, but because employees do not understand how decisions were made, what standards apply, or what the implications are for them.

When communication is unclear, inconsistent, or delayed, uncertainty grows. In such environments, employees fill gaps with assumptions, rumours, and informal interpretations. This creates frustration, reduces trust, and increases the feeling that outcomes depend on hidden logic rather than transparent standards.

Polaris believes that communication and transparency are therefore not merely cultural topics. They are structural requirements for fairness, reliability, and long-term organisational stability.

I. Transparency reduces uncertainty and stress

Employees can accept difficult realities more easily when they understand the reasoning behind decisions. Transparency does not mean that every internal discussion must be public. It means that employees receive information that is:

- ◆ timely
- ◆ clear and understandable
- ◆ consistent across teams
- ◆ relevant to employee impact
- ◆ honest about what is known and what is still uncertain

In a fast-moving company, uncertainty is sometimes unavoidable. However, unclear communication should not add unnecessary uncertainty on top of real business complexity.

Polaris believes that employees deserve communication that provides orientation, not confusion.

2. Communication must be predictable, not reactive

Many employees experience that important changes are communicated late or inconsistently. Sometimes employees learn about organisational changes indirectly, through rumours or informal channels, rather than through structured communication.

This creates the impression that employees are informed only after decisions are final, even when those decisions significantly affect working conditions. In such situations, trust erodes quickly.

Polaris supports a working environment where communication follows predictable standards: employees should know when they can expect updates, where to find reliable information, and which channels are used for which type of message.

3. Transparency must apply to policies and processes

Communication is not only about announcements. It is also about whether employees can access and understand the rules that shape their work.

Polaris recognises that Delivery Hero has many policies and internal processes. However, policies only create clarity if they are:

- ◆ easy to find
- ◆ written in understandable language
- ◆ clearly linked to practical implications
- ◆ communicated proactively when relevant
- ◆ consistently applied in practice

When employees are uncertain which policy applies or how it will be interpreted, policies lose their purpose. Instead of providing clarity, they create additional confusion.

Polaris believes that policy transparency is a key part of fairness.

4. Transparency must include decision impact

Employees do not need communication for communication's sake. What employees need is clarity on how decisions affect them.

Polaris believes that communication should focus more consistently on employee impact, such as:

- ◆ how organisational change affects roles and teams
- ◆ how performance processes are applied

- ◆ how development expectations are defined
- ◆ how hybrid work expectations are handled
- ◆ what the reasoning is behind structural decisions
- ◆ what employees should expect next

In many cases, frustration arises not because employees oppose the decision, but because they do not understand the logic behind it or the standards that guided it.

5. A transparent organisation is harder to divide

Polaris believes that transparency is also a protection against internal division.

When information is unclear, employees may believe that others have access to better knowledge or special treatment. This can create resentment between teams, between office-based and remote employees, between functions, or between seniority levels.

Clear and consistent communication reduces this risk. It strengthens trust not only in leadership, but also between colleagues.

Transparency is therefore not only a governance issue. It is a social stability issue.

6. What Polaris will work towards

Polaris intends to support works council engagement that strengthens communication and transparency through measures such as:

- ◆ advocating for clearer and more predictable communication standards during organisational change
- ◆ strengthening transparency around policies, processes, and employee-impacting decisions
- ◆ supporting consistent communication practices across departments
- ◆ encouraging early and structured communication where employee impact is foreseeable
- ◆ promoting accessibility of internal information for international employees
- ◆ supporting the principle that employees deserve clarity on the “why” behind decisions, not only the “what”

Polaris believes that trust cannot exist without transparency.

In complex times, employees do not need more noise. They need reliable information. They need clarity on what applies, what is changing, and what they can expect.

Polaris stands for communication that provides orientation, fairness, and confidence.

F. How Polaris intends to work

Polaris is not only defined by what we focus on, but also by how we approach works council work.

Delivery Hero is a complex organisation. Employee experience is shaped by many interconnected systems: career frameworks, performance processes, compensation structures, workplace policies, tool landscapes, organisational change, and leadership decisions. In such an environment, a works council must operate with structure, discipline, and long-term thinking.

Polaris believes that employee representation is most effective when it is built on credibility and trust. This requires an approach that is transparent, realistic, and solution-oriented. Polaris therefore intends to work based on three core principles:

- ◆ **Structured engagement instead of reactive firefighting**
- ◆ **Long-term frameworks instead of short-term negotiations**
- ◆ **Employee-centric solutions instead of symbolic politics**

Polaris believes that works council representation is a responsibility towards employees, not a platform for personal preferences or fixed positions detached from employee needs. Where employees raise concerns or priorities, these should be taken seriously, examined responsibly, and addressed with respect, even where individual members may personally hold different views.

I. Structured engagement and clear priorities

Polaris believes that the works council must operate with clear priorities. Many employee concerns are valid and deserve attention. But effectiveness requires focus.

Polaris intends to work with a structured agenda that is aligned with employee realities and organisational feasibility. This includes continuously listening to employee feedback, identifying recurring structural problems, and focusing works council resources on the topics where sustainable improvements can be achieved.

Our goal is to reduce uncertainty for employees by improving systems, not by creating short-term noise.

II. Evidence-based representation

Polaris believes that works council engagement should be based on real employee experience, not assumptions.

This means systematically identifying recurring themes in employee feedback, patterns in workplace issues, and practical friction points in everyday work. Polaris supports an approach where employee sentiment is taken seriously, but also translated into realistic proposals.

Polaris believes that a works council must not only highlight problems, but also develop structured solutions that management cannot easily dismiss.

III. Cooperative where possible, firm where necessary

Polaris believes in constructive engagement with the employer. A works council should not treat conflict as a default strategy. In many cases, solutions are achieved faster and more sustainably through structured cooperation.

However, cooperation must not become passivity. Polaris believes that employee representation must be able to act firmly when employee rights, fairness principles, or legal requirements are ignored.

Polaris therefore supports an approach where dialogue is always the first step, but where escalation remains a credible option if necessary.

IV. Clear communication and transparency towards employees

Polaris believes that employees deserve clarity not only from management, but also from their representatives.

Works council work should not feel distant or opaque. Employees should be able to understand what is being worked on, why certain topics are prioritised, and what progress is being made.

Polaris intends to strengthen transparency by communicating in a structured and accessible way, ensuring that employees across all backgrounds and nationalities can understand what is happening and how it affects them.

V. Consistency and reliability in works council action

Polaris believes that one of the most damaging employee experiences is inconsistency: when rules change unpredictably, when standards are unclear, or when outcomes depend on individual discretion.

Polaris intends to counter this by focusing strongly on long-term frameworks and predictable agreements.

Rather than renegotiating major topics repeatedly at the last moment, Polaris supports building stable structures that employees can rely on over time. This applies particularly to areas such as pay cycles, performance processes, hybrid work expectations, and organisational change standards.

VI. Long-term sustainability and responsible decision-making

Polaris believes that the works council must not focus only on short-term wins. It must act with long-term responsibility.

This includes considering the unintended consequences of demands or campaigns. Not every aggressive demand leads to improvement. In some cases, poorly structured pressure can result in worse outcomes for employees.

Polaris believes that responsible representation means balancing ambition with realism, and protecting employees from unnecessary risk.

VII. A modern works council for a modern organisation

Delivery Hero is international, hybrid, and highly dynamic. Polaris believes the works council must reflect this reality.

This means:

- ◆ taking international employee experience seriously
- ◆ ensuring communication is accessible and understandable
- ◆ supporting fairness across teams and functions
- ◆ engaging with modern topics such as AI governance, digital tools, and workplace sustainability
- ◆ building professional frameworks instead of symbolic politics

Polaris intends to be a works council list that is reliable, prepared, and future-oriented.

We believe employees deserve representation that does not only react to crises, but actively improves the systems that shape everyday work.

Polaris stands for a structured, credible, and responsible approach to employee representation - with clarity, fairness, and reliability at its core.

G. Our Principles of Responsibility

Polaris believes that employee representation is a responsibility that must be exercised with discipline, integrity, and long-term thinking.

In a complex organisation like Delivery Hero, the works council plays an important role in shaping working conditions, protecting fairness, and strengthening trust. This influence must be used responsibly. Polaris therefore commits to clear principles that guide how we act, how we communicate, and how we represent employees.

These principles are not abstract values. They are practical standards that define how Polaris intends to operate as a works council list.

I. Responsibility means realism

Polaris believes that credibility is one of the most important assets of employee representation.

Employees deserve honesty about what can realistically be achieved. Works council influence has legal frameworks and organisational boundaries. Polaris rejects the idea of campaigning through promises that cannot be delivered or through demands that ignore feasibility and risk.

Our responsibility is to advocate strongly for employees, while staying transparent about constraints and trade-offs.

II. Responsibility means protecting employees from unnecessary risk

Polaris believes that works council action must always consider employee impact, including unintended consequences.

In some cases, aggressive public campaigning may not lead to improvement but may trigger organisational reactions that worsen employee conditions. Polaris believes that employee representation must avoid strategies that create unnecessary risk for the workforce.

This does not mean avoiding conflict. It means using conflict strategically and responsibly, with clear purpose and awareness of consequences.

III. Responsibility means fairness and equal treatment

Polaris is committed to fairness across all employee groups.

This includes ensuring that employee representation does not focus only on the loudest voices or most visible functions, but also considers employees who may have less visibility, less influence, or fewer resources to advocate for themselves.

Polaris believes that fairness requires consistent standards, predictable processes, and protection against arbitrary outcomes.

IV. Responsibility means inclusion and dignity

Polaris believes that a works council must protect the dignity of all employees.

This includes standing clearly against discrimination, harassment, and exclusion. It also includes ensuring that accessibility, disability-related needs, and equal participation are treated as structural responsibilities, not as individual burdens.

Polaris is committed to supporting a workplace culture where employees feel safe to raise concerns, request support, and participate equally.

V. Responsibility means confidentiality and trust

Polaris recognises that works council work often involves sensitive employee information. Confidentiality is not optional. It is essential for trust.

Polaris commits to handling employee concerns with discretion, professionalism, and respect. Employees should feel confident that reaching out to Polaris is safe and taken seriously.

VI. Responsibility means transparency

Polaris believes that employee representation must not become opaque.

Employees deserve clarity on what the works council is working on, why certain topics are prioritised, and what progress is being made. Polaris intends to communicate in a structured and accessible way, while respecting confidentiality where required.

Transparency is a key requirement for trust.

VII. Responsibility means long-term thinking

Polaris believes that the works council must not only react to immediate issues but also strengthen long-term stability.

This includes building sustainable frameworks, improving processes, and strengthening governance in areas that repeatedly create frustration and uncertainty.

Polaris is committed to focusing not only on short-term fixes, but also on long-term structural improvement.

VIII. Responsibility means professionalism

Polaris believes that works council work must be professional, prepared, and solution-oriented.

We intend to approach negotiations and employee representation with the seriousness it deserves: structured analysis, clear proposals, disciplined communication, and consistent follow-through.

Polaris does not aim to create political noise. Polaris aims to create predictable outcomes.

Polaris believes that employees deserve representation that is strong, credible, and responsible.

In complex times, responsibility is not weakness. Responsibility is leadership.

Polaris stands for clarity, fairness, and reliability - guided by integrity and long-term accountability.

H. Our Offer to Employees

Polaris is built on a simple belief: employees deserve a workplace that is fair, understandable, and reliable.

Delivery Hero is full of talented people. Many employees work with dedication, deliver under pressure, and contribute to the company's success every day. Polaris believes that this commitment must be matched by an organisational environment that supports employees, rather than exhausting them.

Our offer to employees is not based on unrealistic promises. It is based on a clear approach: we want to strengthen the systems that shape employee experience, reduce unnecessary uncertainty, and create predictable standards that employees can trust.

I. We offer clarity

We will work to make policies and processes easier to understand and more consistently applied. Employees should not need insider knowledge or informal networks to navigate the organisation.

We want to reduce ambiguity and strengthen transparency in the areas that matter most: career development, performance processes, change management, and daily working conditions.

II. We offer fairness

We will work towards a workplace where outcomes are based on clear standards, not on informal rules or local discretion.

We believe fairness means that comparable situations are treated comparably. Employees should not experience that career opportunities, workload expectations, or performance outcomes depend primarily on who they report to.

Fairness also means ensuring that inclusion and accessibility are not optional topics, but built into processes and decisions.

III. We offer reliability

We will work to create long-term frameworks and stable guardrails, so that employees can plan their careers and lives with greater confidence.

We want to reduce last-minute uncertainty and replace it with predictable processes, clear communication, and structured agreements where possible.

Reliability is not about avoiding change. It is about ensuring that change is handled responsibly, transparently, and with respect for employee stability.

IV. We offer a structured and professional approach

Polaris intends to work in a way that is disciplined, prepared, and solution-oriented.

We will listen to employee concerns, but we will also translate them into realistic proposals and structured negotiations. We believe the works council should not only highlight problems, but actively improve the systems behind them.

Where cooperation is possible, we will work constructively. Where employee rights and fairness principles are ignored, we will act firmly.

V. We offer representation for the whole organisation

Delivery Hero is diverse: international, hybrid, multi-functional, and shaped by many different employee realities.

Polaris is committed to representing employees across roles, functions, and backgrounds. We believe that the works council must reflect the full complexity of the organisation, not only specific groups or departments.

VI. We offer credibility

Polaris believes that credibility is one of the most important strengths of employee representation.

We will not promise what cannot be delivered. Instead, we will focus on what can realistically improve employee experience, reduce uncertainty, and strengthen fairness.

We want employees to trust not only our intentions, but also our responsibility and professionalism. Polaris is not about slogans. Polaris is about orientation.

In complex times, employees need representation that strengthens clarity, fairness, and reliability.

That is our offer.

That is Polaris.

I. Closing: Orientation in Complex Times

Delivery Hero is operating in a world that is changing rapidly. Markets are uncertain, organisations evolve quickly, and expectations continue to rise. For employees, this creates a reality where many things feel less stable than they used to: processes change, priorities shift, structures are reorganised, and long-term predictability can feel increasingly difficult.

Polaris believes that in such an environment, employees need something fundamental: **orientation**.

Orientation does not mean resisting change. It means ensuring that employees are not left behind by change. It means having systems that are understandable, rules that are reliable, and decisions that are fair and consistent.

The upcoming works council term will be especially important. After an initial period in which structures had to be built and experience had to be gathered, the next term offers the opportunity to work over a full four-year period with greater continuity, stronger foundations, and clearer priorities. Polaris wants to use that opportunity responsibly.

Polaris stands for a Delivery Hero where employees can focus on doing great work, without constantly having to navigate uncertainty, unclear expectations, or informal rules.

We believe that a strong company is not built only through speed and ambition. A strong company is built through trust. Trust requires clarity. Trust requires fairness. Trust requires reliability.

That is what Polaris stands for.

We want to help build a Delivery Hero where:

- ◆ career development is understandable and predictable
- ◆ processes are transparent and applied consistently
- ◆ performance expectations are sustainable
- ◆ organisational change is handled responsibly
- ◆ inclusion and accessibility are real, not symbolic
- ◆ employees are supported by systems that enable them, not slow them down
- ◆ innovation happens with accountability and fairness

Polaris is not a protest movement. Polaris is not a marketing exercise. Polaris is a structured initiative focused on improving the employee experience through professionalism, credibility, and long-term responsibility.

We believe that employee representation must not only react to problems. It must strengthen the foundations that prevent problems from repeating.

In complex times, people do not need louder voices.
They need clearer direction.

Polaris is here to provide that direction.

Clarity. Fairness. Reliability.

That is our commitment.

That is Polaris.