

Table S1. Descriptive statistics for technology adoption items and scales. M = mean; SD = standard deviation.

| | All Growers (N = 176) | | Yes, I currently use (N = 52) | | No, but considering (N = 74) | | No, no plans (N = 50) | |
|--|--------------------------|------|----------------------------------|------|------------------------------------|------|--------------------------|------|
| Items | M | SD | M | SD | M | SD | M | SD |
| Automation will save me money on labour costs | 3.83 | 0.98 | 4.06 | 0.87 | 4.07 | 0.75 | 3.24 | 1.14 |
| Automation will improve my work/life balance and allow time away from the farm | 3.53 | 1.01 | 3.65 | 0.95 | 3.69 | 0.95 | 3.18 | 1.10 |
| Automation will allow me more time to work on other important aspects of the farm business | 3.82 | 0.88 | 3.96 | 0.77 | 3.97 | 0.81 | 3.44 | 0.97 |
| Automation will help reduce the effort required to manage workers on my farm | 3.56 | 1.00 | 3.67 | 0.92 | 3.77 | 0.88 | 3.12 | 1.10 |
| Automated technology will do a better job than manual labour approaches on my farm | 3.03 | 0.99 | 3.40 | 0.89 | 3.18 | 0.93 | 2.42 | 0.91 |
| I have the skills, or I can learn the skills, to use new automated technology on farm | 4.06 | 0.75 | 4.29 | 0.54 | 4.22 | 0.56 | 3.60 | 0.97 |
| I can easily hire others with the skills to operate/maintain automated technology on my farm | 3.22 | 1.09 | 3.25 | 1.17 | 3.31 | 1.08 | 3.06 | 1.00 |
| Automated technology is easy to integrate into my current farm management systems | 3.09 | 1.11 | 3.35 | 1.05 | 3.18 | 1.09 | 2.70 | 1.13 |
| My workers are capable of adapting in their work roles | 3.54 | 0.95 | 3.71 | 0.89 | 3.61 | 0.98 | 3.26 | 0.92 |
| Scales | | | | | | | | |
| Perceived Usefulness | 3.55 | 0.77 | 3.75 | 0.66 | 3.74 | 0.67 | 3.08 | 0.83 |
| Perceived Ease of Use | 3.48 | 0.72 | 3.65 | 0.63 | 3.58 | 0.70 | 3.16 | 0.76 |

Table S2. Descriptive statistics for attitudes toward workforce items and scales. (R) indicates reverse scoring completed such that a higher score is a more positive appraisal. M = Mean, SD = standard deviation

| | All Growers (N = 176) | | Yes, I currently use (N = 52) | | No, but considering (N = 74) | | No, no plans (N = 50) | |
|---|--------------------------|------|----------------------------------|------|------------------------------------|------|--------------------------|------|
| Items | M | SD | M | SD | M | SD | M | SD |
| I have encouraged workers to give me their suggestions and feedback about farming matters | 4.24 | 0.80 | 4.29 | 0.83 | 4.27 | 0.65 | 4.15 | 0.97 |
| I have had open discussions about skills development opportunities with workers on farm | 4.04 | 0.86 | 4.12 | 0.91 | 4.00 | 0.85 | 4.00 | 0.85 |
| I have regularly provided feedback to my staff in relation to the performance of their jobs | 3.97 | 0.89 | 4.04 | 0.85 | 3.99 | 0.87 | 3.88 | 0.98 |

| | | | | | | | | |
|---|------|------|------|------|------|------|------|------|
| Feedback from exit interviews with workers leaving the business has helped me reflect on how I manage workers | 3.32 | 1.05 | 3.49 | 1.03 | 3.32 | 1.01 | 3.15 | 1.11 |
| I have been able to trust workers on my farm to perform their job with little supervision | 4.03 | 0.89 | 4.08 | 0.87 | 4.03 | 0.83 | 3.98 | 1.00 |
| I do not really care who I have employed on farm as long as the job gets done (R) | 4.04 | 1.04 | 4.06 | 1.22 | 4.01 | 0.95 | 4.08 | 0.99 |
| Getting the right employees on farm is critical to my business success | 4.44 | 0.77 | 4.57 | 0.78 | 4.41 | 0.65 | 4.33 | 0.91 |
| It is important to me that workers feel like a valued part of my farm business | 4.46 | 0.70 | 4.59 | 0.73 | 4.44 | 0.65 | 4.38 | 0.73 |
| I am satisfied with the staff we have on farm | 4.14 | 0.85 | 4.27 | 0.80 | 4.04 | 0.92 | 4.15 | 0.77 |
| I find it difficult to get the staff I need for the farm to be at its most productive (R) | 2.69 | 1.21 | 2.73 | 1.31 | 2.61 | 1.19 | 2.79 | 1.15 |
| A lack of adequately skilled staff is negatively impacting my farm business (R) | 3.27 | 1.19 | 3.18 | 1.14 | 3.28 | 1.19 | 3.35 | 1.26 |
| A lack of engaged staff is negatively impacting my farm business (R) | 3.41 | 1.10 | 3.45 | 1.05 | 3.31 | 1.10 | 3.50 | 1.17 |
| Scales | | | | | | | | |
| People Management | 3.89 | 0.68 | 3.99 | 0.74 | 3.89 | 0.61 | 3.79 | 0.72 |
| Value of Workforce | 4.24 | 0.63 | 4.32 | 0.67 | 4.22 | 0.56 | 4.19 | 0.69 |
| Satisfaction with Workforce | 3.38 | 0.87 | 3.41 | 0.80 | 3.31 | 0.89 | 3.45 | 0.91 |