Solutions

Marking: **K** knowledge, **App** use of the case or data, **An** analysis (a chain of reasons: cause, then effect), **Ev** evaluation (a judgement with a reason). In calculations, **M1** is for the method and **A1** for the answer; **B1** is an independent mark.

Each answer shows the steps, then the **result**.

2.1

(a) deontology

(b) consequentialism

(c) virtue ethics

2.2

(a) high power, high interest; (b) low power, high interest

the decision affects their pay and lives, even though they cannot object

2.3

a number and a boundary

a date and a method that others can check

2.4

the law sets the minimum a firm must do

an act can be legal but still wrong, e.g. a true but misleading claim

3.1

(a) $4{,}800 - 400 = £\mathbf{4{,}400}$

(b) consequences: Nimbus saves money, but workers are harmed and the brand is at risk; duties: knowingly gaining from low pay uses people as a means; virtue: a fair business checks its supply chain

(c) e.g. use mill B only with the wage clause and audits: Nimbus keeps most of the saving and can make an honest claim

(d) to check the clause is being kept, e.g. after the first audit

3.2

(a) $\dfrac{18}{0.909} \approx \mathbf{20}$ days

(b) deontology: it is a false statement, wrong whatever the result; consequences: the sponsor plans around it, and trust is lost when it comes out

(c) e.g. “We are about 9% behind. We plan to recover two days by adding a crew, and if not, here is our fallback”

3.3

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7–8: facts: a £600 gift just before a renewal decision (App); consequences: the manager may favour this supplier, and Nimbus may pay more than it should (An); duties: the manager’s duty is to Nimbus, and accepting creates a conflict of interest; in some cases a gift to win business can be bribery (K); virtue: what kind of buying culture does accepting build? (An); refusing may annoy a good supplier (Ev); recommendation with a condition, e.g. decline the holiday politely, write a gifts policy (a low limit, everything declared in a register), and run the renewal with at least two quotes (Ev). **4–6**: sound analysis with limited use of the case or a weak judgement. **1–3**: relevant points, mostly descriptive.