

Delivering at scale: how McDermott is shaping the future of global LNG

In an interview with Energy Connects, **Rob Shaul**, Senior Vice President of Low Carbon Solutions at McDermott, discusses leveraging the company's 60-year legacy to navigate complex environments. Shaul details their flexible "concept-to-commissioning" approach, the strategic deployment of modular construction, and how they are embedding low-carbon innovations into next-generation LNG facilities.

McDermott has a long-standing legacy in the gas sector. How are you leveraging your execution capabilities to shape and scale the global LNG landscape?

With more than 60 years of LNG experience, McDermott continues to play a defining role in delivering complex infrastructure at scale. Our fully integrated delivery model – combining in-house engineering, procurement, fabrication, marine assets and a global supply chain – gives us greater control over cost, schedule and quality, enabling safe, predictable execution across geographies.

This integrated approach allows us to support the rapid expansion of LNG capacity in response to growing global demand, while maintaining execution certainty in increasingly complex environments. By aligning engineering

and construction strategies from early project phases, we reduce interface risks and improve project resilience, ensuring we deliver reliable, lower-cost energy solutions at scale.

Drawing on your recent work at Golden Pass LNG, Mozambique LNG and Woodfibre LNG, how do you determine when to deploy modular versus self-perform or subcontract type stick-built execution strategies in challenging environments?

Our approach is grounded in flexibility. Every project is assessed based on location, labour availability, site constraints and schedule drivers to determine the optimal execution strategy. McDermott is uniquely positioned to deploy both modular and stick-built approaches, enabling us to tailor solutions that optimise constructability,

cost and timelines. At Woodfibre LNG, for example, modularisation plays a central role, with major modules fabricated in controlled yard environments and transported to site, significantly reducing on-site labor requirements and complexity. This approach enhances safety and quality, while minimising weather-related disruptions and enabling more efficient use of space. By shifting critical construction activities into controlled fabrication environments, we improve schedule certainty, increase efficiency and reduce on-site labor requirements by up to 70%.

In contrast, projects such as Golden Pass LNG highlight McDermott's ability to deliver complex, field-intensive construction scopes in environments that require extensive on-site execution using direct-hire labour. In other locations, such as Mozambique, our deep supply chain relationships enable us to deliver projects through our direct management of construction subcontractors. Additionally, our early-stage involvement in projects such as Monkey Island LNG and the Rovuma LNG Phase 1 demonstrates how the right execution approach is evaluated and defined to align with project-specific drivers.

Ultimately, this ability to flex between execution models and to define the right approach from early engineering through to construction is critical to delivering LNG projects successfully across a wide range of environments.

How does McDermott's "concept-to-commissioning" approach support clients across the full project lifecycle, and how does this deep involvement position you for subsequent phases?

McDermott's concept-to-commissioning model enables seamless integration across all phases of project delivery, from early-stage engineering through to construction and start-up. By engaging early, we help optimise design, execution strategy and overall project economics, creating a strong foundation for successful delivery.

This approach strengthens collaboration with clients and partners, improves visibility on cost and schedule, and supports more informed decision-making throughout the lifecycle. It also enables us to de-risk projects by proactively addressing constraints, reducing rework and enhancing overall efficiency.

Importantly, this end-to-end approach fosters long-term relationships and positions McDermott for subsequent project phases. Our role in large-scale developments such as Mozambique LNG demonstrates our ability to sustain execution through complex project cycles, reinforcing our position as a trusted partner across the LNG value chain.

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With projects like Woodfibre LNG aiming for net-zero operations, how is McDermott embedding low-carbon solutions and digital transformation into early-stage designs for future LNG facilities?

Sustainability and innovation are embedded from the earliest stages of design. McDermott integrates low-carbon solutions and renewable energy sources to reduce emissions and improve facility performance.

At Woodfibre LNG, the use of hydroelectric power significantly lowers emissions, supporting the development of one of the world's lowest-emission LNG facilities and enabling approximately 80–90% lower emissions compared to conventional

developments. This demonstrates how execution strategy can directly advance industry decarbonisation.

More broadly, modular execution contributes to sustainability by reducing construction-related emissions and minimising site disturbance through efficient, yard-based fabrication.

Digital tools and advanced design optimisation further enhance efficiency, enabling higher output from smaller footprints and improving overall project performance. By combining these innovations with our integrated delivery model, McDermott is helping clients deliver next-generation LNG facilities that are scalable, cost-effective and aligned with global decarbonisation goals. ■