

**CLARITY.
FAIRNESS.
RELIABILITY.**

OUR ELECTION PROGRAMME FOR THE
WORKS COUNCIL ELECTION 2026

PLAIN & ACCESSIBLE VERSION



POLARIS

Introduction: Why Polaris?

Delivery Hero is a fast-moving company.
We work across countries, time zones, and cultures.
Many of us work hybrid or remotely.
Change is normal here.

This can be exciting.
But it can also be confusing.

Over time, many rules and processes have been added.
Expectations are not always clear.
Rules are not always applied the same way.
Outcomes sometimes depend on the team or manager.

This creates uncertainty.

Employees often ask:

- ◆ What exactly is expected of me?
- ◆ How are decisions made?
- ◆ What does this mean for my career?

When these questions are unclear, trust goes down.

Polaris was formed because we believe employees need more orientation.

We do not believe in loud promises.
We believe in improving the system itself.

Polaris is named after the North Star.
It stands for direction and orientation.

We cannot stop change.
But we can help make rules clearer and more reliable.

Our three principles are simple:

- Clarity** – You understand what applies.
- Fairness** – Similar cases are treated similarly.
- Reliability** – Rules are stable and predictable.

We are honest about limits.
A works council cannot change everything.
We do not promise what we cannot deliver.

Polaris stands for serious, structured representation.

Our Principles

Polaris is guided by three principles:

Clarity. Fairness. Reliability.

These are not slogans.
They are standards for how we want the works council to operate.

In such large organisations, uncertainty can often come from:

- ◆ Unclear rules
- ◆ Different standards between teams
- ◆ Decisions that are hard to understand

We believe employee representation should reduce this uncertainty.

Clarity

Clarity means you understand:

- ◆ What is expected in your role
- ◆ How performance is evaluated
- ◆ How promotions work
- ◆ How decisions are made
- ◆ Where to find information

You should not need insider knowledge.

When rules are unclear, stress increases.

Clarity builds trust.

Fairness

Fairness means similar situations are treated similarly.

Fairness does not mean everyone gets the same result.

It means decisions follow clear and consistent processes and standards.

Compensation, promotions, flexibility, and performance should not depend mainly on:

- ◆ Personal negotiation skill
- ◆ Informal influence
- ◆ Which manager you report to

Fairness requires structure and objectivity.

Reliability

Reliability means you can depend on processes.

We cannot promise stability in the market.

But internal rules should not feel random.

Especially during change, employees should know:

- ◆ What applies
- ◆ What to expect
- ◆ What the process looks like

Reliable systems reduce stress and increase confidence.

Why These Principles Belong Together

Clarity without fairness does not create trust.

Fairness without clarity feels arbitrary.

Reliability without clarity or fairness feels rigid.

Together, they create stability.

That is what Polaris stands for.

Why We Prioritise

Many topics matter:

- ◆ Career development
- ◆ Performance management
- ◆ Compensation
- ◆ Hybrid work
- ◆ Workload
- ◆ Tools
- ◆ Organisational change

But a works council cannot treat everything as equally urgent.

If everything is a priority, nothing is.

We focus on two questions:

1. Which topics affect daily employee experience the most?
2. Where can the works council realistically create improvement?

We avoid unrealistic promises.

Some topics are limited by law.

Some decisions are purely reserved for management.

Some changes require long-term negotiation.

We prefer realistic progress over symbolic demands.

Unrealistic pressure can be counter-productive and make things worse.

Polaris focuses on structural topics that affect many employees and can be improved through clear rules and consistent governance.

In complex times, representation must be present and responsible.

Our Five Core Focus Areas

Polaris focuses on five main topics.

These are the areas where we want to make the biggest difference.

Predictable Career Development

Many employees are not sure:

- ◆ What is expected in their role
- ◆ What they need to grow
- ◆ How career decisions are made

This can feel frustrating and unfair.

We believe: Employees should understand how their career works.

Polaris wants to improve:

- ◆ Clear role expectations
- ◆ Understandable career paths
- ◆ Fair and transparent promotion decisions
- ◆ Better feedback and development conversations

Our goal: You should know where you stand and what your next step can be.

Fair and Transparent Processes

Many decisions in a company follow processes.

But often, these processes are:

- ◆ Unclear
- ◆ Inconsistent
- ◆ Not well explained

This creates uncertainty.

We believe: Everyone should understand how decisions are made.

Polaris wants to improve:

- ◆ Transparency in processes
- ◆ Clear rules that apply to everyone
- ◆ Better communication of decisions
- ◆ Less reliance on informal or unclear practices

Our goal: Decisions should feel fair, understandable, and consistent.

Consistency in Management Decisions

Sometimes similar situations lead to different outcomes.

This can depend on:

- ◆ The team
- ◆ The manager
- ◆ Local practices

This feels unfair to employees.

We believe: Similar situations should lead to similar outcomes.

Polaris wants to support:

- ◆ Clearer standards for decisions
- ◆ Better alignment across teams
- ◆ Less arbitrariness
- ◆ More reliable outcomes

Our goal: You should not depend on “luck” to be treated fairly.

Sustainable Performance Expectations

High performance is important. But it must be sustainable.

Many employees experience:

- ◆ High workload
- ◆ Unclear priorities
- ◆ Constant pressure

Over time, this can lead to stress and burnout.

We believe: Performance should be strong, but also sustainable.

Polaris wants to improve:

- ◆ Realistic workload expectations
- ◆ Clearer prioritisation
- ◆ Better handling of performance processes
- ◆ Long-term employability

Our goal: You should be able to perform well without harming your health.

Stability During Organisational Change

Change is part of every company.

But change can be difficult when:

- ◆ Communication is unclear
- ◆ Decisions are not transparent
- ◆ Impacts are unpredictable

This creates uncertainty and stress.

We believe: Change should be handled in a clear and fair way.

Polaris wants to support:

- ◆ Transparent communication during change
- ◆ Clear rules and processes
- ◆ Fair handling of impacts on employees
- ◆ More predictability

Our goal: Even during change, you should feel informed, supported, and treated fairly.

Additional Topics We Clearly Recognise

Polaris focuses strongly on five main topics. But there are also other important topics.

These topics matter to many employees in their daily work.

We take them seriously.

Remote and Hybrid Work

Many employees depend on flexible working models.

This includes:

- ◆ Working from home
- ◆ Hybrid setups (office and home)

Sometimes rules are unclear or not applied equally.

We believe: Employees need clarity and fairness in how they work.

Polaris supports:

- ◆ Clear and understandable rules
- ◆ Fair application across teams
- ◆ Consideration of personal situations

Our goal: You should know what is possible and what to expect.

Work-Life Balance and Flexibility

Work should fit into life, not the other way around.

Some employees experience:

- ◆ Long working hours
- ◆ Unclear expectations
- ◆ Difficulty to disconnect

We believe: Healthy work conditions are essential.

Polaris wants to improve:

- ◆ Better balance between work and private life
- ◆ Clearer expectations around working time
- ◆ Fair handling of flexibility

We also support:

- ◆ Proper tracking of working time
- ◆ Transparency around overtime

Our goal: You should be able to work in a healthy and sustainable way.

Inclusion and Equal Participation

Everyone should feel included at work.

But in reality, not everyone has the same experience.

Some employees face:

- ◆ Barriers
- ◆ Unequal treatment
- ◆ Lack of representation

We believe: Everyone should have equal opportunities.

Polaris supports:

- ◆ Fair treatment for all employees
- ◆ Inclusive working environments
- ◆ Equal participation in daily work

Our goal: Everyone should feel respected and included.

Accessibility and Disability

Some employees need specific support.

This can include:

- ◆ Physical accessibility
- ◆ Adapted tools or workplaces
- ◆ Flexibility in working conditions

We believe: Workplaces should be accessible for everyone.

Polaris supports:

- ◆ Removal of barriers
- ◆ Better accessibility in systems and tools
- ◆ Support for employees with disabilities
- ◆ Practical solutions, not just policies

Our goal: Everyone should be able to fully participate in work.

Communication and Transparency

Many problems come from unclear communication.

Employees often say:

- ◆ Decisions are not explained
- ◆ Information is missing
- ◆ Processes are hard to understand

We believe: Clear communication builds trust.

Polaris wants to improve:

- ◆ Transparency in decisions
- ◆ Better communication from management
- ◆ Clear and timely information
- ◆ Understandable processes

Our goal: You should understand what is happening and why.

Compensation-Related Topics

Compensation is important for all employees.

But often:

- ◆ Processes are not clear
- ◆ Outcomes are hard to understand
- ◆ There is uncertainty about future increases

We believe: Compensation should be transparent and predictable.

Polaris supports:

- ◆ Clearer communication about pay decisions
- ◆ Fair and understandable processes
- ◆ More long-term structure instead of short-term decisions

Our goal: You should understand how your compensation is determined.

Tools, Systems, and Ways of Working

Daily work depends on tools and systems.

Sometimes employees experience:

- ◆ Inefficient tools
- ◆ Complex processes
- ◆ Unnecessary workload

We believe: Good tools should make work easier, not harder.

Polaris wants to improve:

- ◆ Usability of systems
- ◆ Efficiency in workflows
- ◆ Reduction of unnecessary complexity

Our goal: Your tools should support you, not slow you down.

Artificial Intelligence (AI)

AI will become more important in the workplace.

Many employees have questions:

- ◆ How will AI be used?
- ◆ Will it affect jobs?
- ◆ Is it fair and safe?

We believe: AI should support employees, not replace or disadvantage them.

Polaris supports:

- ◆ Responsible use of AI
- ◆ Protection of employees
- ◆ Transparency in how AI is used
- ◆ Awareness and training

Our goal: AI should help employees work better and safely.

How Polaris Wants to Work

Polaris is not only about topics.
It is also about how we work together.

We believe that *how decisions are made* is just as important as *what decisions are made*.

We want to work in a structured and responsible way

Works council work can be complex.

We believe: Good results need structure.

Polaris wants to:

- ◆ Work in a clear and organised way
- ◆ Focus on the most important topics
- ◆ Avoid unnecessary complexity
- ◆ Create practical and realistic solutions

Our goal: To make work council results understandable and effective.

We want to be reliable and predictable

Employees should be able to trust the works council.

We believe: Reliability creates trust.

Polaris wants to:

- ◆ Communicate clearly and consistently
- ◆ Follow through on topics
- ◆ Act in a transparent way
- ◆ Provide orientation in uncertain situations

Our goal: You should know what to expect from us.

We want to cooperate, but stay independent

Good cooperation with the employer is important.

But the works council must also remain independent.

We believe: Both are necessary.

Polaris wants to:

- ◆ Work constructively with the employer
- ◆ Focus on solutions
- ◆ Represent employee interests clearly
- ◆ Not agree to things that create risks for employees

Our goal: Balanced and responsible decisions.

We want to prioritise realistically

Not everything can be solved at the same time.

And not everything is possible within legal limits.

We believe: It is better to focus on what can realistically be achieved to have an impact.

Polaris wants to:

- ◆ Prioritise topics carefully
- ◆ Avoid unrealistic promises
- ◆ Focus on sustainable improvements
- ◆ Consider risks before making decisions

Our goal: Real results instead of empty promises.

We want to listen and stay close to employees

A works council should not work in isolation.

We believe: Employees should be heard.

Polaris wants to:

- ◆ Listen to employee feedback
- ◆ Stay accessible
- ◆ Encourage open conversations
- ◆ Include different perspectives

Our goal: To represent employees based on real needs.

We want to take responsibility

Works council decisions can have long-term effects.

We believe: Responsibility means thinking ahead.

Polaris wants to:

- ◆ Consider long-term consequences
- ◆ Protect employee interests
- ◆ Act carefully and responsibly
- ◆ Make decisions that are sustainable

Our goal: To create stability and trust over time.

Our Principles of Responsibility

Polaris is guided by a few clear principles.

These principles shape how we think, decide, and act.

Clarity over complexity

We believe: Work should be understandable.

We support:

- ◆ Clear rules
- ◆ Simple structures
- ◆ Transparent decisions

Our goal: Less confusion. More clarity.

Fairness over arbitrariness

We believe: Decisions should be fair and consistent.

We support:

- ◆ Equal treatment
- ◆ Clear standards
- ◆ Reliable processes

Our goal: No one should feel disadvantaged by unclear or inconsistent decisions.

Sustainability over short-term thinking

We believe: Decisions should work in the long term.

We support:

- ◆ Sustainable workload
- ◆ Stable structures
- ◆ Long-term solutions

Our goal: Not quick fixes, but lasting improvements.

Responsibility over popularity

We believe: Not every popular idea is a good idea.

We support:

- ◆ Careful decision-making
- ◆ Realistic solutions
- ◆ Honest communication

Our goal: To act responsibly, even when decisions are difficult.

Transparency over uncertainty

We believe: Employees should understand what is happening.

We support:

- ◆ Open communication
- ◆ Clear explanations
- ◆ Accessible information

Our goal: Less uncertainty. More trust.

Participation over distance

We believe: Employees should be involved.

We support:

- ◆ Listening to different perspectives
- ◆ Open dialogue
- ◆ Accessibility

Our goal: A works council that is close to employees. We are here for you.

Independence with accountability

We believe: The works council must act independently, but responsibly.

We support:

- ◆ Constructive cooperation
- ◆ Clear representation of employee interests
- ◆ Accountable decision-making

Our goal: Balanced and trustworthy work.

Our Offer to Employees

Polaris is a group of employees.

We are not separate from you.

We are part of the same organisation.

We offer clarity

We know that many things at work can feel unclear.

We want to help create:

- ◆ Clearer rules
- ◆ More understandable processes
- ◆ Better orientation

Our goal: You should know where you stand.

We offer fairness

We believe that everyone should be treated fairly.

We want to support:

- ◆ Equal treatment
- ◆ Consistent decisions
- ◆ Transparent standards

Our goal: You should feel that decisions are fair.

We offer reliability

In times of change, reliability matters.

We want to provide:

- ◆ Stability
- ◆ Predictable processes
- ◆ Consistent communication

Our goal: You should be able to rely on the system around you.

We offer responsible representation

We take the role of the works council seriously.

We want to:

- ◆ Represent employees responsibly
- ◆ Focus on realistic solutions
- ◆ Avoid empty promises

Our goal: To create real improvements, not just good intentions.

We offer openness

We want to stay connected to employees.

We want to:

- ◆ Listen to your concerns
- ◆ Be approachable
- ◆ Encourage dialogue

Our goal: You should feel comfortable reaching out.

We offer a shared effort

Polaris is not just a list.

It is a group of people who want to contribute.

We believe: Good representation works best when people are involved.

Our goal: To build something together, not alone.

What we ask from you

We ask for:

- ◆ Your trust
- ◆ Your feedback
- ◆ Your engagement

Because a works council can only be strong if it is supported by employees.

Our commitment

We commit to:

- ◆ Act responsibly
- ◆ Communicate clearly
- ◆ Focus on what matters
- ◆ Work in a structured and reliable way

Polaris is here to provide orientation in complex times.

Closing: Orientation in Complex Times

Work today is shaped by constant change.

Organisations grow.

Structures evolve.

Expectations shift.

This creates opportunities, but also complexity.

Many employees experience this complexity in their daily work:

Unclear expectations.

Changing processes.

Different interpretations of the same rules.

These challenges are not unusual.

They are a natural result of growth.

But they require a response.

Polaris was created with a simple idea:

Work should remain understandable, fair, and reliable, even as the organisation becomes more complex.

We do not believe in quick fixes.

We believe in:

- ◆ Clear structures
- ◆ Fair processes
- ◆ Consistent decisions
- ◆ Responsible handling of change

Our goal is not to promise everything.

Our goal is to focus on what can realistically be improved and to work on it in a structured and responsible way.

We believe that a strong works council:

- ◆ Provides orientation
- ◆ Creates clarity
- ◆ Strengthens fairness
- ◆ Builds trust

Polaris stands for:

Clarity · Fairness · Reliability

In complex times, orientation matters.

If you share this understanding, we invite you to follow our work, engage with us, and be part of the conversation.