



SCOTT R. O'BRIEN, P. ENG.



Mr. O'Brien is a Senior Executive Consultant with Long International. He has more than 25 years of experience in the successful development and leadership of megaprojects valued at more than \$35 billion. Mr. O'Brien has been employed in successively responsible roles in various facets of megaproject development in both the renewable and offshore oil industries. Most recently, Mr. O'Brien served as the Project Manager for the Muskrat Falls Project, a CAD\$5.5 billion, 824 MW Muskrat Falls Generation Facility, where he was responsible for all aspects of project delivery. He has led efforts in all aspects of project development and delivery, including safety management, quality management, problem definition and solutions development, cost and schedule management, stewardship reporting, regulatory reporting, industrial relations and labor management, change and interface management, and construction execution and delivery.

Mr. O'Brien has also led the resolution of complex construction disputes and has led organizations in preparation for dispute resolution for both mediation and arbitration.

Mr. O'Brien has worked with several integrated energy companies, including work on the Hibernia, Terra Nova, White Rose, and Hebron Energy Projects, and has extensive experience in management and oversight of both offshore and onshore construction programs. He has significant experience in working with and within government organizations and has led megaprojects for both government owned as well as publicly traded companies.

EDUCATION

M. Eng., Ocean Engineering with a specialization in marine geotechnical engineering,
Memorial University of Newfoundland, St. John's, NL

B. Eng., Civil Engineering, Memorial University of Newfoundland, St. John's, NL

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, NL, Canada

PROFESSIONAL AFFILIATIONS

Canadian Electrical Utilities Project Management Network (CEUPMN), 2019–Present

CAN/CSA ISO 13628 Harmonization Subcommittee on Offshore Structures (Past Member)

Member – Joint Industry Project on FPSO Mooring System Integrity (Past Member)

Project Leader – Joint Industry Project on Alternative Wellhead Protection Systems (Past Member)

TECHNICAL EXPERIENCE

Representative public and private sector technical experience includes:

- Extensive senior leadership experience in megaprojects in both offshore and land-based environments; specific projects include both large hydro and offshore energy developments
- Commercial management for design, manufacturing, and construction programs emphasizing risk mitigation, claims management, enhanced performance, and maintenance of collaborative relationships with contractor groups



- Human resource management focused on the creation of a diverse and respectful workplace environment to establish and maintain a high-performance culture
- Development of business management systems to support project and operational environments, including safety, construction, engineering, quality, risk management, and decision processes
- Management of multi-disciplinary solutions development in a variety of technical areas including civil construction, mechanical construction, marine construction, marine geotechnics, subsea systems, and ice engineering
- Extensive experience in project management for construction programs in marine and land-based environments; specific experience in both large hydro development and offshore subsea development
- Development and implementation of behavioral-based safety and project management initiatives to foster positive labor relations environments and enhance levels of labor productivity

PROJECT EXPERIENCE

As a senior project leader, Mr. O'Brien has worked for more than 25 years in the development of megaprojects valued at more than \$35 billion. In addition to his roles in project leadership, Mr. O'Brien has led the resolution of complex construction disputes and has led organizations in preparation for dispute resolution for both mediation and arbitration. Representative projects include the following:

Offshore Oil and Gas Production Facilities

- Construction Manager for a CAD\$1.4 billion offshore energy project in Canada. Responsible for FEED, detailed engineering, manufacturing, installation, pre-commissioning, and commissioning phases. Project was delivered on time and on budget.
- Project Manager for the first subsea tieback project in Canada. Responsible for execution of frame contracts for subsea equipment, manufacturing programs in Europe and North America, and for offshore construction.

Renewable Energy Projects

- Project Manager for a CAD\$5.5 billion 824 MW hydropower generating facility in Newfoundland, Canada. Responsible for all aspects of project delivery, including construction and commercial management. Led the owner's team in the resolution of \$600 million in construction and delay claims.

PROFESSIONAL EXPERIENCE

Long International, Inc.

St. John's, NL (November 2021 to Present)

As a Senior Executive Consultant with Long International, Mr. O'Brien provides expertise related to the development and execution of megaprojects. He also provides full claims management and dispute resolution services and specializes in claims strategy, dispute analysis, claims management and preparation, defense, and leading settlement negotiations through alternative dispute forums.

Nalcor Energy, Lower Churchill Project

St. John's, NL (April 2011 to May 2022)

Mr. O'Brien served as Project Manager. In this role, he was responsible for the delivery of the Muskrat Falls Generation Facility Project: a CAD\$5.5 billion hydropower generation megaproject that includes an 824 MW generation facility, a reservoir development, and site infrastructure. Mr. O'Brien led a diverse team of professionals responsible for all facets of project delivery. While in this role, he developed and



implemented innovative labor management solutions in concert with key stakeholders to enhance in-field productivity and performance. He also implemented a comprehensive management system required for project delivery including safety, quality, controls, environment, contracts management, procurement, construction execution and engineering to ensure best-in-class project outcomes.

As Area Manager – Powerhouse and Spillway, Mr. O'Brien was responsible for all pre-development work including the intake and powerhouse execution for the Lower Churchill Project.

Chevron Canada Ltd.

St. John's, NL (January 2010 to April 2011)

As Senior Advisor – Projects, Mr. O'Brien provided commercial and technical oversight of non-operated projects in Canada. He developed business processes for Chevron's management system and provided project-specific advisory services for GBS design and construction, subsea engineering, project controls, subsea equipment fabrication, and subsea construction.

Husky Energy Inc.

St. John's, NL (2006 to 2009)

Mr. O'Brien served as Manager, Flowlines and Installation for a CAD\$500 million manufacturing and subsea construction program for the North Amethyst Project—a field offshore Newfoundland and Labrador. Mr. O'Brien's responsibilities included design engineering, manufacturing and installation of flowlines, risers, umbilicals, and subsea hardware, and subsea excavations and stabilization rock dumping campaigns. In addition, he managed a team of technical and commercial professionals in stewarding the project delivery on schedule and on budget including all oversight of technical and commercial project EPC contracts. Mr. O'Brien was also responsible for the delivery of installation and pre-commissioning technical solutions for the project and for all project documentation through FEED, tender, execution, and final completion.

Petro-Canada Corporation

St. John's, NL (1999 to 2006)

As Subsea Facilities Lead, Engineering and Technology Group, Mr. O'Brien oversaw technical and commercial management of a CAD\$75 million contract for delivery of subsea hardware for the Terra Nova Project. His responsibilities included negotiation and execution of a CAD\$150 million frame contract for long-term delivery of subsea equipment for eastern Canada operations. Mr. O'Brien was also responsible for systems engineering to support subsea projects including concept development, FEED, risk evaluation and management of marine construction programs.

As Project Manager, Terra Nova Capex 2 Development, Mr. O'Brien managed the second phase subsea tieback scope for the Terra Nova Project. He had full project responsibility from contract negotiation through to offshore construction, documentation delivery, and project closeout.

As Project Manager, Terra Nova Moorings Remediation Project, Mr. O'Brien was responsible for the delivery of a CAD\$60 million brownfield subsea repair campaign including all aspects of project execution and delivery. He managed an inter-disciplinary team comprised of both contractor and owner personnel for project execution.



As Flowlines, Risers and Umbilicals Lead, Far East Development, Mr. O'Brien managed the FEED for a large subsea tieback development including all flowlines, risers and umbilicals supply and installation scope. He also supported the development of the project management system.

As Subsea Facilities Engineer, Mr. O'Brien provided technical, operational, and project support to the Terra Nova Development Subsea Team. He also managed engineering and technical studies for future Petro-Canada field development activity.

PUBLICATIONS AND SPEAKING ENGAGEMENTS

Muskat Falls Project Labor Management Program, Trades NL Educational Conference, St. John's, NL, Canada, 2021.

Muskat Falls Hydroelectric Facility Construction Overview, Proceedings of 2019 Annual Conference, Snyder, G., O'Brien, S., Power, R., Canadian Dam Association, Calgary, AB, Canada, 2019.

River Management Challenges during Construction of Large Hydropower Projects in Cold Climates, Malenchak, J., Damov, D., Groeneveld, J., Snyder, G., O'Brien, S., Proceedings of ICOLD-CIGB 2019 Symposium, Ottawa, ON, Canada, 2019.

Muskat Falls Project Lessons Learned, Canada's Building Trades Unions Annual General Meeting, Ottawa, ON, Canada, 2019.

Subsea Developments in Extreme Ice Environments, Proceedings of Russian Arctic Offshore Conference, St. Petersburg, Russia, 2005.

Terra Nova Project Subsea Experience, Proceedings of Underwater Technology Conference, 2002.

Behaviour of Pipelines in Dry Sand Under Lateral Loading Conditions, Graduate Thesis, Memorial University of Newfoundland, 1997.

Flexural Strength Equation for Sea Ice, Cold Regions Science and Technology, Timco GW and O'Brien S, No. 22, pp. 285–298, 1994.

TESTIMONY EXPERIENCE

2019–2021 *Astaldi v. Muskrat Falls Corporation*, Arbitration, NL, Canada. Fact witness testimony and cross examination.