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

$0.8 \times 60 = 48\%$

$36\% < 48\%$

adverse impact: investigate the stage

2.2

(a) direct

(b) indirect, unless Nimbus can show it is truly needed

2.3

(a) utilitarian

(b) rights

(c) justice

2.4

e.g. a lower work surface at one station

move often-used stock to low shelves, or arrange tasks so they need no climbing

3.1

(a) X **60**%; Y **45**%

(b) $\frac{45}{60} = \mathbf{0.75}$; < 0.8: adverse impact

(c) the rule sounds neutral but blocks one group more; it is not needed, because the job can be learned in weeks; fix: drop the rule and use a trial day for all, then check the rates again

3.2

(a) 60% and 20%; **3** times

(b) the comments carry a bias the numbers do not show, and can affect pay or promotion; rule: every comment must cite a measured criterion, or it is removed; audit comment rates by group each year

3.3

7–**8**: utilitarian: keeping a key chef on the busiest day helps customers and the crew (An); rights: his contract says Saturdays, and Nimbus may insist (K); justice: giving him what others were refused is unfair and harms trust (An); a refusal may lose him; a private exception may lose others (App); a system can meet all three: a swap board with clear rules open to everyone, so cover is found and nobody is treated specially (Ev); recommendation with a condition, e.g. introduce the board for all staff, with a minimum notice period and a limit per month (Ev). **4**–**6**: frames applied with limited use of the case or a weak judgement. **1**–**3**: relevant points, mostly descriptive.

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