



Practice Area: Building & Construction
Training Level: General
Public CPD Point: 1.5 (TBC)



Megaprojects: What Works, What Fails and What's Next

15 September 2026, 5.00 – 7.30pm (Singapore time, GMT+8)
Room 901, Level 9 NTUC Centre, One Marina Boulevard, Singapore 018989

About this Seminar

Megaprojects today are no longer defined solely by their scale or value, but by the increasing complexity of their delivery environments. From evolving regulatory expectations and compressed delivery timelines to supply chain disruption, stakeholder pressures and shifting commercial realities, project teams are operating in conditions that are becoming progressively more uncertain and challenging.

The seminar brings together an all-ladies panel comprising an architect, an engineer, a quantity surveyor and a construction lawyer. Drawing on their diverse professional perspectives, the panel will explore key challenges arising from megaproject delivery, the lessons learnt from major projects and how legal frameworks interact with the broader technical, commercial and risk management aspects of complex projects.

The panel will also discuss how industry and contractual practices may need to evolve to better manage risk, improve project delivery and achieve more effective project outcomes.

Seminar Programme

5.00 – 5.30pm	Registrations & Refreshments for Delegates
5.30 - 5.40pm	Opening Remarks by Chairperson <i>Ms Ellen Alexandra Wong - Director, HKA, Singapore; Council Member, Association of Women in Construction (Singapore)</i>
5.40 – 6.40pm	Moderated Panel Discussion: Megaprojects: What Works, What Fails and What's Next <ul style="list-style-type: none"> <i>Ms Laura Chang - Associate Director, Legal and Compliance in the Changi Airport Group (Singapore) Pte Ltd</i> <i>Ms Hong Fenglin – Director, SAA Architects Pte Ltd</i> <i>Er Jee Yi Yng – Managing Director, AECOM</i> <i>Sr Natalie Yong – Managing Director, LCH Quantity Surveying Pte Ltd; 1st Vice President, Singapore Institute of Surveyors and Valuers (SISV)</i>
6.40 – 7.00pm	Moderated Q&A session
7.00 – 7.30pm	Networking Buffet

About the Speakers

Ms Laura Chang - Associate Director, Legal and Compliance in the Changi Airport Group (Singapore) Pte Ltd



Ms Laura Chang is an Associate Director, Legal and Compliance in the Changi Airport Group (Singapore) Pte Ltd. She has 18 years of experience specialising in the construction and energy sector, with a focus on dispute resolution work, 17 of which were spent in private practice before recently transitioning in-house. She has advised and acted for numerous stakeholders across a broad spectrum of local and international large and complex, state-of-the-art infrastructure projects, bringing both advisory and contentious expertise to address and resolve complex, high-value claims and disputes.

A member of the inaugural batch of Accredited Specialists in Building and Construction Law in Singapore, Laura brings to this session a practitioner's lens on what makes megastructures succeed or falter and the lessons that we can learn for the future.

Ms Hong Fenglin – Director, SAA Architects Pte Ltd



Ms Hong Fenglin is a Registered Architect and Director at SAA Architects, with 20 years of experience in complex, large-scale infrastructure projects. She works at the intersection of design, regulation and delivery, with a focus on resolving high-impact constraints in demanding project environments. She advocates for a shift from fragmented, risk-shifting models towards more collaborative, risk-sharing approaches-grounded in real project constraints and focused on delivering buildable, accountable outcomes.

Sr Natalie Yong – Managing Director, LCH Quantity Surveying Pte Ltd; 1st Vice President, Singapore Institute of Surveyors and Valuers



With over 20 years of international experience across Germany, the UK, and the US, Natalie brings a global perspective and strong commercial acumen to the Quantity Surveying profession. She leads LCH Quantity Surveying Pte Ltd, one of Singapore's few independent consultancies, expanding its reach to South Korea and Timor Leste and spearheading the 2022 acquisition of JIA Quantity Surveyors and Project Management. Natalie views the role of a Quantity Surveyor as extending beyond measurement and contracts, championing negotiation, fairness, and commercial problem-solving. She has led expert witness teams in litigation and is an accredited mediator with the Royal Institution of Chartered Surveyors (RICS). In 2025, she was named AWiCS-SISV Woman Quantity Surveyor of the Year. A Fellow of the Singapore Institute of Surveyors and Valuers, she currently serves as 1st Vice President of the Council, chairing both the CPD and Outreach Committees while advancing the profession and mentoring its practitioners.



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About the Chairperson

Ms Ellen Alexandra Wong - Director, HKA, Singapore; Council Member, Association of Women in Construction (Singapore)



Ms Ellen Alexandra Wong is a construction disputes specialist and Fellow of the Chartered Institute of Arbitrators. She has worked across major civil, structural, and infrastructure projects - transport systems, underground utilities, geotechnical works, power stations, and wastewater facilities.

She has served as lead assistant to appointed delay experts on large-scale power plant and infrastructure disputes in the Middle East, working closely with legal teams and counsel across the full span of arbitration proceedings. That experience - sitting alongside the expert, shaping the analysis, preparing for cross-examination - gave her a particular understanding of how expert evidence is built and tested.

Ellen has since been appointed as delay expert on domestic commercial, residential, and industrial matters. Her earlier project delivery background informs how she reads site records and interrogates programme data — and shapes the rigour she applies to opinions that will face scrutiny.

REGISTRATION CLOSING DATE: 11 September 2026		FEES (includes materials, if any)
SCL (Singapore) Members		S\$50.00
Guests of SCL(S) Members		S\$90.00
Members of international SCLs		
Members of:		
Asia Pacific Institute of Experts (APIEx)	Singapore Institute of Arbitrators (SIArb)	
Association of Women in Construction (Singapore) (AWiCS)	Singapore Institute of Architects (SIA)	
Chartered Institute of Arbitrators (Singapore) Ltd (CIArb)	Singapore Institute of Building Ltd (SIBL)	
Chartered Institute of Building (CIOB)	Singapore Institute of Surveyors and Valuers (SISV)	
Lighthouse Club (Singapore) (Lighthouse)	Society of Project Managers (SPM)	
Royal Institution of Chartered Surveyors (RICS)	Tunnelling and Underground Construction Society (Singapore) (TUCSS)	
Singapore Contractors Association Ltd (SCAL)		
Full Time Students & Faculty of NUS Faculty of Law		S\$120.00
Others		

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 - Account Number: 7171 - 033 - 900 – 5215 (7171 required for telegraphic transfers only)
 - SWIFT code: DBSSSGSG
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For further enquiries, please contact the SCL (SINGAPORE) SECRETARIAT
Tel: +65-60271128 E-mail: secretariat@scl.org.sg

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