Founded by the late Mr Ong Teng Cheong and Mrs Ong Siew May in 1972, ONG&ONG Group Pte Ltd (“OOGPL”) has grown from a small-siloed architectural firm into one of the largest multi-disciplinary design consulting companies in Singapore with a global presence in 11 cities across 10 countries.

OOGPL’s core strengths lies in its design and development capabilities, multiple-pronged building and engineering strategy, extensive Asia market network and people capabilities. Under its “one-roof” system, OOGPL coordinates and manages the design consultancy and construction administration of the Project from inception to completion together with a team of consultants and specialists, building a diversified portfolio comprising of integrated developments, industrial buildings, shopping malls, religious institutions, conservation homes, and high-rise residential projects.

OOGPL’s mission - ‘to improve the world in which we live, whilst conserving our environment through excellence in sustainable design’ - captures its commitment to sustainability in its continuing business success.

Fundamental business strengths and sustainability pillars

Sustainability is embedded within the OOGPL business model through its 360 Sustainability Framework. OOGPL also adopts a risk management framework for business resilience, as well as incorporating health and safety management and green material specifications to ensure the sustainability of a building design.

A major part of OOGPL’s success lies in its ability to identify material risks and opportunities. Through a group-wide risk assessment workshop, taking into account economic, environmental and social impacts, nine factors were identified as being material to sustainability trends and stakeholders’ interests:

- Legal compliance
- Standards in the value chain
- Data protection and security
- Employee engagement
- Learning and development
- Occupational safety and health
- Energy efficiency
- Resource depletion
- Waste generation

These factors of risks and opportunities, collectively align with the following Sustainable Development Goals (SDGs):

- Goal 8: Decent work and Economic Growth
- Goal 9: Industry Innovation and Infrastructure
- Goal 11: Sustainable Cities and Communities
- Goal 12: Responsible Consumption and Production
- Goal 13: Climate Action

These factors are also made known to the public through the company’s website, www.ong-ong.com

From a finance and tax perspective, given OOGPL’s operations across different countries, it considers carefully its tax liability on the various income streams, particularly those associated with transfer pricing, tax reassessment and associated costs. In addition, reputational and branding risks are considered.

From a labour perspective, operating in 10 countries requires OOGPL to embrace diversity across culture, nationalities and languages. As at 2016, there...
were 17 nationalities working within the Group. A localisation strategy ensures that teams have a good understanding of local socio-political and cultural sensitivities in order to deliver desired business outcomes.

From the environmental perspective, OOGPL has adopted an environmental sustainability strategy focusing on the following:

- Formulation of responsible corporate policies and programmes;
- Development of new projects with a green focus;
- Management of office premises; and
- Implementation of management systems.

The Environmental Management System (EMS) Committee Overseas the Group’s environmental efforts, which includes environmental management and protection strategies, eco-office policy, principles, targets and framework for action and green initiatives. To ensure ownership and expertise, the Committee is represented by staff members across different business units. The Committee also assists in implementing OOGPL’s ISO 14001 EMS.

OOGPL’s evaluates the impact of their environmental activities through outcome and value measurement, and may be represented thus:

<table>
<thead>
<tr>
<th>Environmental Activity</th>
<th>Measurement of Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in GHG emission in the office via energy-saving LED lighting</td>
<td>• Reduction in monthly utility charges and KWh consumption</td>
</tr>
</tbody>
</table>
| Reduction in waste generation through recycling paper programme | • Reduction in total purchase of paper materials  
                                                                          • Co-relation between total weightage of recycled paper collected and total purchase of paper materials |
| Reduction in carbon footprint through budget travel or web conference | • Reduction in number of business travels  
                                                                          • Reduction in travel costs through budget travel  
                                                                          • Increase in number of web conferences held |

OOGPL’s environmental impacts are publically disclosed via newsletters, its corporate website and social media avenues (like Facebook).

From a social perspective, OOGPL assess the impact on interested parties in their operations. Desired social impacts may be represented thus:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Desired Social Impacts</th>
</tr>
</thead>
</table>
| Our People  | • An inclusive and diversified workforce  
                                        • Fair & non-discriminatory employment  
                                        • People development & Leadership development for the built environment  
                                        • Localisation employment  
                                        • Employee wellness |
| Clients and Business Partners | • Work with shareholders and business partners to balance commercial viability and environmental sustainability.  
                                        • Create sustainable developments for future generations in partnership with clients |
| Communities (including Partner Agencies) | • Scholarships and Internships to develop future leaders for the built environment.  
                                        • Early adoption of technological innovations to promote and improve building solutions for the built environment.  
                                        • Creating awareness of environmental impact and generating architectural interests in young people.  
                                        • Being a platform for seekers around the world to realise innovative and green solutions for the planet through Go Beyond Challenge. |
OOGPL addresses its desired social impacts internally and externally, through the following means:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Desired Social Impacts</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our People</td>
<td>• An inclusive and diversified workforce&lt;br&gt;• Fair &amp; non-discriminatory employment&lt;br&gt;• Local employment&lt;br&gt;• People development &amp; Leadership development for the built environment&lt;br&gt;• Employee wellness</td>
<td>• Though Employment Policy&lt;br&gt;• Through programmes such as 360U, 360Career, 360 HiPo and 360 Coaching&lt;br&gt;• 360 Fit</td>
</tr>
<tr>
<td>Clients and Business Partners</td>
<td>• Work with shareholders and business partners to balance commercial viability and environmental sustainability.&lt;br&gt;• Create sustainable developments for future generations in partnership with clients.</td>
<td>• Participation as a vested stakeholder in selected projects</td>
</tr>
<tr>
<td>Communities (including Partner Agencies)</td>
<td>• Scholarships and Internships to develop future leaders for the built environment.&lt;br&gt;• Early adoption of technological innovations to promote and improve building solutions for the built environment.&lt;br&gt;• Creating awareness of environmental impact and generating architectural interest in young people&lt;br&gt;• Being a platform for seekers around the world to realise innovative and green solutions for the planet through Go Beyond Challenge.</td>
<td>• Through various scholarships and internships&lt;br&gt;• Through early and continued adoption of design technologies such as Building Information Modelling (BIM)&lt;br&gt;• Through Design Festivals Workshops led by staff in local schools</td>
</tr>
</tbody>
</table>
Desired outcomes in the social component are based on qualitative values, including the following:

• To transfer and build knowledge in the built environment for the next generation;
• To advocate and build knowledge of the built environment within the community of practice;
• To build design skills among the young generation;
• To transfer and ensure knowledge continuity within the built environment; and
• To engage in sustainable design as a real estate strategy for our client and business partners larger community while increasing asset value and occupants’ satisfaction.

Quantitatively, impact of social activities are measured in the following manner:

**SUSTAINABLE PRODUCTS AND SOLUTIONS, AND CLEAN TECH INNOVATION**

OOGPL leverages on innovative solutions to solve complex design challenges. Constructing a sustainable built-environment include making the most of natural resources, green building materials where feasible, streamlining building systems, improving livability, while preserving attention to resident’s health and safety.

Recognising that climate change has an impact on expenditure and revenue, OOGPL implemented ISO14064 Green House Gas (GHG) Management. The standard requires OOGPL to develop principles and guidelines to quantify and report gas emissions and removals. In addition, identification of possible GHG sources for emission reductions and/or removal is required under Part 2 of this standard. The implementation of this standard led OOGPL to identify its significant aspect of office lighting energy consumption. The replacement of fluorescent tubes with LED lights was implemented with a resultant outcome of an annual reduction in 20 tonnes of CO2 emissions.

OOGPL’s social impacts are publically disclosed via newsletters, its corporate website and social media avenues (like Facebook).

**EXTERNAL SUSTAINABILITY PRACTICES**

Recognising the importance of external sustainable practices, OOGPL contributes to the local infrastructure and economy through the following:

• **Investing in the Future Generation**
  Through the ONG&ONG Foundation, the nurturing of future generations is achieved through supporting Nanyang Polytechnic School of Design’s students design prototypes which may be realised into business opportunities.

• **Investing in Innovative Solutions**
  Under the Go Beyond Design Challenge, designers, inventors and innovators have an opportunity to imagine beyond the present and create new-to-the world solutions. In 2016 this initiative provided innovators to consider how two million discarded shipping containers could be upcycled into modular habitats.

• **Revitalising Old Urban Areas and Enriching Heritage**
  In 1986 OOGPL participated in the architectural design to transform the Great World Amusement Park site along River Valley and Kim Seng Roads into what is now Great World City. This integrated project, comprising of a mix of retail, office and serviced apartments, was intended to serve an estimated 0.5 million population within a four kilometre radius. The project maintained the character of the community whilst continuing the vibrancy of the old amusement park heritage.

**INTERNAL SUSTAINABILITY PRACTICES**

Policies, guidelines and codes of conduct are developed constantly to strengthen internal systems to improve sustainability monitoring and performance. The Sustainable Business Framework may be represented thus:

---

**Sustainable Business Framework**

**Sustainable Business Infrastructure**
- Vision & Mission
- Goals
- Core Values
- Roles & Responsibilities
- Accountability
- 360 Design Proposition

**Sustainable Business Process**
- People
- Strategy
- Structure
- Rewards
- Processes

**Sustainable Business – Code of Conduct**
- Better Business
- Better Society
- Better Environment

---

**ESTABLISHING A STRONG STAKEHOLDERS ENGAGEMENT CULTURE**

- Change Management
- Continuous Improvement
- Communication
- Knowledge Sharing

---

**Key Group Policies**

**Corporate Policies**
- Code of Conduct
- Quality Policy
- Environmental Policy
- Occupational Health & Safety Policy
- Employment Policy
- personal Data Protection Policy
- IT Acceptable use Policy
- 360 learning & Development Policy
- Building Information Modeling (BIM) Policy
Such policies, and the overall governance and sustainability within OOGPL, are overseen by the Executive Committee (ExCo) which includes the Group Executive Chairman and Group CEO. The management team works in tandem with the ExCo to ensure the on-going assessment, implementation and monitoring of the sustainability strategy. Insights and opinions flow through the organisation structure thus:

In addition, two separate teams with OOGPL are involved in the daily planning of environmental and social activities. The Environment Management Committee, comprising staff from various departments and subsidiaries, assesses and makes recommendations on environmental aspects and impacts, opportunities and risks to the company. This includes reducing energy consumption and managing waste through recycling. The Learning & Development Department plans learning activities for the staff.

Under a mentoring coaching scheme, experienced staff guide mentees on job performance and desired professional qualities. In addition, employees are exposed to collaborative co-creation in The Lab, a space where thought leadership and design thinking are facilitated.

PARTNERSHIPS IN SUSTAINABILITY

OOGPL recognises that sustainability is a joint effort. As such, its stakeholder engagement system, involving internal and external stakeholders, is constantly reviewed and improved to benchmark with international best practices.

In its transition from ISO9001: 2008 to ISO9001: 2015, OOGPL committed to identifying interested parties affected by organisation’s business activities. Hence, identified stakeholders were disclosed in OOGPL’s Annual Sustainability Update, and comprised the following:

- People – Comprising Employees
- Shareholders – Comprising shareholders and other business partners
- Clients – Comprising homeowners, property developers, shoppers, tenants, residents, students, teaching staff, commuters and tourists.
- Communities – Comprising suppliers, contractors, government agencies, NGOs, professional practice boards and the local community at large.

The engagement programme for such stakeholders may be summarised as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Mode of Engagement</th>
<th>Frequency of Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>• Open-Door Policy</td>
<td>• At least quarterly</td>
</tr>
<tr>
<td></td>
<td>• Dialogue/feedback sessions</td>
<td>• Half-yearly</td>
</tr>
<tr>
<td></td>
<td>• Corporate Retreat</td>
<td>• At least quarterly</td>
</tr>
<tr>
<td></td>
<td>• Meetups with Hi-Potentials (360 Hi-Po)</td>
<td>• Every 6 months</td>
</tr>
<tr>
<td></td>
<td>• 360 Mentor-Mentee meetups (360U Coaching)</td>
<td></td>
</tr>
<tr>
<td>Shareholders</td>
<td>• Dialogue sessions and ExCo Meetings</td>
<td>• Monthly</td>
</tr>
<tr>
<td>Clients</td>
<td>• Dialogue and meetup sessions with different client and or client groups</td>
<td>• Annually</td>
</tr>
<tr>
<td></td>
<td>• Informal meetings</td>
<td></td>
</tr>
<tr>
<td>Communities</td>
<td>• Dialogue/feedback sessions with government agencies</td>
<td>• At least every 6 months</td>
</tr>
<tr>
<td></td>
<td>• Participation at Councils and Professional practice Boards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Mentor-mentee sessions at educational institutions</td>
<td></td>
</tr>
</tbody>
</table>
OGPGL believes that they have the greatest influence through assisting clients in transformational projects. This involves engaging clients and end-users early in the design development stage to pursue a common goal during the building stage, resulting in reduced costs and efficiency. An example of such a methodology is City Square Mall, the first eco-mall in Singapore to be awarded the Green Mark Platinum Award. The building was conceptualised with environmental sustainability in mind, ranging from building features to construction methods. It was intended to serve as a prototype of an eco and community-friendly mall. The Mall is projected to reduce energy usage by around 39%, and it is first to be integrated with an urban park.

OGPGL also incorporated stakeholders’ views in their materiality assessment. Such views are managed by the Management Team and the ExCo. The material themes and respective areas of incorporation may be summarised thus:

<table>
<thead>
<tr>
<th>Material Themes</th>
<th>Areas of Incorporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Energy Efficiency</td>
<td>• Employees who are advocates on Green Councils and national making policy groups</td>
</tr>
<tr>
<td>• Resource Depletion</td>
<td>• Environment Management Team members views on aspects and impacts of office operations</td>
</tr>
<tr>
<td>• Waste Generation</td>
<td>• Employees who are Green Mark professionals</td>
</tr>
<tr>
<td>• Employees who are advocates on Green Councils and national making policy groups</td>
<td>• Clients such as property developers views on low carbon design and materials, certified sources for building materials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Material Themes</th>
<th>Areas of Incorporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employee Engagement</td>
<td>• Through 360People where employees advocated on health and wellness, knowledge transfer and retention within the Group.</td>
</tr>
<tr>
<td>• Learning and Development</td>
<td>• Through shareholders where the need to create a process for succession planning.</td>
</tr>
<tr>
<td>• Occupational Safety and Health</td>
<td></td>
</tr>
</tbody>
</table>

As far as the social and environmental impact associated with suppliers are concerned, OGPGL has identified two types of suppliers:

• For office procurement matters, material life-cycle management is a criterion in OGPGL’s procurement policy when evaluating suitability.

• For project-based procurement matters, sustainable material specifications recommended by OGPGL, subject to the client’s requirements and acceptance. When required, sustainable suppliers will be sought from an internal database. Selected sustainable suppliers are also invited to speak at sharing sessions to deepen staffs’ knowledge in this area.

Generally, OGPGL’s procurement policies are restricted to local procurement. If a particular element is unavailable locally, the next best alternative in the local market would be selected.

**FUTURE OPPORTUNITIES**

By investing in building projects with select developers, OGPGL realised the value-add of a designed-focused integrated practice. This approach, though not necessarily cost efficient, would nevertheless enable the delivery of enhanced shareholder value, while meeting the increasing demands for improved environmental and social performance for end users and clients. An example of such initiatives are CT Hub and Michael's Residences, where OGPGL's suite of services to design, develop, construct and manage the buildings was maximised. This has reduced first-cost, lifecycle energy and operating costs. Concurrently the potential quality of client’s health and wellness is improved, together with OGPGL's brand recognition.

**CONCLUSION**

OGPGL’s is recognised as a regional leader in integrated building design consultancy due to several factors.

Firstly, OGPGL’s mission ‘to improve the world in which we live, whilst conserving our environment through excellence in sustainable design’ captures its fundamental commitment to sustainability.

Secondly, OGPGL’s ability to identify material risks and opportunities in finance, labour, the environment and social aspects, while leveraging on innovation to solve complex building and business design challenges, places OGPGL as a thought leader.

Finally, OGPGL’s recognition that sustainability is a joint effort facilitates an inclusive engagement process involving internal and external stakeholders, resulting in holistic solutions that benefit all parties, including society as a whole.
ACKNOWLEDGEMENTS

Global Compact Network Singapore and Nanyang Business School, Nanyang Technological University wish to thank the following organisations and individuals for their invaluable support towards the production of this publication.

THE WINNERS OF THE INAUGURAL SINGAPORE APEX CORPORATE SUSTAINABILITY AWARDS 2016 ARE:

- EN-TRAK
- KEPEL CORPORATION
- LOOLA ADVENTURE RESORT
- MEINHARDT GROUP
- ONG&ONG GROUP
- SINGTEL
- STARHUB LTD
- SUNSEAP
- WENERGY GLOBAL PTE LTD

THE AUTHORS FROM NANYANG TECHNOLOGICAL UNIVERSITY ARE:

- DR. S. VISWANATHAN
  Professor and Associate Dean (Research),
  Nanyang Business School

- MR. TAYEF QUADER
  Research Associate at the Centre for Business Sustainability, Nanyang Business School

THE AUTHORS FROM GLOBAL COMPACT NETWORK SINGAPORE ARE:

- DR. RYAL WUN
  Deputy Executive Director and
  Legal Director
  Global Compact Network
  Singapore

- MS. DIANA CHNG
  Manager, Projects
  Global Compact Network
  Singapore

- MS. NUR AMIRAH SENIN
  Senior Executive
  Global Compact Network
  Singapore
GLOBAL COMPACT NETWORK SINGAPORE
160 ROBINSON ROAD,
#06-01 SBF CENTER
SINGAPORE 068914

TEL: (65) 6386 9330
EMAIL: INFO@UNGLOBALCOMPACT.SG
WWW.UNGLOBALCOMPACT.SG

Published in November 2017 by Global Compact Network Singapore. All rights reserved.
This publication may not be reproduced or transmitted in any form or by any means, in whole or in part, without prior permission.
This publication is available on the Global Compact Network Singapore website. For enquiries, please contact us at email: info@unglobalcompact.sg