
1 Appendix

1.1 Machine Learning exercises

	Mean	Std.	Min.	Q1 (25%)	Q2 (50%)	Q3 (75%)	Max.
ps	2.43	3.02	0.00	0.57	1.38	3.25	20.51
er	2.73	3.17	0.02	0.77	1.67	3.49	22.24
ee	13.21	19.56	-153.99	6.16	10.39	17.90	238.68
bt	0.99	0.47	-0.08	0.65	0.99	1.27	2.96
wk	0.14	0.36	-0.93	-0.07	0.08	0.31	1.83
pr	0.71	1.78	0.00	0.19	0.42	0.67	21.14
pf	0.08	0.12	-0.55	0.03	0.06	0.13	1.07
op	0.12	0.16	-1.46	0.05	0.10	0.17	1.21
cr	1.46	1.20	0.19	0.99	1.21	1.56	15.46
qr	1.11	1.07	0.17	0.70	0.94	1.21	15.46
ch	0.51	0.77	0.01	0.19	0.33	0.53	8.55
dr	0.63	0.19	0.11	0.50	0.63	0.74	1.40
ra	0.05	0.07	-0.52	0.02	0.05	0.08	0.45
re	0.12	0.92	-9.25	0.06	0.12	0.20	10.40
es	8.37E+03	1.56E+05	-38.96	0.54	1.83	5.10	2.93E+06
rv	3.05E+07	5.37E+07	1.59E+00	4.97E+06	1.32E+07	3.10E+07	5.29E+08
eb	6.41E+06	1.35E+07	-6.25E+06	6.66E+05	1.88E+06	6.44E+06	1.19E+08
ni	2.93E+06	8.07E+06	-6.44E+06	1.89E+05	7.31E+05	2.71E+06	8.92E+07
ca	1.66E+07	2.87E+07	4.07E+04	2.57E+06	6.69E+06	1.87E+07	2.24E+08
cs	5.64E+06	1.22E+07	6.70E+03	5.10E+05	1.80E+06	5.73E+06	1.02E+08
iv	3.26E+06	6.61E+06	0.00E+00	1.25E+05	1.18E+06	3.72E+06	7.34E+07
na	3.13E+07	5.37E+07	2.90E+04	3.51E+06	9.92E+06	3.42E+07	3.41E+08
cl	1.36E+07	2.32E+07	7.36E+03	2.01E+06	5.10E+06	1.52E+07	1.83E+08
nl	1.66E+07	2.95E+07	4.11E+03	1.63E+06	5.05E+06	1.66E+07	2.18E+08
wc	2.97E+06	9.52E+06	-2.15E+07	-1.33E+04	8.50E+05	3.01E+06	8.25E+07
eq	1.77E+07	3.45E+07	-1.58E+07	1.95E+06	5.43E+06	1.83E+07	2.61E+08
pd	55.04	1.67	52.00	54.00	55.00	56.00	61.00
wo	54.81	22.88	1.00	38.00	56.00	72.00	99.00
di	7.48	0.26	6.94	7.29	7.47	7.65	8.45

Table 1: Descriptive statistics of variables in Machine Learning exercises

Infinion	Amazon	Royal BAM Group	Iberia	Adeco Group	Redrow
Allegro	Asics	Vodafone	CBRE	Stora Enso	Bombardier Group
Cd Projekt	Air France-KLM Group	Air Products	John Deere	TFL Group	Alcoa
Hermès	3M	CSK (GlaxoSmithKline)	BAF	Mondadori	AZA
Keysight Technologies	Dell Technologies	Bosch	Nestlé	Rentokil Initial	SAS
Prada Group	Expedia	Knorr-Bremse	Samsung	Teva Pharmaceuticals	Norvo Nordisk
Merit Medical	Aalberts Surface Treatment	Intel	McDonald's	Asus	ENGIE
Agilent Technologies	Essity	Lenzing	Fortum	Mitsubishi Electric	The Swatch Group
Salesforce	Fujitsu	Procter & Gamble	Schindler	Frappot	Konica Minolta
Hyatt Hotels Corporation	Accenture	Kingfisher	Daimler	WSP	Sodexo
PayPal	Eaton	Mondi	Shell	Renault	Voestalpine
Abbvie	Epitroc	PKN Orlen	Sanofi	Honeywell	KONE
Microsoft	Orange	Texas Instruments	OMV	Motorola Solutions	Saab Group
Hugo Boss	Cognizant	Concentrix	BlackRock	TAURON	Western Union
Sartorius	Seyern Trent	Sony	Telenor	Elisa	Ipsos
EnBW	Givaudan	Sika	Thales Group	Mitchells & Butlers	Metso
Orkla	Jacobs Engineering	Sainsbury's	Evonik Industries	Skanska	Morgan Sindall
Cummins	Mela Hotels International	Inditex	Auto Trader	adesso	Lassila & Tikanoja
Rexel	Hapag-Lloyd	Airbus	ABB	Bridgestone	Estée Lauder
IBM	adidas	Symrise	Schibsted	Infosys	Nokia
Roche	Husqvarna	Rheinmetall	Enel Group	Swisscom	Grupo Acciona
AGCO	Novartis	Diageo	Aon	Publicis	KSB
Lilly	Polsat Box	Computacenter	Ahold Delhaize	Canon	Magna
Arrow Electronics	Deutsche Telekom	Alfa Laval	Yit	Honda	DXC Technology
AstraZeneca	Wickes	Philips	Tokmanni	Koninklijke KPN	ArcelorMittal
Cisco	Ericsson	BMW	Jabli	Prismian Group	SSAB
Chevron	L'Oréal	Solvay	Kering	Plastic Omnium	Zeiss
Louis Vuitton	Bettersdorf	Avery Dennison	Uber	United Internet	Strabag
Whitbread	RELX Group	Hitachi	Hyundai Motor Company	Arkema	Valeo
Booking	Pandora	Unilever	Sandvik	Worldline	mastercard
SAP	Henkel	Ocado Group	Brembo	Costco	Spotify
Volvo Car Group	Marriott International	Goodyear Dunlop	Pepsico	Cloetta	knowit
Fnac Darty	Willis Towers Watson	BD (Becton, Dickinson and Co.)	Grupa Azoty	FirstGroup	Smith & Nephew
Icon Plc	EssilorLuxottica	Taylor Wimpey	Colruyt Group	Bureau Veritas	Deutsche Post
Hilton Hotels & Resorts	Safran Group	Starbucks	Greggs	Groupe Carrefour	Netflix
InterContinental Hotels Group	AT&T	Rolls-Royce	Heinz	Trelleborg	Saint-Gobain
Merck	Schneider Electric	Carlsberg	Teleperformance	Babcock International	TCS (Ita Consultancy Services)
United Utilities	Pets at Home Group	Telia Company	MTU Aero Engines	Nexity	UPS (United Parcel Service)
Apple	TietoEVRY	Amadeus	Repsol	Heineken	Smurfit Kappa
Facebook	Dalata Hotel Group	RB (Reckitt Benckiser)	STMicron Electronics	OVS	Leonardo
Budimex	Bp	Takeda	AccorHotels	SKF Group	Greencore Group
Hewlett Packard Enterprise	DuPont	Lufthansa	Oracle	Schaeffler-Gruppe	Foot Locker
Pfizer	Philip Morris International	PORR	BAE Systems	CNH Industrial	Olympus
Walters Kluwer	Logista	Marks & Spencer	Danone	Eni	amplifion
EasyJet	Carnival	eBay	Bouygues	Alcon	FedEx
NTT Data	Abbott	BT Group	Electrolux	Valmet	ITV
Akamai Technologies	Nissan Motor Corporation	Axfood	TUI	The Walt Disney Company	Boeing
Medtronic	Nike	Telefonica O2	Lonza	Aubay	Levi Strauss & Co
Moody's Corporation	PageGroup	Nkt	Bayer	Balfour Beatty	Agfa-Gevaert
Sage	Dunelm	Adva Optical Networking	AECOM	DS Smith	Xerox
Logitech International	RWE	Atlas Copco	Iberdrola	ANDRITZ	
Ferrari	Microchip	General Electric	CXO Logistics	Eteplan	
Johnson & Johnson	Zalando	National Grid	BioNTech	Caterpillar	
Sky	Savencia Fromage & Dairy	Air Liquide	Centrica	BayWa	
Adobe	Colgate-Palmolive	About You	Thermo Fisher Scientific	Alstom	
PUMA	Tesco	Capgemini	Legrand	MTR Corporation	
	Ford Motor Company	Ralph Lauren	CGI	Arcadis	
				Eurofins	

Table 2: Companies studied in Machine Learning exercises

1.2 Operations Research exercises

Companies	Place, original ranking			Place, ranking intersection		
	Fa.D	Fo.D	GL.D	Fa.D	Fo.D	GL.D
MSCD	1	18	1	1	5	1
MEDT	2	143	11	2	16	11
HERS	3	266	25	3	23	25
TOYO	4	409	13	4	31	13
LILL	5	400	8	5	30	8
KPMG	6	262	19	6	22	19
DOWW	7	387	4	7	27	4
TIAA	8	3	7	8	2	7
HUMN	10	6	15	9	3	15
BOEG	12	475	28	10	35	28
CNBC	13	83	31	11	10	31
CIGN	14	106	22	12	12	22
ABBV	16	27	20	13	7	20
WALM	17	399	33	14	29	33
RAND	19	185	26	15	18	26
TDBK	20	2	3	16	1	3
KYBK	22	110	18	17	13	18
SOUC	24	211	16	18	19	16
ECOL	25	126	27	19	15	27
NOGR	27	119	12	20	14	12
CAPO	28	220	9	21	21	9
SAFI	29	464	14	22	33	14
ALLY	31	24	24	23	6	24
GEMO	33	218	10	24	20	10
TARG	34	65	21	25	9	21
CENT	37	182	23	26	17	23
COPA	39	42	6	27	8	6
UNAI	41	334	5	28	25	5
P&GG	43	12	2	29	4	2
AMFI	45	396	32	30	28	32
WALG	46	473	35	31	34	35
ALIC	47	428	30	32	32	30
HOND	48	379	34	33	26	34
BEBU	49	94	17	34	11	17
WYNH	50	297	29	35	24	29
Total in ranking	50	500	-	35	35	35

Table 3: Positions of companies in the diversity study

Companies	Place, original ranking				Place, ranking intersection			
	Fa_A	Fa_B	Fa_L	Fa_N	Fa_A	Fa_B	Fa_L	Fa_N
TOYO	2	2	4	4	1	1	4	4
SHIE	3	10	3	3	2	7	3	3
MEDT	4	19	1	1	3	10	1	1
HERS	5	9	2	6	4	6	2	6
LILL	6	6	5	5	5	3	5	5
HILT	8	28	12	13	6	15	10	11
EYYY	9	18	8	2	7	9	7	2
ADPP	10	21	9	10	8	11	8	8
BOEG	12	26	22	21	9	13	15	15
DOWW	13	25	10	11	10	12	9	9
CNBC	14	3	7	7	11	2	6	7
ABBT	15	27	19	19	12	14	14	14
KPMG	17	12	14	14	13	8	12	12
HUMN	18	8	15	17	14	5	13	13
CIGN	19	7	13	12	15	4	11	10
Total in ranking	19	28	24	23	15	15	15	15

Table 4: Positions of companies in the ethnic origin study

Companies	Position in original ranking					Position in intersection of rankings				
	Fo_D	Fo_W	Fo_G	Fo_L	Fo_V	Fo_D	Fo_W	Fo_G	Fo_L	Fo_V
PROG	1	172	30	59	49	1	11	22	18	16
INTL	11	82	108	55	111	2	25	14	15	31
P&GG	12	54	76	103	43	3	22	11	23	14
ALLY	24	191	7	13	76	4	4	26	6	24
ACCT	26	104	173	235	50	5	31	16	33	17
PNCF	35	396	139	207	86	6	28	38	30	26
SALF	36	41	52	17	29	7	16	9	7	8
MATT	46	174	249	57	75	8	36	23	17	23
CISC	51	37	38	37	59	9	12	8	12	19
UNHE	55	286	177	195	127	10	32	33	29	34
APPL	57	125	46	36	91	11	14	18	11	27
GOGL	59	3	3	11	5	12	2	1	4	2
JPMO	61	305	196	209	136	13	34	36	31	36
PFIZ	66	212	50	152	115	14	15	31	26	32
AMEX	74	136	18	32	137	15	8	19	10	37
NASA	84	30	2	18	38	16	1	7	8	11
DELL	93	167	83	77	54	17	23	21	21	18
NIKE	100	211	55	178	131	18	17	30	28	35
DELA	103	13	10	12	23	19	6	5	5	7
MICR	127	48	5	8	33	20	3	10	3	10
MEDT	143	299	292	258	48	21	38	34	35	15
FIDI	155	6	8	7	12	22	5	2	2	5
SONY	176	192	61	40	102	23	19	27	13	30
CSCH	231	152	13	56	62	24	7	20	16	20
IBMM	245	118	19	113	82	25	9	17	25	25
ADDS	259	204	229	169	93	26	35	29	27	28
TEXI	264	75	145	268	149	27	29	13	36	38
3MMM	268	28	134	112	97	28	26	6	24	29
LOCM	353	98	95	46	10	29	24	15	14	4
ORCL	354	393	73	300	65	30	21	37	37	21
BMWG	357	179	40	66	31	31	13	25	19	9
HOND	379	221	149	252	122	32	30	32	34	33
FORD	385	201	191	222	40	33	33	28	32	13
HEBB	433	11	27	5	9	34	10	4	1	3
COST	469	7	58	25	71	35	18	3	9	22
BOEG	475	176	138	84	19	36	27	24	22	6
SOAI	479	62	67	70	4	37	20	12	20	1
CACI	487	303	285	311	39	38	37	35	38	12
Total ranking	500	400	300	500	150	38	38	38	38	38

Table 5: Positions of companies in the global study

Company	State	Industry	Abbrev.	Diversity study	Ethnic origin study	General study
Progressive	Ohio	Insurance	PROG			X
Intel	California	Semiconductors, Electronics, Hardware & Equipment	INTL			X
Accenture	New York	Professional Services	ACCT			X
PNC Financial Services	Pennsylvania	Banking and Financial Services	PNCF			X
Salesforce.com	California	IT, Internet, Software & Services	SALF			X
Marriott International	Maryland	Travel & Leisure	MATT			X
Cisco Systems	California	IT, Internet, Software & Services	CISC			X
UnitedHealth Group	Minnesota	Insurance	UNHE			X
Apple	California	Semiconductors, Electronics, Hardware & Equipment	APPL			X
Google	California	IT, Internet, Software & Services	GOGL			X
JPMorgan Chase	New York	Banking and Financial Services	JPMO			X
Pfizer	New York	Drugs & Biotechnology	PFIZ			X
American Express	New York	Banking and Financial Services	AMEX			X
NASA	District of Columbia	Aerospace & Defense	NASA			X
Dell Technologies	Texas	Semiconductors, Electronics, Hardware & Equipment	DELL			X
Nike	Oregon	Clothing, Shoes, Sports Equipment	NIKE			X
Delta Air Lines	Georgia	Transportation and Logistics	DELA			X
Microsoft	Washington	IT, Internet, Software & Services	MICR			X
Fidelity Investments	Massachusetts	Banking and Financial Services	FIDI			X
Sony	New York	Semiconductors, Electronics, Hardware & Equipment	SONY			X
Charles Schwab	California	Banking and Financial Services	CSCH			X
IBM	New York	IT, Internet, Software & Services	IBMM			X
Adidas	Oregon	Clothing, Shoes, Sports Equipment	ADDS			X
Texas Instruments	Texas	Semiconductors, Electronics, Hardware & Equipment	TEXTI			X
3M	Minnesota	Packaged Goods	3MMM			X
Lockheed Martin	Maryland	Aerospace & Defense	LOCM			X
Oracle	California	IT, Internet, Software & Services	ORCL			X
BMW Group	New Jersey	Automotive (Automotive and Suppliers)	BMWG			X
Honda Motor	California	Automotive (Automotive and Suppliers)	HOND	X		X
Ford Motor	Michigan	Automotive (Automotive and Suppliers)	FORD			X
H-E-B	Texas	Retail and Wholesale	HEBB			X
Costco Wholesale	Washington	Retail and Wholesale	COST			X
Boeing	Illinois	Aerospace & Defense	BOEG	X		X
Southwest Airlines	Texas	Transportation and Logistics	SOAI			X
CACI International	Virginia	Aerospace & Defense	CACI			X
Mastercard	New York	Banking and Financial Services	MSCD	X		
The Hershey Company	Pennsylvania	Food, Soft Beverages, Alcohol & Tobacco	HERS	X		X
Toyota North America	Texas	Automotive (Automotive and Suppliers)	TOYO	X		X
Eli Lilly and Company	Indiana	Drugs & Biotechnology	LILL	X		X
KPMG	New York	Professional Services	KPMG	X		X
Dow	Michigan	Construction, Oil & Gas Operations, Mining and Chemicals	DOWW	X		X
TIAA	New York	Banking and Financial Services	TIAA	X		X
Humana	Kentucky	Insurance	HUMN	X		X
Comcast NBCUniversal	Pennsylvania	Media & Advertising	CNBC	X		X
The Cigna Group	Connecticut	Insurance	CIGN	X		X
AbbVie	Illinois	Drugs & Biotechnology	ABBV	X		
Walmart	Arkansas	Retail and Wholesale	WALM	X		
Randsad	Georgia	Business Services & Supplies	RAND	X		
TD Bank	New Jersey	Banking and Financial Services	TDBK	X		
KeyBank	Ohio	Banking and Financial Services	KYBK	X		
Southern Company	Georgia	Utilities	SOUT	X		
Ecolab	Minnesota	Business Services & Supplies	ECOL	X		
Northrop Grumman	Virginia	Aerospace & Defense	NOGR	X		
Capital One	Virginia	Banking and Financial Services	CAPO	X		
Sanofi U.S.	New Jersey	Drugs & Biotechnology	SAFI	X		
Ally Financial	Michigan	Banking and Financial Services	ALLY	X		X
General Motors	Michigan	Automotive (Automotive and Suppliers)	GEMO	X		
Target	Missouri	Retail and Wholesale	TARG	X		
Centene Corporation	New York	Insurance	CENT	X		
Colgate-Palmolive	New York	Packaged Goods	COPA	X		
United Airlines	Illinois	Transportation and Logistics	UNAI	X		
Procter & Gamble	Ohio	Packaged Goods	P&CG	X		X
American Family Insurance	Wisconsin	Insurance	AMEI	X		
Walgreens	Illinois	Retail and Wholesale	WALG	X		
Allstate Insurance Company	Illinois	Insurance	ALIC	X		
Best Buy	Minnesota	Retail and Wholesale	BEBU	X		
Wyndham Hotels & Resorts	New Jersey	Travel & Leisure	WYNH	X		
Blue Shield of California	California	Insurance	SHIE		X	
Medtronic	Minnesota	Health Care Equipment & Services	MEDT	X		X
Hilton	Virginia	Travel & Leisure	HILT		X	
EY	New York	Professional Services	EYYY		X	
ADP	New Jersey	IT, Internet, Software & Services	ADPP		X	
Abbott	Illinois	Health Care Equipment & Services	ABBT		X	

Table 6: Companies studied in Operations Research exercises