

## FACTOR TABLE

Item number and label	Factors							
	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0
V76 Employees of all race groups are assisted by supervisors to develop to their full potential.	0.855	-0.120		0.137				
V111 I am satisfied with the amount of time, money and energy spend on development.	0.806	0.111			-0.122			-0.163
V100 Employees from all race groups are assisted by managers to develop their full potential.	0.775	0.129			-0.205			
V107 In my department employees are encouraged to develop their competencies.	0.748	-0.206						-0.119
V116 I am given the opportunity to develop without unfair constraints.	0.693			0.142				
V108 My Division develops its employees for Sentech and not for political reasons.	0.665			0.112	0.145	0.145		
V148 Sentech embraces new employees and makes them feel part.	0.401		0.318	0.129	0.112			
V126 I feel that my immediate supervisor trusts me.	0.379		0.111	0.128			0.128	0.123
V90 Training are available to help employees improve competencies to be promoted	0.356			0.248			0.257	0.161
V53 In our Division open, two-way communication exists between different race groups	0.328		0.178	0.145	0.191			
V47 Sentech employees are encouraged to use and improve their own competencies.	0.321				0.139	0.203	0.159	
V182 I personally experience no unfair discrimination on the grounds of race		1.022	-0.196					
V93 I do not feel discriminated against, by Sentech.		0.842						
V184 I personally experience no unfair discrimination on the grounds of language	-0.244	0.752		-0.121			-0.114	
V183 I personally experience no unfair discrimination on the grounds of gender		0.627	0.101	-0.181	0.178			
V89 The best people irrespective of race, gender, etc. are promoted.		0.537	-0.105			-0.178		
V85 My immediate supervisor has the knowledge to implement affirmative action.	0.167	0.438		0.252				-0.258
V190 I personally experience no unfair discrimination on the grounds of nationality	0.182	0.411	0.119	-0.119	-0.155	0.137	0.196	
V86 Fair and equal treatment is given to employees of all race groups.		0.369	0.124			-0.138		0.136
V88 The best employees irrespective of race, gender etc. are selected for employment.	-0.104	0.358		-0.244	0.143	0.108	-0.122	
V151 Sentech develops female employees.	0.190	-0.257	0.899	-0.145		-0.122		0.178
V150 In Sentech, male employees accept the professional ability of females	-0.183		0.799	0.110	0.183			
V12 The environment at Sentech is friendly towards women.		-0.208	0.748		-0.144			0.172
V143 Managers are sensitive to women's needs			0.695			0.222	-0.322	-0.121
V149 In Sentech, male employees respect women employees.		0.147	0.662					
V71 The authority of female managers is respected by men in		0.305	0.573	0.126	0.115	-0.255		-0.281
V91 Sentech is serious regarding equal opportunities for all race groups.		0.283	0.330	0.222				0.325
V67 I think Black employees are treated better than other race groups at Sentech	0.173	-0.143		1.001	0.188			
V57 I think Whites are treated better than other groups at Sentech.			0.143	0.889			0.173	0.117
V48 To adjust the political situation it is important to appoint people of diverse groups at all levels	0.141		-0.107	0.690	0.152		-0.203	-0.176
V119 My immediate supervisor is aware of the Employment Equity process.			-0.212	0.592			0.114	
V112 Relationships among the different race groups in my Division are good.		0.160	-0.160	0.544				
V79 I feel that relationships among the different race groups at Sentech are good.		0.273	0.128	0.491		-0.200	0.115	0.102
V139 All employees at Sentech receive the same pay for the same work.		0.143			0.896			0.167
V11 Everybody at Sentech doing similar work, is graded at the same level.				0.273	0.766		-0.162	
V49 All employees at the same levels have the same conditions of service.	-0.223			0.231	0.538			0.478
V98 Employees display an attitude of doing their work right the first time.				-0.190	0.341		0.172	-0.233
V95 I think our best employees stay with Sentech.			0.197		0.306			
V36 All employees at the same levels receive equal benefits		0.221	0.104	-0.177	0.290			-0.123

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	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0
V193 I personally experience no unfair discrimination on the grounds of family responsibility	0.185					0.907		
V186 I personally experience no unfair discrimination on the grounds of religion	0.106	-0.120	-0.144		0.200	0.816	0.107	0.257
V188 I personally experience no unfair discrimination on the grounds of pregnancy				0.115	-0.141	0.700	0.184	
V187 I personally experience no unfair discrimination on the grounds of age		0.169	-0.296			0.360		
V185 I personally experience no unfair discrimination on the grounds of sexual orientation			0.286			0.287		
V82 It is important that each employee do their work well, irrespective of the race or gender.				0.184			0.743	
V138 I think it is fair to appoint women at all levels at Sentech.		-0.143			-0.121		0.662	0.171
V102 The best people irrespective of race, gender etc. must be promoted.	-0.130		-0.165	0.132			0.612	-0.128
V39 Employees of all races, genders, etc. must have the same opportunities for promotion.			0.109		-0.183		0.573	
V46 All races can perform equally well in supervisory and management positions				-0.311	-0.127		0.413	-0.149
V192 I personally experience no unfair discrimination on the grounds of marital status			0.166			0.292	0.332	
V54 I think Sentech develops its employees for the benefit of the employees.	0.148				0.134			0.795
V118 I think the need for diversity is recognised and used to the benefit of Sentech.	0.113	0.219			-0.133	0.266		0.728
V117 I think Sentech is serious about the Employment Equity process.						0.244		0.601
V103 I think Sentech is respected for its enlightened and progressive Human Resources policies.	-0.180				0.183			0.502
V37 Recruitment takes place without unfair discrimination	-0.117	-0.148		0.120	0.195			0.440
V51 Sentech strives to accommodate different cultures and beliefs of employees.		0.221			0.210			0.424
V191 I personally experience no unfair discrimination on the grounds of culture	0.172	0.164			-0.116	0.150		0.420
V81 I think the Employment Equity process will speed up employee development.			-0.124	-0.311				0.388
V59 Sentech employees are treated as individuals, regardless of race, gender etc.		0.227						0.387
V114 I am satisfied with Sentech's involvement in the community.		-0.168			-0.109			
V115 Sentech is serious about its social responsibility in the community.		-0.125	0.125				-0.129	
V72 In Sentech women are employed for their abilities and expertise.	0.135		0.134					
V80 In Sentech women are appointed for their expertise (not for tokenism).		-0.131				-0.107	0.102	0.204
V63 All employees at the same levels have equal facilities	0.100							
V110 All employees at the same levels in my Division have access to equal facilities	0.119							
V120 I understand the need for the Employment Equity process.		-0.108	0.154			-0.124	0.118	
V121 I know what the Employment Equity process is about.							0.109	0.157
V125 Sentech has demonstrated commitment to offering opportunities to people with disabilities.		0.396		0.243	-0.259	-0.108		
V147 Sentech has embarked upon diversity training.	0.119	0.163	0.131				0.163	
V158 The current CEO will champion the cause of women in Sentech.				-0.101		0.200	0.251	-0.129
V60 I respect the right of employees to receive the same pay for the same work	0.125		0.101		0.105		0.347	
V124 My interests are represented through the Sentech Diversity Forum.	0.191		-0.194	-0.287	0.194			0.157
V77 I feel that affirmative action at Sentech is justified.		0.191		-0.282				-0.178
V94 Only Sentech employees should be included in the Employment Equity process, as opposed to outsiders			0.143	0.194	0.169		0.181	0.125
V109 Equity appointments in my Division prove that only suitably qualified people are appointed.	0.294	0.153	-0.241	-0.136	0.194		-0.115	0.151
V137 I think there is no unfair discrimination regarding promotions towards - specific age groups					0.378			-0.189
V134 I think there is no unfair discrimination regarding promotions towards - white female employees	-0.135	0.157	0.260	-0.359				
V55 My job allows me to make use of my abilities and competencies.				-0.104				0.175
V24 I am given the opportunity to use my competencies and talents in my job.	0.213	0.157			-0.150		-0.274	0.152

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	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0
V56 Sentech owes it to employees who did not have the same opportunities in the past		0.141	-0.153		0.119	0.114	0.175	
V34 Senior women managers are capable and perform duties as well as their male						-0.290	0.198	
V113 I think my Division/ Department is managed effectively.	0.326		0.125		0.169	-0.209		
V146 Sentech management will recognise the potential of all female employees irrespective of race.		-0.173	0.374	-0.108		0.168		-0.137
V145 I feel that Sentech is committed to Employment Equity			0.102		0.105		-0.133	0.158
V141 Ads for posts contain the correct information regarding required competencies	0.127			-0.324	0.153			0.193
V92 It is fair to expect employees to improve their competencies using their own initiative	0.119	-0.126			-0.228		0.231	
V18 I think Sentech helps employees to acquire new competencies through education and training.	0.221			-0.127	0.152	-0.108	0.117	
V99 I think Sentech pays me a fair salary.		0.118	0.111	0.179	0.293			0.317
V16 Employment Equity training should be linked to the availability of future vacancies	-0.132			0.253	0.226	0.113	0.292	
V189 I personally experience no unfair discrimination on the grounds of political orientation		0.161		0.137	-0.185	0.277		0.125
V25 Managers take action to facilitate the training of employees.	0.258			-0.104		-0.141		0.111
V13 I think men at Sentech are more positive towards women's competencies as equals	-0.119		0.346	0.188	-0.110		0.169	-0.159
V153 People in Sentech generally don't make sexist comments.	-0.231		0.308	0.183		0.360		
V104 I feel that EXCO trusts employees.	0.128	0.101			0.327	0.186		
V152 In Sentech, male employees do not feel threatened by female employees		0.304	0.319	-0.245			0.246	