

# **Valuing the skills and perspectives of Indigenous employees: a construction response to NIAA's ISEP feedback**

## **Summary**

The Australian Government has committed to developing a new Indigenous skills, engagement and employment program (ISEP). The ISEP is proposed to be backed by evidence about local barriers and opportunities to local engagement, employment and career advancement for Indigenous Australians. The ISEP follows recent strategies initiated by Commonwealth governments to increase Indigenous employment in the Australian Public Service (APS), as well as other programs and policies aimed at closing the socioeconomic inequities experienced by Indigenous compared to non-Indigenous Australians.

Despite some increases in Indigenous employment in the APS, recent research highlights that many Australians continue to have negative experiences in the workplace. These experiences can have adverse impacts like racism, exclusion and bullying, in addition to being overlooked for career development and progression. Such instances are not helpful in closing employment and other socioeconomic inequities experienced by Indigenous Australians.

This submission responds to the fifth discussion question in the National Indigenous Australian Agency's (NIAA) discussion paper seeking feedback on ISEP (NIAA, 2021). The discussion question this submission specifically responds to is "How can the ISEP encourage potential employers of Aboriginal and Torres Strait Islander people to provide safe and culturally appropriate work environments? How can employers better value the skills and perspectives of Indigenous employees?"

This submission is based on PhD research being done on Indigenous procurement policies in the Australian construction industry. The submission is based on a portion of that research, being how construction workplaces can be designed so they create social value for Indigenous Australians, which is currently being developed further for publication in an academic journal. In making this submission I acknowledge my position as a non-Indigenous researcher and recognise that I bring my own cultural assumptions to submitting this feedback on an Indigenous program. To manage my positionality I use Indigenous research as a primary source for informing this work, which is based on collaborative partnerships with Indigenous stakeholders in the Australian construction industry.

## **Introduction**

In Australia, and internationally, governments have sought new ways of working with Indigenous peoples as they seek to fulfil treaty obligations or address the historical social and economic exclusion and harm experienced by Indigenous peoples as a result of colonisation (Panezi, 2020). At a Federal level there are several initiatives that aim to promote Indigenous employment and address the significant socioeconomic inequities experienced by Indigenous Australians. For example, since 2015 the Commonwealth Government has implemented the Commonwealth Indigenous procurement policy (CIPP), administered by NIAA, to drive the economic development and financial independence of Indigenous Australia. The CIPP sets targets that government departments must meet when purchasing goods, services and works, which creates more business and employment opportunities for Indigenous Australians (NIAA, 2020a). The current Commonwealth Aboriginal and Torres Strait Islander workforce strategy 2020-24 also superseded the Commonwealth Aboriginal and Torres Strait Islander Employment

Strategy 2015–2018 to improve cultural inclusiveness in the APS after recognising the previous strategy reached its employment targets by focusing on entry-level recruitment positions (Australian Government, 2020). The new strategy seeks to improve career pathways and development available to Indigenous employees. These initiatives will soon be complemented by ISEP, the subject of NIAA's request for feedback.

## **Context for this submission**

The initiatives above have so far been viewed favourably by scholars and Indigenous business leaders:

- Employment and procurement opportunities are seen positively as an avenue to reshape and open up the business and employment environment for Indigenous Australians (Shirodkar and Hunter, 2018).
- Preferential employment and procurement enacts positive social change by opening up opportunities that Indigenous Australians may not have been considered for (Kinsela-Christie, 2019).
- Government procurement policies like the CIPP can be a direct boost to employment for Indigenous Australians and opens up more business and employment opportunities (Janke, 2021).

Since being introduced, procurement and employment policies like the CIPP and other employment strategies have performed above expectations:

- The Commonwealth Aboriginal and Torres Strait Islander Employment Strategy was successful in increasing Indigenous representation across Commonwealth departments (Inside Policy, 2019).
- The CIPP has been an 'overwhelming success' in achieving and surpassing its initial KPIs and creating business and employment opportunities for Indigenous Australians, according to a three-year evaluation commissioned by the Australian Government (Deloitte, 2019).
- The number and financial value of contracts awarded to Indigenous businesses since FY 2015-16 has increased steadily and NIAA has been successful in overseeing implementation of the CIPP: for example in FY 2019-20, one department (Defence) awarded \$447,359,966 of contracts to Indigenous businesses against a target of \$95,467,045 (NIAA, 2020b), clearly surpassing its target and indicating the volume of business and employment opportunities policies like the CIPP are creating.
- Procurement policies like the CIPP have been critical to increasing Indigenous employment, as Indigenous business owners use Indigenous procurement policies strategically to win more work for their business and therefore be able to employ more Indigenous staff (Denny-Smith, 2021). Denny-Smith's (2021) research found that this also means Indigenous employers can increase their investment in staff's professional and career development.

The points above infer that various Commonwealth initiatives and policies have contributed to business and employment opportunities. The proportion of Indigenous Australians is also expected to increase to above 55% once the results of the 2021 Census are released (Productivity Commission, 2021), p. 51). But despite these positive anticipated changes to some of the socioeconomic inequities experienced by Indigenous Australians, recent research highlights that procurement and employment initiatives may need to be further developed to improve employment experiences, and therefore outcomes, for Indigenous Australians.

- The rate of Indigenous employees leaving Australian Public Service (APS) employment has increased faster than total ongoing employment, meaning Indigenous employees are leaving APS employment faster than new ones enter it (Inside Policy, 2019). Inside Policy's findings recommended that future Indigenous employment strategies in the APS aim to increase cultural competence and commitment to Indigenous employment of all public sector employees.
- A recent survey on the workplace experiences of Indigenous Australians found that many are expected to do more work to prove they are capable of doing the job, almost half feel they are required to compromise their cultural identity at times, and over half reported workplace racism and exclusion (DCA/Jumbunna Institute, 2020).
- Indigenous Australians are more likely to be adversely affected by economic impacts that lead to reduced employment, such as the conditions created by COVID-19, where Indigenous Australians were less likely to qualify for JobKeeper because they are more likely to be employed on a casual basis and COVID-19 had exacerbated existing barriers to employment for Indigenous Australians (Minderoo Foundation, 2021).
- Recent research reports that Indigenous employees encounter adverse experiences working in the APS, including covert and overt racism, being ignored and silenced in the workplace where their contributions are dismissed or overlooked, and can experience lateral violence, which is violence enacted by peers and includes bullying, backstabbing and even physical violence (Bargallie, 2020).

The insights above indicate that, despite the Commonwealth's commitment to increasing Indigenous employment, as an employer the APS could better value the skills and experience of Indigenous staff. The issues identified above are especially important considering research on the effects of job quality on social and health outcomes has found links between poor quality jobs and workplace experiences and poorer social, health and wellbeing outcomes for employees (Leach *et al.*, 2010). Understanding what has worked in Indigenous employment initiatives previously could help reduce these limitations and enhance the effectiveness of programs like ISEP.

The following section reviews characteristics of successful Indigenous employment initiatives. The remainder of this submission is an excerpt from a current PhD project that explores the social value created by Indigenous procurement policies, with a focus on the construction industry because of its size and contribution to government spending. The literature review in the following sections is not construction specific. However, the results presented below, that are used to recommend how employers could value the skills and experience of Aboriginal and Torres Strait Islander employees, are drawn from the PhD research based in the construction industry. While there may be different practices applicable to construction employment and public sector employment, the principles developed in this submission may be able to be transferred and made specific in other settings, such as employment in the APS.

## **Successful Indigenous employment**

Understanding examples of successful Indigenous employment will help NIAA as it finalises the aims and operation of ISEP. This section discusses how ISEP will benefit from employer of choice research so it can support employers to value the skills and experience of Indigenous staff. According to the Theory of Career Choice (Holland, 1997), people have a choice of where to work and realize that different career choices are likely to lead to different levels of job success and satisfaction. The concept of employer of choice (EOC) builds on Holland's work to argue that workers will choose employment where they can take advantage of their skills and there is a balance between theirs and the organisation's values (Elving *et al.*, 2013).

In general, EOC literature provides insight that people look for employers who offer various combinations of the following criteria, in no specific order of priority: pay, conditions and benefits; employee engagement; leadership quality; safety and well-being; quality of workplace relationships; positive workplace culture and climate; equal opportunities, career development opportunities; flexible work practices, worker involvement and empowerment; receiving and giving feedback on work performance; clear company strategy and values; healthy and stimulating work environment; and corporate citizenship and sustainability (Song *et al.*, 2020). Other research on the relevance of employer branding to becoming an EOC explored five variables that may create EOCs (Elving *et al.*, 2013), explained below.

- Organisational attractiveness refers to whether potential employees see a company as a desirable and positive place to work, and is dependent on how a company advertises itself to potential employees. Organisations that meet the needs of their employees are therefore more likely to be EOCs
- Job and organisational characteristics and person-organisation fit. Typical characteristics include a supportive working environment, ethical standards, salary, career prospects and location, compensation, culture and training and development possibilities.
- Corporate image refers to positive corporate image perceptions that increase organisational attractiveness by signalling positive job attributes, therefore increasing the quality and quantity of candidates.
- Employer image refers to a company's reputation as an employer in the labour force.
- Employer branding serves as a management framework that can help improve employee recruitment, retention and commitment in addition to increasing productivity. So, companies with good employer branding could attract more workers who see it as a positive place to work.

Other research has found the following factors are critical EOC characteristics generally (Bellou *et al.*, 2015), which could be considered as ISEP is developed to increase employers' attractiveness as a supportive workplace for Indigenous Australians. Bellou *et al.* (2015) argue that EOCs promote the following attributes.

- Self-development refers to an emphasis on development of skills and knowledge.
- Corporate image, where a company is sensitive to social issues and oriented to protecting the environment.
- Recognition, so that employees' creativity and contributions are realised and recognised by management.
- Relationships, where employees are shown mutual respect and given proper guidance.
- Remuneration, involving remuneration at or above award wages and other employee benefits.

### **Employers of choice that value Indigenous employees' skills and perspectives**

While useful, the above review is general in nature and may not be suited to the diversity of Indigenous Australia. This is notable given that little is known about the relationship between employers and Indigenous employees (Hunter, 2015). What is known is that Indigenous business owners aim to create positive socioeconomic outcomes for their family and community (Evans and Williamson, 2017). Therefore, it is important to consider EOCs in relation to Indigenous people if ISEP is to value the skills and experience of Indigenous workers.

Writing a guide for companies wanting to foster Indigenous employment in their workforce, philanthropic Australian company Generation One (2013) has written that EOCs for Indigenous people must have a positive reputation and display practical and symbolic actions. These actions include the following (Generation One, 2013).

- Participating in Indigenous community events.
- Engaging with elders and Indigenous community organisations.
- Flying the Aboriginal flag and the Torres Strait Islander flag, especially if already flying the Australian flag.
- Recognising Indigenous celebration days throughout the company.
- Participating in NAIDOC week events.
- Providing support to access services that can eliminate early stumbling blocks, like flexible pay or a uniform allowance to buy work clothes.
- Creating culturally supportive workplaces that acknowledge staff may need to take time off for family obligations.

The Diversity Council of Australia, in partnership with Jumbunna Institute, also recently published ten strategies that employers can use to value and centre Indigenous Australians' voices in the workplace (DCA/Jumbunna Institute, 2020), p. 18):

1. Commit to unearthing and acting on workplace truths
2. Ensure any Aboriginal and Torres Strait Islander-related work is Indigenous led and informed
3. Develop organisational principles to make it clear how Indigenous community engagement and employment should work in practice
4. Focus on workplace readiness (cultural safety) rather than worker readiness
5. Recognise identity strain and educate non-Indigenous staff about how to interact with their Indigenous colleagues in ways that reduce this
6. Recognise and remunerate cultural load as part of an employee's workload
7. Consult with Indigenous staff on how to minimise cultural load while maintaining organisational activity
8. Focus on sustainable careers and career development, rather than just short-term appointments
9. Take action to address workplace racism
10. Look to high-impact initiatives – those that research shows are linked to better wellbeing and retention for Indigenous staff

Other research argues that ideal employment characteristics for some Indigenous peoples may be those that allow them to perform customary activities while earning income (Cairney and Abbott, 2014). Financial rewards like income are also only one element of good employment characteristics and Indigenous workers may use the pay on offer as a precondition necessary to realise other benefits, such as: respect for and preservation of traditional values and practices; reduction of poverty; improvement in living conditions; further employment creation, and so on (Dana, 2015). Other research that can be used to inform workplaces that value the skills and experience of Indigenous workers shows that Indigenous workers would derive greater benefits from employment opportunities which: provide a culturally safe and supportive environment; provide normative economic outcomes like paid employment and education; sustain a connection to culture; provide career pathways; support communities; provide a safe and welcoming space to connect with each other and a positive approach to interacting with that

heritage, family and community; and which boosts confidence, autonomy, self-efficacy, identity and resilience (Burton and Tomkinson, 2015; Wilson *et al.*, 2019).

The research above infers that, if employers are to value the skills and experiences of Indigenous workers, they should look beyond corporate messaging about the benefits of their workplaces. Any corporate messaging needs to be backed up by actions that promote and reinforce positive workplace attributes, like recognising the cultural diversity of Indigenous employees as well as the skills and experiences that employees bring to each workplace. Valuing the skills of Indigenous employees would involve pathways to professional development and career progression. The research above indicates that this can be done by promoting the autonomy of Indigenous workers by supporting them to demonstrate or develop their skills. However, policies and programs should be informed by evidence. Therefore, the following section describes a collaborative research method used to develop a framework instructing employers how they can develop and promote the supportive workplaces that will help them value the skills of Indigenous employees. The method is based on the EOC literature reviewed here, as it is argued that EOCs will be employers who do value the skills and experience of Indigenous employees. The findings based on this method can therefore be incorporated into ISEP so they could promote positive socioeconomic outcomes from Indigenous employment and engagement.

## Method

Research is one of the dirtiest words in Indigenous peoples' vocabularies, because it can be linked to colonial histories that extracted and claimed ownership over Indigenous knowledge, arts, and artefacts (Smith, 2012). Acknowledging this, this study was designed using a decolonised community-based participatory research (CBPR) approach. The CBPR approach emphasised participatory knowledge-making and actions to understand Indigenous workers' perspectives on workplace characteristics and therefore EOCs.

In line with CBPR approaches (Halseth *et al.*, 2016) and guidelines for respectful Indigenous research in Australia (NHMRC, 2018a, 2018c, 2018b; AIATSIS, 2020), the research process was designed around several basic principles. These principles were: involving and consulting Indigenous people as legitimate stakeholders in the research process; developing shared understandings about the aims of research and methods to be used; and informing Indigenous people about the aims and objectives of a research project.

To address the above issues, 'community-academic partnerships' (Drahota *et al.*, 2016) were adopted with several organisations involved in the Australian construction industry: two Indigenous construction companies, three Indigenous business and employment networks and a government and government-agency representative. A 'collaborative yarning' process (Bessarab and Ng'andu, 2010) was undertaken with these partners to discuss ideas and concepts that are relevant to Indigenous EOC research, including how EOC research should be conducted, the methods used to collect data, and how the results will contribute to creating social value through Indigenous procurement and employment.

The collaborative process above decided that an online survey asking research partners' staff about their values and workplace preferences. Staff were asked about their values in one section of the survey to develop an understanding about the organisational values that may appeal to workers in the future. Another section asked about participants' workplace preference to understand the workplace characteristics that would attract and support Indigenous workers. Participants were asked to nominate the importance they gave to each value and workplace

characteristic, from 1 = Unimportant to 4 = Important. Questions in the survey were based on the literature review above and are shown in Appendix A for reference.

Working with the above research partners, the survey was pilot tested and refined to align it with stakeholder perspectives and experiences. Following the partners' advice, respondents (operatives and managers working partners' construction projects) were invited to complete the survey through staff emails that helped build trust with potential respondents and maximise the response rate. Following ethics guidelines, respondents were also provided with a clear description of the aims and potential benefits of the research, a formal assurance of anonymity was provided. Surveys were distributed to 200 potential respondents which, after issuing two reminders by email, resulted in a high useable response rate of 136 returned surveys, with 24 per cent of the sample identifying as Indigenous (N = 31).

A series of descriptive and inferential statistical tests were performed on completed data. The results of these tests are presented below. Following that, the results are synthesised in a discussion that develops an instructive framework employers can use to help them better value the skills and experience of Indigenous workers.

## Results

The following table shows the value Indigenous respondents indicated were important to them, ranked in order of descending importance.

Value	Mean
Finding things out and learning for myself	3.76
Respecting my Elders and what they have to teach me	3.72
Sharing with and looking after my family	3.72
Making sure I have enough for today	3.67
Knowing who I am and where I came from	3.64
Staying connected with my wider relatives and community	3.59
Making sure traditions, rituals and practices are maintained	3.45
Sharing with and looking after my community	3.28
Building wealth for future purposes (i.e. tomorrow and beyond)	3.24
Travelling widely and experiencing the world	2.90
Staying close to the place I was born	2.83
Having possessions (like a house, car, fashion items) to show my status	2.66
Making lots of money	2.62
Making sure people know about my achievements	2.28

The table above indicates the values employers could promote in their workplaces to appeal to more Indigenous workers. This is derived from general and Indigenous EOC research that points out people like to work at companies with values similar to their own ((Bellou *et al.*, 2015; Hunter, 2015)). While employers can refer to the table above to understand how they can attract and value Indigenous staff, the following table presents the workplace characteristics

Indigenous respondents reported are most important. The most important workplace characteristics below, like learning on the job and good working relationships, infer that employers should focus on staff development and interpersonal relationships to improve Indigenous employees' workplace experiences. This is important if they are to value the skills and experience of Indigenous staff because of linkages found between the collectivist motivations of Indigenous businesses that focus on prosocial outcomes (Evans and Williamson, 2017). Adopting a people-centred approach that has good working relationships and a learning orientation could therefore create positive employment experiences, as discussed above.

<b>Workplace characteristic variable</b>	<b>Mean</b>
Being able to learn on the job	3.85
A good reputation	3.79
Good quality of working relationships	3.77
A workplace that is passionate about work	3.75
Working with people who have the same values and approach towards work	3.71
A workplace that has a high commitment to work	3.70
Receiving and giving feedback on work performance	3.70
A workplace that is relaxed and people can have fun and enjoy social interaction	3.68
High level of personal physical safety	3.61
A manager that focuses on leadership and energy	3.56
A workplace focus on environmental protection	3.54
Training in how to use new technology	3.52
A workplace with training programs	3.52
A workplace that allows me to stay connected to my culture	3.50
Seeing and understanding the overall purpose of tasks	3.48
A manager who is aware of and responsive to my heritage and culture	3.43
Being involved with my local community	3.39
An employer who encourages me to feel strong about who I am	3.32
Emotional stability and feeling protected by the organisation	3.29
A manager that focuses on management and administration	3.26
Clear pathways for me to progress in the organisation	3.26
A workplace with flexible work hours	3.22
Recognition and encouragement of my contribution	3.22
Having a say in decisions that affect day-to-day business	3.11
Working extra hours (paid or unpaid)	3.07
A high standard of accommodation and fit-out of the workplace	2.93
High pay and income	2.89



Travelling to different locations to perform my work duties	2.81
Paid on a salary basis, with a set annual income	2.74
Paid by the hour	2.43
Union membership	1.89

Finally, Spearman's rank correlation test was used as a nonparametric test to identify relationships between variables, indicating whether some values and workplace characteristics may be associated. The strength of relationship between two variables ranges from: 0.19: very low; 0.20-0.39: low; 0.40-0.69: modest; 0.70-0.89: high; 0.90-1: very high (Cohen and Holliday, 1982). Correlated variables were synthesised into insights for workplaces that would effectively promote the aims of ISEP.

The following table shows the strongest correlations in the survey data that were deemed to not have occurred by chance ( $p < 0.05$ ). The R value refers to the strength of association, discussed above. All cases below were significant because  $p < 0.05$ . This beneficial for ensuring the effectiveness of programs like ISEP because employers can look at the values that are strongly correlated to workplace characteristics. This means that people who share those values may be better supported by the workplace characteristics correlated to that value. For instance, workplaces that promote the value of sharing with communities should promote the mental health of employees (Emotional stability and feeling protected), as workers who share the value of sharing with communities could feel like they are in safer and more culturally appropriate work environments. Similarly, the value of sharing with communities is correlated with Having a say in decisions that affect day-to-day business, therefore workplaces with this value would make Indigenous workers feel safer in participatory work environments.

<b>Workplace characteristic</b>	<b>Worker value</b>	<b>R</b>
A workplace that allows me to stay connected to my culture	Sharing with and looking after my community	0.781
Emotional stability and feeling protected by the organisation	Sharing with and looking after my community	0.722
A manager that focuses on leadership and energy in the workplace	Sharing with and looking after my community	0.711
Working extra hours (paid or unpaid)	Having possessions (like a house, car, fashion items) to show my status	0.650
Paid on a salary basis, with a set annual income	Sharing with and looking after my community	0.645
A high standard of accommodation and fit-out of the workplace	Sharing with and looking after my community	0.644
Having a say in decisions that affect day-to-day business	Sharing with and looking after my community	0.630
High pay and income	Travelling widely and experiencing the world	0.623
A manager who is aware of and responsive to my heritage and culture	Staying close to the place I was born	0.619
Recognition and encouragement of my contribution	Building wealth for future purposes (i.e. tomorrow and beyond)	0.607

## Discussion

This submission has focused on how the new ISEP can encourage employers of Aboriginal and Torres Strait Islander peoples to provide safe and culturally appropriate work environments, including how they can better value the skills and perspectives of Indigenous employees. The research in this submission investigated these questions from the perspective of EOC research. EOC research was shown to be beneficial because EOCs create workplaces where people want to work and which create the most value for staff. Therefore, Indigenous EOCs are more likely to provide the safe and culturally appropriate work environments as targeted by ISEP.

Although based on a relatively limited sample of 31 Indigenous respondents, the results above indicate steps that employers can take to provide safer, more positive workplaces for Indigenous staff. These recommendations can be used by NIAA as it continues its collaborative partnerships to further refine and then implement ISEP. Further, although the results above were obtained from the construction industry there remains scope during future consultations. As a starting point it is recommended that NIAA find ways in ISEP that encourage employers to be more involved with the local communities in which they operate. Specific motivators should be discussed and negotiated with employers but could, for example, involve grants that encourage deeper relationships between businesses and communities. Other strategies based on this study that could be used to provide safer, more culturally appropriate workplaces that value the skills of Indigenous staff include:

- Workplaces that responds to the socioeconomic needs and priorities of staff and local stakeholders.
- Celebrating the work and achievements of staff and implementing training programs that allow career development.
- Paying staff at or above existing award wage levels for labour.
- Supporting local businesses and employment in supply chains.
- Engagement with local stakeholders, including staff through initiatives that promote staff wellbeing.
- Strong workplace relationships like cultural learning days, social events, teambuilding, etc.
- Organisational commitment to promoting business and employment opportunities for local Indigenous people.
- Reflecting how training programs have led to staff empowerment and development, including how programs can be improved to create more opportunities for staff and suppliers.

In making the recommendations above it is noted that more work is required to be done with Aboriginal and Torres Strait Islander stakeholders to ensure that ISEP responds to community needs and the things that matter most to create safer, culturally supportive work environments. Encouraging employers to adopt the above recommendations may face some challenges, such as overcoming existing biases (Shirodkar, 2020) and attitudes in industries like construction (Loosemore *et al.*, 2021). However, if NIAA maintains constructive collaborative dialogues, as already indicate, ISEP could effectively help to ‘reset the relationship’ between Indigenous and non-Indigenous Australia, which relationship involves decolonising relationships and injecting Indigenous-led strategies that reflect, for example, cultural processes of kinship and reciprocity (tebrakunna country and Lee, 2019).

## Conclusion

ISEP represents a new way of working to support economic participation and employment for Aboriginal and Torres Strait Islander peoples and communities. This submission used EOC research to recommend how ISEP could be developed to encourage employers to provide safer, more culturally appropriate workplaces and better value the skills and experience of Indigenous staff.

The findings in this study recommended that ISEP encourage workplaces to have a degree of involvement in the communities in which they operate. This could have the benefit of creating an environment that Indigenous staff respond better to, therefore improving the workplace environment. While the recommendations above consider that people can gain employment, it is noted that Indigenous Australians experience significant barriers in accessing employment. These barriers should be addressed. Where overcome however, the recommendations in this submission should be used by employers to ensure they create a workplace that supports Indigenous staff to develop long-term careers and therefore results in sustained positive socioeconomic outcomes for Aboriginal and Torres Strait Islander workers.

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## Appendix A: Survey questions

Survey variable	Reference
<i>Please rate the importance of the following values</i>	
Knowing who I am and where I came from.	(Burton and Tomkinson, 2015)
Staying close to the place I was born.	(Byrnes, 2000)
Staying connected with my wider relatives and community.	(tebrakunna country and Lee, 2019)
Respecting my Elders and what they have to teach me.	(Bessarab and Forrest, 2017)
Making sure I have enough for today.	(Habibis <i>et al.</i> , 2016)
Sharing with and looking after my community.-	(Williams, 2007; tebrakunna country and Lee, 2019)
Having possessions (like a house, car, fashion items) to show my status.	(Bessarab and Forrest, 2017)
Travelling widely and experiencing the world.	(Byrnes, 2000)
Sharing with and looking after my family.	(McIntyre-Tamwoy, Fuary and Buhrich, 2013)
Finding things out and learning for myself.	(Byrnes, 2000)
Building wealth for future purposes (i.e. tomorrow and beyond).	(Habibis <i>et al.</i> , 2016)
Making sure people know about my achievements.	(Trompenaars and Hampden-Turner, 1998)
Making sure traditions, rituals and practices are maintained.	(Foley, 2003)
Making lots of money.	(Habibis <i>et al.</i> , 2016)
<i>Please indicate your preferred workplace characteristics</i>	
Good quality of working relationships.	(Bellou <i>et al.</i> , 2015)
A workplace that allows me to stay connected to my culture.	(Burton and Tomkinson, 2015; Wilson <i>et al.</i> , 2019)
A manager that focuses on leadership and energy in the workplace.	(Sedighi and Loosemore, 2012)
A manager that focuses on management and administration.	(Hull and Read, 2003)
A good reputation.	(Elving <i>et al.</i> , 2013)
A manager who is aware of and responsive to my heritage and culture.	(Hunter, 2015; Weaven <i>et al.</i> , 2019)
Having a say in decisions that affect day-to-day business.	(Pacheco and Webber, 2016)
Seeing and understanding the overall purpose of tasks.	(Pacheco and Webber, 2016)
High level of personal physical safety.	(Bellou <i>et al.</i> , 2015)
An employer who encourages me to feel strong about who I am.	(Wilson <i>et al.</i> , 2019)
Emotional stability and feeling protected by the organisation.	(Kundu and Lata, 2017)
A high standard of accommodation and fit-out of the workplace.	(Hull and Read, 2003)
Working with people who have the same values and approach towards work.	(Elving <i>et al.</i> , 2013; Song <i>et al.</i> , 2020)
High pay and income.	(Styśko-Kunkowska and Kwinta, 2020)



Paid by the hour.	(Hull and Read, 2003)
Paid on a salary basis, with a set annual income.	(Hull and Read, 2003)
Union membership.	(Hull and Read, 2003)
Working extra hours (paid or unpaid).	(Holden and Sunindijo, 2018)
A workplace with flexible work hours.	(Kundu and Lata, 2017)
Travelling to different locations to perform my work duties.	(Holden and Sunindijo, 2018)
Receiving and giving feedback on work performance.	(Bradler <i>et al.</i> , 2016; García <i>et al.</i> , 2019)
Recognition and encouragement of my contribution.	(Bradler <i>et al.</i> , 2016)
Training in how to use new technology.	(Liu <i>et al.</i> , 2020)
Clear pathways for me to progress in the organisation.	(Hughes and Hughes, 2010)
Being able to learn on the job.	(García <i>et al.</i> , 2019)
A workplace with training programs.	(Rampl, 2014)
A workplace that has a high commitment to work.	(Hull and Read, 2003)
A workplace that is passionate about work.	(Song <i>et al.</i> , 2020)
A workplace that is relaxed and people can have fun and enjoy social interaction.	(Burton and Tomkinson, 2015)
Being involved with my local community.	(Burton and Tomkinson, 2015; Weaven <i>et al.</i> , 2019)
A workplace that cares about protecting the environment.	(Daniel and Pasquire, 2019)