



Holstep Health
Community care. For life.

Equality in Action

Workplace Gender Equality Action Plan

2026 - 2029



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Introduction

Holstep Health is committed to creating a workplace where everyone has equitable access to opportunities, feels valued for who they are, and can thrive.

Our workforce reflects the diverse communities we serve, and we are committed to supporting every employee to achieve their potential.

Our commitment to diversity, inclusion and community responsiveness is strengthened through initiatives such as our Reconciliation Action Plan, Rainbow Tick Accreditation and our focus on environmental sustainability.

Our Workplace Gender Equality Action Plan brings this commitment to life through meaningful, measurable action. It outlines how we will strengthen gender equality across our organisation by assessing our performance, taking targeted action to address areas for improvement, setting measurable goals and tracking our progress over time.

The plan focuses on key areas including recruitment, leadership, career development, pay equity, flexible work and inclusive workplace culture, ensuring our efforts are informed by evidence and deliver lasting change.

By embedding gender equality into the way we work, we will continue to build a workplace where everyone can thrive, while strengthening our organisation and the care and support we provide to our communities.



A message from our CEO

At Holstep Health, we believe everyone deserves the same opportunities to grow, contribute and thrive.

We are committed to creating a workplace where people of all genders are treated with fairness, respect and equity, and where diversity is recognised as a strength that enriches our organisation and the communities we serve.

Creating an equitable workplace requires more than good intentions. It takes leadership, accountability and meaningful action. While we are proud of the progress we have made, we know there is more to do. We are committed to being transparent about our progress, listening to our people and continuously improving so that gender equality is embedded across every part of our organisation.

In February 2026, we published our first Gender Equity Statement, reaffirming our commitment to creating an inclusive workplace where everyone has equitable access to opportunities and can achieve their potential. This Workplace Gender Equality Action Plan builds on that commitment by outlining the practical actions we will take over the next three years to strengthen gender equality across recruitment, leadership, career development, pay equity, flexible work and workplace culture.

As an organisation covered by the Workplace Gender Equality Act 2012 (Cth), we report our gender pay gap and other workplace gender equality data to the Workplace Gender Equality Agency (WGEA). These insights help us measure our progress, identify opportunities for improvement and ensure our actions are informed by evidence.

Gender equality is not a destination but an ongoing commitment. Through this action plan, we will continue to listen, learn and take meaningful action to create a workplace where everyone feels valued, supported and empowered to thrive. Together, we can build a stronger, more inclusive Holstep Health for our people, our communities and the future.



Tassia Michaleas, Chief Executive Officer
March 2026

Legislation

The Workplace Gender Equality Act 2012 (the Act) is Commonwealth legislation designed to promote and improve gender equality in Australian workplaces.

The purpose of the Act is to:

- Promote and improve gender equality in employment and the workplace.
- Support employers to remove barriers to women's full and equal participation at work.
- Promote equal remuneration between women and men.
- Encourage flexible working arrangements for employees with family or caring responsibilities.
- Improve workforce participation, productivity and organisational performance through greater gender equality.
- Require employers to report annually on gender equality indicators.

Workplace Gender Equality Indicators

The Act requires Holstep Health to report annually against six Gender Equality Indicators (GEI):

- | | |
|-------|--|
| GEI 1 | Gender composition of the workforce. |
| GEI 2 | Gender composition of governing bodies of relevant employers |
| GEI 3 | Equal remuneration between women and men |
| GEI 4 | Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities |
| GEI 5 | Consultation with employees on issues concerning gender equality in the workplace |
| GEI 6 | Sexual harassment, harassment on the ground of sex or discrimination |

Purpose of this plan

This Workplace Gender Equality Plan outlines how Holstep Health will, in relation to its workforce:

- Assess and address selected gender equality indicators under the Act.
- Take positive action to improve workplace gender equality.
- Set measurable improvement targets.
- Monitor and report on progress.

This plan applies to all Holstep Health workers, including but not limited to employees, Board Members, contractors, volunteers, students and labour hire.

Foundational data

The 2025 reporting period represented our first-year reporting as a merged entity. As such, these results should be viewed in the context of organisational change, workforce realignment, and the ongoing implementation of our broader business transformation and digital strategies. While the merger has resulted in some changes to workforce composition and role structures, the overall reduction in the total remuneration gap (compared to the data of the two legacy organisations) indicates positive progress toward greater equity across the organisation.

Gender composition of governing body

Following governance and leadership changes implemented in late 2024 as a result of the merger, Holstep Health continues to reflect balanced gender representation within its Board of Directors*. This representation supports diverse decision-making and reinforces accountability for gender equality outcomes.

	Women	Men
Members of Governing Body*	62.5%	37.5%

*For the purpose of WGEA reporting, the Board Chair is reported separately

Gender composition of the workforce

Our workforce is predominantly female, with women comprising 83% of all employees. Female representation is strong across all levels, including 76% of managers and 84% of non-managerial staff.

Overall composition	Women	Men
All employees	83%	17%
Managers	76%	24%
Non-managers	84%	16%

Whilst the overall composition is favourable to women it is noted that women are not well represented in specific program areas such as Information Technology.

Holstep have identified this as a target Indicator for Improvement

Equal remuneration between women and men

In 2025 Holstep Health Total Remuneration average gender pay gap was 7.8%, being that men are paid on average 7.8% more than females.

Holstep have identified this as a target Indicator for Improvement.

Employment terms, conditions and practices

Availability and utility of employment terms, conditions and practices relating to flexible working practices for employees and to working arrangements supporting employees with family or caring responsibilities are key components of gender equity.

Flexible working practices remain embedded across the organisation, with a significant proportion of employees working part-time and in hybrid work from home models, including consumer facing roles where feasible. These arrangements are critical in supporting employees with family and/or caring responsibilities and promoting workforce participation and retention.

Our commitment to supporting carers remains a key focus, with primary carers being predominately women within Australia due to societal norms and gendered expectations. Building on our participation in the Carer-Inclusive Workplace Initiative, Holstep Health continues to prioritise policies and practices that recognise the disproportionate family and caring responsibilities experienced by women and seeks to reduce the career impact associated with these responsibilities.

Composition by employment status	Workforce	Women	Men
Full time	37%	74%	26%
Part time	58%	89%	11%
Casual	5%	73%	27%

In addition, Holstep Health operates two single enterprise agreements that provide personal leave (inclusive of carer's leave) entitlements that exceed the National Employment Standards. Employees can access up to twenty-one (21) days of personal leave per annum, supporting staff who have caring responsibilities and enabling them to balance work and family commitments without financial disadvantage.

The agreements and workplace initiatives also provide enhanced access to paid parental leave for both primary and secondary carers, up to five weeks of annual leave, and a range of flexible work initiatives including flexible working arrangements, condensed work weeks, public holiday substitution and a paid wellbeing day. Collectively, these provisions support greater participation and retention of employees with caring responsibilities, who are disproportionately women, and contribute to advancing gender equality by enabling a more inclusive, flexible and supportive workplace.

Consultation with employees

Engaging employees through consultation on matters concerning gender equality in the workplace is a key strategy for understanding their experiences, perspectives, and priorities related to workplace gender equality. Such consultations can identify areas where improvements are needed, generate practical ideas for initiatives, and ensure that proposed actions are relevant and effective. Involving employees in this process promotes transparency, fosters a sense of ownership, and strengthens overall engagement and commitment to creating an inclusive and equitable workplace.

Holstep have identified this as a target Indicator for Improvement.

Sexual harassment, harassment on the ground of sex or discrimination

Holstep Health has clear policies, procedures, and support in place to prevent and address sexual harassment, harassment based on the ground of sex, and discrimination. This ensures all employees know their rights and responsibilities, understand the avenues to raise disputes or concerns and how they will be protected where these are raised in good faith, and how to access the support they need.

While we already have a strong framework, we remain committed to keeping our workplace safe, respectful, and inclusive for all, regularly reviewing and updating our policies to reflect best practice and legislative requirements.

As part of our commitment to maintaining a safe and inclusive workplace that is free of discrimination and harassment we equip our leadership team with the necessary skills to identify and resolve disputes and concerns with promptness and efficacy through mandatory completion of training modules covering Sexual Harassment, Aboriginal and Torres Strait Islander Cultural Awareness, MARAM and Information Sharing, and Workplace violence, aggression and de-escalation techniques in the workplace.

Gender Equality Indicators targets

Three of the six Workplace Gender Equality Indicators (GEIs) have been selected as priorities for action, focusing our efforts on the areas where we can have the greatest impact in advancing gender equality at Holstep Health.

GEI and target	Strategy	Timeframe	Lead responsibility	Measures
GEI 1 Gender composition of the workforce Increase the representation of under-represented gender(s) in the workforce or in a specific occupational group: Specialist and technical roles in the Information Technology sector remain male-dominated, presenting a challenge in achieving gender balance at Holstep Health	Pathway to success: Recruitment • Inclusive recruitment training • Implement programs to target and attract female candidates • Use structured, bias-aware recruitment processes. • Advertise roles with flexible work options by default.	July 2028	Head of Information Technology Executive Director – Corporate Services	Current: Female Representation 0 headcount Aim: Achieve increase in representation of women professionals in Information Technology Achieve an increase of female representation by minimum 1 headcount

GEI and target	Strategy	Timeframe	Lead responsibility	Measures
GEI 3 Equal remuneration between women and men Reducing the Gender Pay Gap Our digital strategy continues to influence gender pay outcomes. The strategy has driven growth in specialist and technical roles, particularly within information technology. These occupations remain male-dominated across the labour market, which continues to present challenges in achieving gender balance within these roles.	Pathway to success: Aligned with the first target, Holstep Health remains committed to attracting, developing, and supporting women and gender-diverse people into leadership and specialist pathways and will continue to monitor recruitment in these areas. Reduce the average Gender Pay Gap: • Conduct a pay equity analysis • Eliminate gender pay gaps across comparable roles Pay equity: • Standardise salary bands for above award salaries • Conduct annual equal remuneration reviews	From March 2026	CEO Executive Leadership Group	Current: 7.8% Aim: To have an organisational gender pay gap of 5% or less.

GEI and target	Strategy	Timeframe	Lead responsibility	Measures
GEI 5 Consultation with employees on issues concerning gender equality Employee consultation on gender equity issues This Gender Equality Action Plan will be reviewed in consultation with: • Working Group • Executive Leadership Group • Board members	Pathway to success: Delivering the Gender Equality Action Plan will require ongoing consultation and collaboration across our workforce to enable sustainable improvement across all the gender equality indicators. We will form a Working Group to: • Communicate progress internally to staff via the Hub. • Review targets annually and adjust if necessary. • Hold focus groups or consultation sessions with employees across different roles, levels, and employment types. • Invite feedback on existing policies, flexible work arrangements, and potential initiatives to improve gender equity	September 2026	Manger People and Culture Working Group (to be established)	Current: Collect and analyse workforce gender data annually and report to WGEA with no formal employee consultation Aim: Establish a working group that meets quarterly to discuss workforce gender equality

Accountability and governance

- CEO is accountable for implementation of this plan.
- People and Culture in conjunction with the Working Group are responsible for monitoring and reporting progress on this plan.
- An annual progress report will be provided to the Board of Directors.
- This plan (including targets) will be reviewed every 3 years, or earlier if required.

Endorsement

Holstep Health will continue to assess the workforce data to identify trends, risks, and opportunities for further improvement.

We will continue to review the effectiveness of our existing policies, practices, and affirmative action initiatives to ensure they continue to support gender equality.

This Workplace Gender Equality Plan is endorsed by the Board and Executive of Holstep Health and reflects our commitment to building a fair, safe and inclusive workplace.



Tass Mousaferiadis
Board Chair



Tassia Michaleas
Chief Executive Officer