D. DETAILED OUTLINE

1. Introduction

- 1-2 first sentences: Global trends on sustainability.

Example: In recent years, there has been an increasing emphasis on the relevance of sustainability in numerous businesses. As customers raise their awareness about environmental issues, companies have begun to take notice and implement sustainable practices into their business strategies.

- 3-4 sentences: The overview of your chosen organization and its issues. You can follow the instructions below:
    + Provide brief context on the case study organization and the sustainability issues it faces.
    + State your research question that will guide the analysis.
    + Give an overview of the key aspects your report will cover.

Example: Woodside Energy, founded in 1954 as Commonwealth Petroleum Corporation, has grown into Australia's largest independent oil and gas producer. The company touts its Scarborough gas project in Western Australia as an investment in "cleaner" natural gas amid climate change concerns. However, doubts persist about Scarborough's environmental impacts given its large-scale production, estimated 25-year lifespan, and emissions. The purpose of this report is to offer an overview of Woodside and its Scarborough project as well as an analysis of the project's environmental effect and solutions for overcoming the existing obstacles.

2. Context of the case study

2-3 sentences: Situation (you should mention the circumstances that the chosen organization faces briefly and concisely)

+ How much did Woodside Energy pay for this project?
+ The intention of the company to do so?

Example: Woodside Energy paid $2.5 billion for a 50% stake in Western Australia's Scarborough Gas Field in 2018 (Mazengarb, 2022), expanding its

assets amid climate change concerns. The Scarborough energy project will significantly contribute to Woodside's cash flow, enabling it to take forward a range of new energy opportunities and thrive through the energy transition.

2-3 sentences: Objective report

+ The events, and issues that happened at that time that drove the company to start this project?
+ The promise of the company?

Example: The Intergovernmental Panel on Climate Change, the U.N.'s climate science body, concluded in 2018 that to keep temperatures from rising to levels that would bring a wide range of catastrophes, countries must halve their greenhouse gas emissions by 2030 and hit net-zero emissions by 2050. Therefore, society and investors were putting pressure on energy companies to reduce their environmental impact. Scarborough, according to Woodside, will reduce emissions through reduced flaring and more energy-efficient operations. Furthermore, the company established modest emission reduction targets and emphasized its commitment to "sustainable development."

2-3 sentences: State an overview of the key aspects:

+ Description of the main elements or important factors related to a particular state or situation

Example: Yet data shows Scarborough's gas production will create substantial carbon emissions over 25 years. Critics argue Woodside has prioritized profits over meaningfully addressing sustainability impacts. The tensions between Woodside's messaging and Scarborough's environmental footprint have cast doubt on the company's commitment to sustainability.

3. Analysis

You should examine the current state and cause of each problem, then analyze it according to the following factors. For example:

Issue 1: Greenwash (7-10 sentences)

+ Situation
+ Stakeholders
+ Consequences

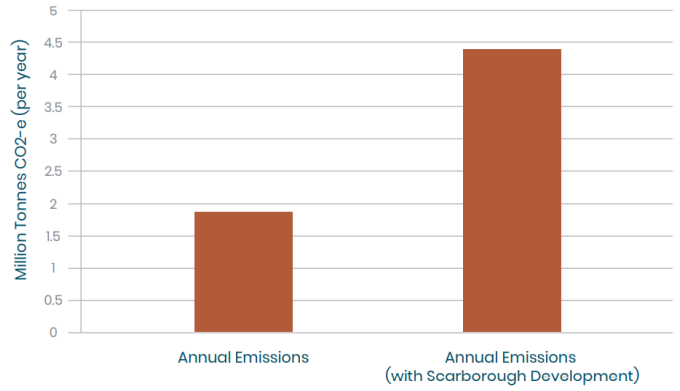
+ Hypothetical correlation (for example: refer to UN Sustainable Development Goals)
+ Root causes

Note: data and citations are recommended for each section

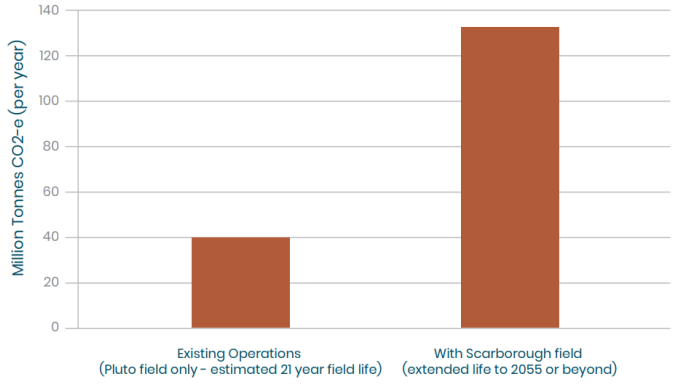
Do the same for other issues. You should give at least two issues to make the analysis more detailed and in-depth.

Example:

A key issue is Woodside's use of greenwashing to portray Scarborough as environmentally beneficial despite evidence of significant emissions and harm. Woodside claims Scarborough will cut emissions by displacing coal and aiding Australia's energy transition. However, according to the Conservation Council of Western Australia's report, direct carbon pollution from the project would be at least 132 million tonnes of CO2 over the life of the project, with annual emissions of over 4.4 million tonnes of CO2 every year until 2055. This represents almost 5% of Western Australia's total emissions and a 132% increase in current pollution from the Pluto LNG facility This indicates the project will drastically increase Australia's overall emissions. Woodside also asserts Scarborough gas can assist cleaner alternatives like renewables. Yet research shows Scarborough's cheap gas would likely impede renewable growth by undercutting prices.



Increase in annual carbon pollution from the Pluto LNG facility resulting from the Scarborough gas development



Increase in lifetime direct (Scope 1 and 2) carbon pollution from the Pluto LNG facility when Scarborough gas is added

Another study also shows that over its lifetime, the Scarborough to Pluto project will emit an estimated 1.37 billion tonnes of carbon dioxide equivalent. That's the pollution impact of 20,000 daily flights across the world for 25 years. (Figure 1)

Beyond emissions, Woodside has inflicted environmental damage offshore and destroyed ancient Aboriginal heritage sites onshore for its projects. The company externalizes these social, cultural, and environmental costs to maximize profits. This exposes flaws in Woodside's sustainability messaging versus its actions, compared to goal 13 "Climate Action" of 17 goals in the UN Sustainable Development Goals. (Figure 2 and Figure 3)

Stakeholders like environmental groups argue projects like Scarborough jeopardize climate goals under the Paris Agreement and threaten the Great Barrier Reef's health. In a May 2022 vote, 49% of its shareholders voted down Woodside's climate plan. Woodside claims it consults stakeholders, but its

continued focus on expanding gas extraction regardless of opposition highlights issues in translation from sustainability rhetoric to reality.

In summary, evidence shows a disconnect between Woodside's sustainability branding around Scarborough and its actual climate impacts. A core tension exists between Woodside's responsibility to shareholders to profit from gas resources and its social license to operate from the community. Bridging this gap will be key to Woodside's strategic sustainability approach going forward.

ELIZABETH SULLIVAN
Climate Campaigner – Exports

Over its lifetime, the Scarborough to Pluto project will emit an estimated **1.37 billion tonnes of carbon dioxide equivalent. That's the pollution impact of 20,000 daily flights across the world for 25 years**.

Gas extraction involves dangerous flaring and venting of gas that causes local climate and air pollution.

However once it's been processed About 80% of the liquified natural gas (LNG) from the Pluto facility will be exported internationally, where it will be burnt into the atmosphere.

Wherever it is burned, the gas from Scarborough would pollute our climate and destroy the places we love like the **Great Barrier Reef**.

The project flies in the face of taking action on climate change.

Figure 1 - What is Woodside's controversial Scarborough gas project?

Environmentalists say the Woodside gas mega-project is as a carbon bomb that will destroy unique marine life in the area. Photograph: Michael Jalaru Torres/the Guardian

Opposition to the Scarborough project has come from environmental groups and a small but determined section of the local Indigenous community. They argue it is a "carbon bomb" that would be disastrous for the climate, that construction would destroy unique local marine life and acidic pollution from the production facility would damage the irreplaceable rock art.

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"Across the board, Scarborough is just a terrible project," says Maggie Wood,

Figure 2 - 'Our ancestors are in the rocks': Australian gas project threatens ancient carvings – and emissions blowout

Figure 3 - Sustainability

4. Recommendations

Critical Angle:

- What measures are the world taking with Woodside to protect the environment?
  + The Australian Conservation Foundation is taking Woodside Energy to Court. If they win, they'll set a legal precedent that the climate impacts of new or expanded fossil fuel extraction projects should be considered under our national environment law. (Figure 4)

  + The Australasian Centre for Corporate Responsibility (ACCR) tabled resolutions to Woodside's annual meetings, calling on the companies to come up with strategies to reduce emissions and announce planned spending accordingly. with the Paris Climate Agreement and how operators will be incentivized to meet emissions targets.

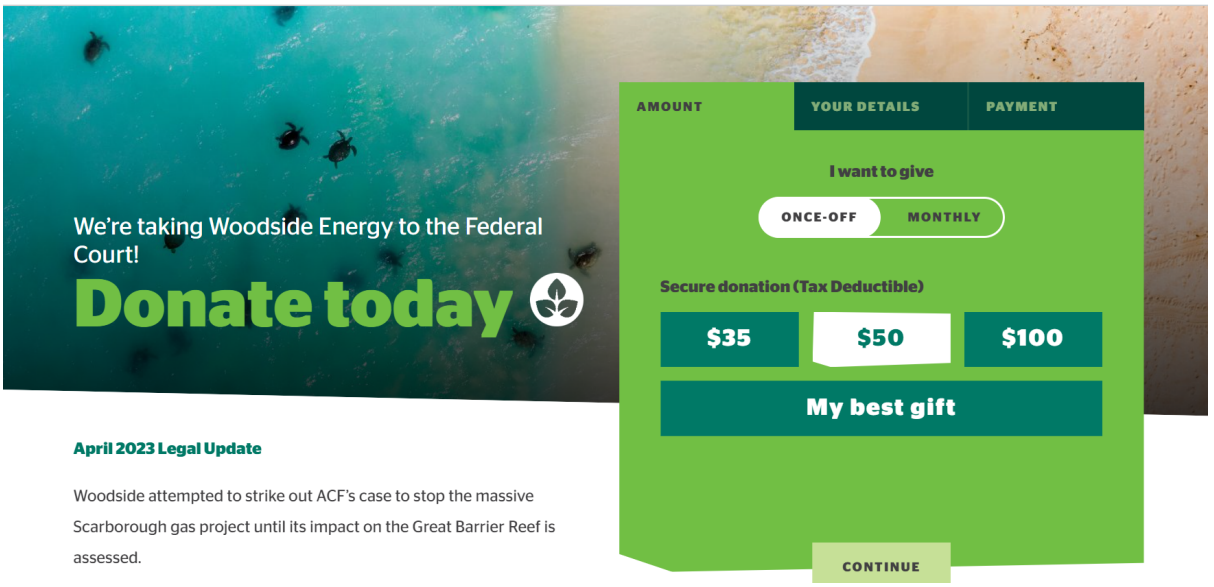

Figure 4 - https://support.acf.org.au/woodside

Suggested Solutions:

Tips:

- You should link recommendations based on the root causes found above.
- Remember that consistency is a key.
- You don't need solutions to all the problems. Choose 1-2 directions so you can deeply elaborate and analyze their detailed plans.

Here are some hints:

- 1 sentence: Generalize methods of suggested recommendation (e.g.: use a new source of energy → what is that energy?)
- 1-2 sentences: Explaining the solution (e.g.: describe how that energy is used in life, examine energy intensity, input, waste, and so on)
- 2-3 sentences: Reasoning why you think that solution is effective (e.g.: the directly positive impact of that energy on life, cite a company that is using this type of energy and their outcomes)
- Critical analysis: What are the drawbacks of this energy? Why hasn't Woodside used it yet?
- Plan: if they plan to launch this energy, what would they do? Evaluate the time and the results they may achieve.

Example:

Woodside Energy is facing an increasing number of challenges as a result of its negative environmental effects. Therefore, it is suggested that the organization should give an official apology statement to the public first. Next, the organization needs to implement specific measures such as carbon capture and storage (CCS), and reducing methane leaks to gain brand trust.

According to the Conservation Council of Western Australia's report, between 2020 and 2050, natural gas traded as LNG fell by 60%. During the 2030s, global natural gas demand declined by more than 5% per year on average meaning that some fields may close prematurely. The net-zero pathway results in a sharp decline in fossil fuel demand, meaning that the focus for oil and gas producers switches entirely to output – and emissions reductions – from the operation of existing assets. Gas demand declined by 55% and oil declined by 75%. As a result, Woodside Energy should consider studying and developing Green Hydrogen, a renewable energy. Green Hydrogen is a fuel produced through the electrolysis of water using renewable energy resources, like solar power or wind power, instead of fossil fuels. Versatility is one of green hydrogen's best traits. We can use it in liquid or gas form, and it provides clean electricity or fuel for many industries. Even better, hydrogen is virtually inexhaustible. About 90% of all atoms are hydrogen atoms, meaning there's

more hydrogen than anything else in the universe. Plus, it's only byproduct is oxygen, making it pollutant-free.

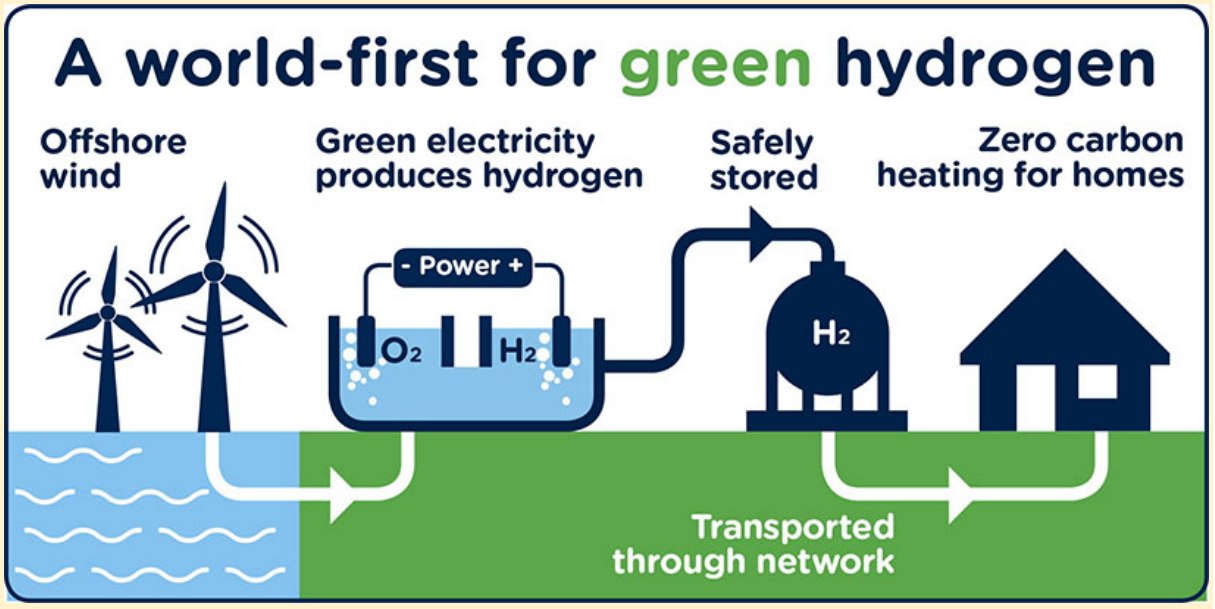

Figure 5 - The process of producing Green Hydrogen

The Green Hydrogen economy presents an incredible opportunity for companies to capitalize. Forecasts suggest that green hydrogen production will grow by a compound annual growth rate of 57% between 2019-2030. As a result, Woodside Energy can make good use of this opportunity to build its brand of clean and renewable capacity, following the organization's goals and commitments.

5. **Conclusion**

- Summarise key findings from your analysis.
- Relate to your research question - what conclusions can be drawn?
- Avoid new evidence or arguments here.

E. TIPS & TRICKS

Tip 1: Steps to analyze a given case study and write a report?

Read the case study thoroughly and highlight key facts, figures, and events, … This will provide evidence to support your analysis.
Research background information on the company/industry for additional context if permitted. Consult sources like annual reports, news articles, etc.
Formulate a clear research question to guide your analysis
Support claims and analysis with specific evidence from the case study. Quote or reference sources appropriately.
Use clear, formal writing. Avoid unsupported opinions or overly technical jargon. Define terms where needed.
Compose your introduction and conclusion once the body is finalized. Hook readers and summarise main points.

Tip 2: How to write a strong analysis?
Closely read and understand the background materials (e.g. case studies, company reports, news articles) to identify the core issues and key evidence relevant to the analysis.
Organize the analysis clearly around specific topics or themes you will examine. Break these topics into logical sections.
Open each topic section with a clear statement of what will be analyzed. Use transition words like "First," "In addition," etc.
Apply appropriate concepts, theories, models, and frameworks to lend credibility and depth to your analysis.
Support your examination and any claims with well-chosen, relevant evidence and examples from your research. Data is very compelling