

# REQUEST FOR PROPOSAL FOR SERVICES AS THE 2024 URBAN BENCHMARK RESEARCH PROVIDER

## INTRODUCTION

The World Benchmarking Alliance (WBA) aims to drive the private sector's engagement in the SDGs through its benchmarks, envisioning a future where companies, investors, governments, civil society and individuals can quickly and easily compare businesses and motivate a 'race to the top'. WBA is a global non-profit organisation with most colleagues based in Amsterdam and a second office in London.

WBA procurement rules require a public tender for contracts above a certain size. This Request for Proposal (RFP) sets out the draft scope of work outlining the research provider support required to deliver the Urban Benchmark. The first part consists of delivering draft assessments for approximately 300 companies across 24 indicators and a total of 114 scoring elements introduced in the Urban Benchmark methodology.

The research provider is not expected to create or revise the methodology, but to assess companies using the existing [Urban Benchmark methodology and indicators](#). The key deliverables will be to draft company assessments, after which WBA's core staff will finalise, following WBA-led engagement with companies. WBA will also be responsible for carrying out any analysis and producing insights found as a result of the assessments.

Interested parties ('you') are invited to bid for these scopes of work. This RFP is provided to enable you to develop initial cost estimates and options to deliver the scope(s) and as such should not be viewed as any form of agreement between you and WBA.

## EXPECTATIONS OF THE PROPOSAL

We expect that your proposal will, first and foremost, estimate the personnel and financial resources required to deliver the Urban Benchmark research in line with the expectations and draft deliverables listed herein. Furthermore, WBA anticipates that you will be able to demonstrate how you will deliver in the key areas specified below:

- Researcher quality (interpreting large volumes of written data and scoring companies against the Urban methodology).
- Familiarity with select urban development issues, as covered by the urban methodology. These include topics pertaining to company governance,

participation and stakeholder partnership, tenure rights, culture heritage, affordability, universal access, discrimination, employment and local economy, noise, air and water pollution, water withdrawal, waste minimisation, active mobility, greenhouse gas emission, energy efficiency, natural ecosystem protection, natural disaster risk reduction and emergency response.

- Research intensity (being able to execute in-depth research of 300 companies within condensed timeframes).
- Should you plan to use tools to automate parts of the research process, the proposal should also include the estimated accuracy of the tool, and the quality checks to be implemented to ensure quality of data being collected by it.
- Employee retention (WBA would like to see a staffing plan including how staff changes will be handled throughout the project. We are interested in your approach to retaining people, supported by 2022 and 2023 analyst retention rates).

WBA expects that proposals will detail the tasks covered in the project period from the end of February to mid-June (see Project Timeline section for more details) and costs involved, including day-rates for staff of various seniorities, breakdown for any sub-contracting, costs for using any proprietary software/ [databases and an eventual 'cost-per](#) researched company. Responses to this RFP should be sent to [b.dyca@worldbenchmarkingalliance.org](mailto:b.dyca@worldbenchmarkingalliance.org) by 19 February 2024, and requests for clarifications may be sent to the same address beforehand. The tendering process will be conducted in line with the WBA Procurement Policy 2018 - 2022.

## **SCOPE OF THE 2024 BENCHMARK**

- The 2024 Urban Benchmark will assess the world's 300 leading urban sector companies (i.e. real estate, construction and engineering, utilities - water, electricity, and waste management companies, urban transport) across 4 measurement areas, namely 1) Governance and strategy, 2) Inclusive cities, 3) Healthy cities and 4) Climate proof and resilient cities, following the Urban Benchmark methodology. The 300 urban companies to be researched are attached in Annex 1 of this document.
- All research should be based upon publicly available information, primarily in English, and no engagement or contact with the companies within scope is envisaged on the part of the research provider.

## **PROJECT TIMELINE**

WBA envisions the project period to be from the end of February till mid-June, including a training period of two weeks throughout which WBA will provide trainings and detailed research guidance to ensure that your research team can deliver the requirements of the methodology, including understanding indicator topics and identification of relevant disclosures to allow the assessment to be done on a well-informed basis. The training period is currently foreseen in during end-February - mid-March 2024.

In line with the envisioned project period, the training period will then be followed by a three-month research period between mid-March and mid-June during which you will conduct the research and draft assessments, while WBA analysts will be reviewing on a rolling basis. The research and draft assessments will take place in at least three batches (each batch consisting of up to 100 companies in a 4-week cycle, depending on the number of assessment batches proposed)<sup>1</sup> to ensure a close feedback loop between your team and WBA and maintaining a timely engagement period with companies by the WBA team. As such, initial assessments and secondary reviews by your team will need to be phased, with detailed timelines for each batch to be confirmed before the beginning of the project. WBA will allocate the batches in alignment with corporate reporting timelines and will provide company lists for all batches before the project starts. Please note that the project timelines might be subject to change.

WBA will review the draft assessments and will make relevant amendments to the assessments in-house. A secondary review by your team, however, will be required in case of systemic issues/misunderstandings.

## **DELIVERABLES**

The list below is indicative and can be added to. All 300 company first assessments will go through an internal quality check by the urban team. As such, initial results and secondary reviews will need to be phased, with detailed timelines for each group of companies.

1. Research and data collection - Gathering of qualitative and quantitative information disclosed by the companies and available in English in the public domain. Minimum number of phasing and companies to be delivered by the end of each phase may be seen below:

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<sup>1</sup> See Deliverables section point 1 below for details on the phasing of the deliverables

- i. Phase 1 - Period mid-March to mid-April 2024. Assessment of first company batch (approx. 100 companies). Companies assessed are shared with WBA on a weekly basis to allow for quality assurance from the WBA team alongside.
- ii. Phase 2 - Period mid-April to mid-May 2024. Assessment of second company batch (approx. 100 companies). Companies assessed are shared with WBA on a weekly basis to allow for quality assurance from the WBA team alongside.
- iii. Phase 3 - Period mid-May to mid-June 2024. Assessment of third company batch (approx. 100 companies). Companies assessed are shared with WBA on a weekly basis to allow for quality assurance from the WBA team alongside.

Given the above phasing, and the number of indicator questions to be researched in accordance with the Urban Benchmark methodology, the total data points expected to be captured in each phase may be seen in Table 1 below.

*Table 1 Total data points to be captured in each phase of the 2024 Urban Benchmark assessment*

Phase #	# of minimum Company research to be delivered by phase	# of Urban Indicators	# of Data points by phase
Phase 1	100	24 indicators	100 times X (114 scoring elements) = 11400
Phase 2	100		100 times X (114 scoring elements) = 11400
Phase 3	100		100 times X (114 scoring elements) = 11400
Total Companies	300	24 Indicators	300 times X 114 data points = 34200

2. The assessments, which at a minimum will include:
  - i. Researcher judgement in a met/not met (binary) format for each data point
  - ii. Researcher explanation/comment on the scoring (point i)
  - iii. The excerpt of the data (qualitative and/or quantitative) that was used for

- scoring (points i. and ii.)
- iv. Reference to information source(s) (e.g. corporate report, website etc.) the researcher's scoring decision is based on, including page number within the document or paragraph number in a web source
3. Database - Data collection - Data collected will be shared via either:
- a. Integrated in WBA's data collection portal, using the template and instructions provided by WBA (preferable), or;
  - b. A Microsoft-compatible document (such as Microsoft Excel or Microsoft Access)

### **Additional information to be included in the proposal**

Project management and quality control processes, including a project plan, weekly check-ins, monthly reports, closeout report and named senior lead/project managers. We seek a partner that can remain flexible as well as transparent as we work with tight timeframes.

### **SUPPORTING NOTES**

1. Deadline for submission is **19 February 2024**. Clarifications on the scope of work required may be requested within this period from [b.dyca@worldbenchmarkingalliance.org](mailto:b.dyca@worldbenchmarkingalliance.org).
2. Contract decision is anticipated by the end of February 2024.
3. Proposing research providers should familiarize themselves with the WBA Procurement Policy which provides a framework for this RFP, in particular p.4-8, p.20-23 and noting that:
  - a. Draft general terms and conditions are included in the WBA Procurement Policy
  - b. Standalone Data Protection Agreements are not envisioned for the proposal
  - c. Proposal review template will be adapted from p.21-22 of the WBA's Procurement Policy
4. A fixed total cost budget is anticipated, but days, day-rates and fixed costs should be detailed in either Euros, US Dollars, or British Pound Sterling. The total costs should indicate whether or not the value-added tax (VAT) is included. Breakdowns of the time and cost for various phases of research are

- encouraged, including costs incurred during the training period and research period respectively, in terms of cost/ company and cost/analyst.
5. Research provider will need to work closely with WBA staff, so a seamless/accessible research database is preferred.
  6. Conflicts of interest, particularly related to support services to the companies assessed, should be referenced in the proposal - and how the research provider plans to manage them.
  7. Detailing examples / experience of similar work is encouraged, with particular focus on quality control and oversight.
  8. Full research team does not need to be named but lead staff backgrounds and experience should be disclosed where possible.
  9. The WBA is a not-for-profit entity who receives funding from national governments and foundations in pursuit of public-good benchmarks. Please consider this during the scoping of any proposals.
  10. The WBA values inclusivity and we are working to support the achievement of the SDGs. There is a preference to support organisations and workers based in countries on the Development Assistance Committee (DAC) [List of ODA Recipients](#).
  11. It is anticipated that some proposed research providers are likely to be small- to medium-sized enterprises without significant public policies and reporting. In addition to the requirements set out in the WBA Procurement Policy, we strongly encourage proposals to articulate how they ensure that employees and workers will receive a living wage or living income if they are participating in the project. For proposals that rely on a network of freelance or short-term contracts, we would like to see an explanation of how the researcher remuneration compares to a real living wage in the relevant countries.

## **Annex 1 - List of 300 urban companies to be assessed as part of the Urban Benchmark**

ACS Group	Construction & Engineering
AECOM	Construction & Engineering
Archetype Group	Construction & Engineering
Arup	Construction & Engineering
Balfour Beatty	Construction & Engineering
Beijing Construction Engineering Group (BCEG)	Construction & Engineering
Beijing Urban Construction Group (BUCG)	Construction & Engineering
Bouygues Group	Construction & Engineering
Burns & McDonnell	Construction & Engineering
Cappa and D'Albero	Construction & Engineering
Chengdu Xingcheng Investment Group	Construction & Engineering
China Communications Construction	Construction & Engineering
China Pacific Construction Group	Construction & Engineering
China Railway Construction	Construction & Engineering
China Railway Engineering Group	Construction & Engineering
China State Construction Engineering	Construction & Engineering
CIDCO	Construction & Engineering
Clark Construction Group	Construction & Engineering
D.R. Horton	Construction & Engineering
Daiwa House Group	Construction & Engineering
DLR Group	Construction & Engineering
DSP Design Associates	Construction & Engineering
Eiffage	Construction & Engineering
Empresa ICA	Construction & Engineering
Foster + Partners	Construction & Engineering
Gamuda	Construction & Engineering
Gensler	Construction & Engineering
Group Five	Construction & Engineering
Haeahn Architecture	Construction & Engineering
Hassan Allam Holdings	Construction & Engineering
Hassell	Construction & Engineering
HDR Inc	Construction & Engineering
Heerim Architects & Planners	Construction & Engineering
HKS	Construction & Engineering
Hoa Binh Construction Group	Construction & Engineering
HOK Group	Construction & Engineering
Hudco	Construction & Engineering
Hyundai Engineering and Construction	Construction & Engineering
IJM Corporation Berhad	Construction & Engineering
Julius Berger	Construction & Engineering
Kajima Corporation	Construction & Engineering
Lacime Architects	Construction & Engineering
Larsen & Toubro	Construction & Engineering

Laufer Angola	Construction & Engineering
Lennar Corporation	Construction & Engineering
Metallurgical Corporation of China	Construction & Engineering
NESPAK	Construction & Engineering
Nikken Sekkei	Construction & Engineering
North China Construction Group	Construction & Engineering
Obayashi Corporation	Construction & Engineering
OEC	Construction & Engineering
Perkins Eastman	Construction & Engineering
PIK Group	Construction & Engineering
Samsung C&T Corp	Construction & Engineering
Shanghai Construction Group	Construction & Engineering
Shanghai Urban Construction Group Corporation	Construction & Engineering
Shapoorji Pallonji & Co	Construction & Engineering
Skanska	Construction & Engineering
Smith Group	Construction & Engineering
Stantec	Construction & Engineering
SWA Group	Construction & Engineering
Sweco	Construction & Engineering
Taisei Corporation	Construction & Engineering
The Arab Contractors	Construction & Engineering
The Walsh Group	Construction & Engineering
Tianhua Architecture Planning & Engineering	Construction & Engineering
Vinci Construction	Construction & Engineering
Airbnb	Real Estate
Becamex	Real estate
Boston Properties	Real estate
BR Properties	Real estate
Brigade Enterprises	Real estate
Brookfield Asset Management	Real Estate
Bumi Serpong Damai	Real estate
Capitaland Investment	Real estate
Central Pattana	Real estate
China Evergrande Group	Real Estate
China Fortune Land Development	Real estate
China Merchants Shekou Industrial Zone Holdings	Real Estate
China Overseas Land & Investment	Real Estate
China Poly Group	Real estate
China Resources Land	Real Estate
China Vanke	Real estate
CIFI Holdings	Real Estate
Ciputra Development	Real estate
City Developments Limited	Real estate
CK Asset Holdings	Real Estate
Consultatio SA	Real Estate
Convivio	Real estate
Country Garden Holdings	Real Estate

Cyrela Brazil Realty	Real Estate
Dalian Wanda Group	Real Estate
DLF Limited	Real estate
DMCI Homes	Real estate
Eko Development	Real estate
Equity Residential	Real estate
Fibra Uno Administracion SA de CV	Real estate
Frasers Property	Real estate
Godrej Properties	Real Estate
Goodman Group	Real estate
Greenland Holdings	Real Estate
Greentown China Holdings	Real Estate
Greystar Real Estate Partners	Real estate
Grit Group	Real estate
Growthpoint properties	Real estate
Grupo Roggio	Real estate
Henderson Land	Real estate
Hongkong Land	Real estate
Keppel Corporation	Real estate
Klepierre	Real estate
Land and Houses	Real estate
Link REIT	Real estate
Longfor Group Holdings	Real Estate
MAA	Real estate
Macrotech (Lodha)	Real Estate
Mallplaza (Plaza SA)	Real estate
Megaworld	Real estate
Mitsubishi Estate	Real Estate
Mitsui Fudosan	Real Estate
Morgan Properties	Real estate
MRV Engenharia	Real Estate
Multiplan Empreendimentos Imobiliarios	Real estate
New World Development	Real Estate
Oberoi Realty	Real Estate
Prestige Group	Real Estate
Prologis	Real Estate
Pruksa Holdings	Real Estate
Realty Income	Real Estate
Rendeavour	Real Estate
Robinsons Land	Real Estate
Shimao	Real Estate
SM Prime	Real Estate
Sobha	Real Estate
SP Setia	Real Estate
Sumitomo Realty & Development	Real Estate
Sun Hung Kai Properties	Real Estate
Sunac	Real Estate

Sunteck Realty	Real Estate
Sunway	Real Estate
Swire Properties	Real Estate
Talaat Moustafa Group	Real Estate
The Crown Estate	Real estate
Tokyu Fudosan Holdings	Real estate
Unibail-Rodamco-Westfield SE	Real Estate
Ventas	Real estate
Vinhomes	Real estate
Vistaland	Real estate
Vonovia	Real Estate
Vornado Realty Trust	Real estate
Welltower	Real Estate
Anbessa City Bus Service Enterprise	Transportation & Logistics
Bangalore Metro Rail Corporation	Transportation & Logistics
Bangalore Metropolitan Transport Corp	Transportation & Logistics
Bangkok Expressway and Metro PCL	Transportation & Logistics
Bangladesh Road Transport Corp	Transportation & Logistics
Beijing MTR Corporation	Transportation & Logistics
Bolt	Transportation & Logistics
Cabify	Transportation & Logistics
CCR	Transportation & Logistics
Chengdu Rail Transit Group	Transportation & Logistics
Chongqing Rail Transit	Transportation & Logistics
ComfortDelGro	Transportation & Logistics
Companhia do Metropolitano de Sao Paulo Metro	Transportation & Logistics
Delhi Metro Rail Corporation	Transportation & Logistics
DiDi	Transportation & Logistics
Empresa Municipal de Transportes de Madrid	Transportation & Logistics
FirstGroup	Transportation & Logistics
GoTo	Transportation & Logistics
Grab	Transportation & Logistics
Guangzhou Metro Corporation	Transportation & Logistics
Istanbul Metro	Transportation & Logistics
Keolis Group	Transportation & Logistics
Kolkata Metro Rail Corporation	Transportation & Logistics
L&T Metro Rail Hyderabad	Transportation & Logistics
Light Rail Transit Authority	Transportation & Logistics
Lyft	Transportation & Logistics
Metro Rail Transit Corporation	Transportation & Logistics
Metropolitan Transport Authority New York City Transit	Transportation & Logistics
Metropolitan Transport Corporation (Chennai)	Transportation & Logistics
MetrôRio	Transportation & Logistics
Moscow Metro State Unitary Enterprise	Transportation & Logistics
MRTA	Transportation & Logistics
Mumbai Metro One Private	Transportation & Logistics
Ola	Transportation & Logistics

Osaka Metro	Transportation & Logistics
PMT Nigeria	Transportation & Logistics
Punjab Transport Company	Transportation & Logistics
Régie autonome des transports parisiens Group	Transportation & Logistics
Saudi Public Transport Company	Transportation & Logistics
Seoul Metro Corporation	Transportation & Logistics
Shanghai Shentong Metro Group	Transportation & Logistics
Shenzhen Metro Group	Transportation & Logistics
Sistema de Transporte Colectivo	Transportation & Logistics
Societe des Transports Abidjanais	Transportation & Logistics
SUBUS	Transportation & Logistics
Tehran Urban and Suburban Railway Company	Transportation & Logistics
Tianjin Rail Transit Group	Transportation & Logistics
Tokyo Metro	Transportation & Logistics
Transdev	Transportation & Logistics
Transmilenio	Transportation & Logistics
Transport au Congo	Transportation & Logistics
Transport for London	Transportation & Logistics
Transporte Coletivo Urbano de Luanda	Transportation & Logistics
Uber	Transportation & Logistics
West Bengal Transport Corporation	Transportation & Logistics
Acciona	Utilities & Waste Management
Acea	Utilities & Waste Management
Acqualia	Utilities & Waste Management
Adani Transmission Limited	Utilities & Waste Management
Aguas y Saneamientos Argentinos	Utilities & Waste Management
Air Selangor	Utilities & Waste Management
Algérienne Des Eaux	Utilities & Waste Management
American Water	Utilities & Waste Management
Averda	Utilities & Waste Management
Bangalore Electricity Supply Company	Utilities & Waste Management
Beijing Capital Group	Utilities & Waste Management
BRK Ambiental	Utilities & Waste Management
Calcutta Electric Supply Corporation	Utilities & Waste Management
Centrica	Utilities & Waste Management
China Southern Power Grid	Utilities & Waste Management
China Tianying	Utilities & Waste Management
China Water Affairs Group	Utilities & Waste Management
Chongqing Water Group	Utilities & Waste Management
Cleanaway Waste Management	Utilities & Waste Management
Comision Federal de Electricidad	Utilities & Waste Management
CONGO Société Nationale d'Électricité	Utilities & Waste Management
Dhaka Electric Supply Company	Utilities & Waste Management
Dhaka Power Distribution Company	Utilities & Waste Management
E.ON	Utilities & Waste Management
ECARU	Utilities & Waste Management
Edenor	Utilities & Waste Management

EDP Energias de Portugal	Utilities & Waste Management
Egyptian Electricity Holding Company	Utilities & Waste Management
Egyptian Holding Company for Water & Waste Water	Utilities & Waste Management
Électricité de France	Utilities & Waste Management
Elsewedy Electric	Utilities & Waste Management
Empresa Publica De Aguas de Luanda	Utilities & Waste Management
ENDE	Utilities & Waste Management
Enel	Utilities & Waste Management
ENGIE	Utilities & Waste Management
EnviroServ	Utilities & Waste Management
Eranove Group	Utilities & Waste Management
Eskom Holdings	Utilities & Waste Management
Essential Utilities	Utilities & Waste Management
Girişim Elektrik	Utilities & Waste Management
Guangdong Investment	Utilities & Waste Management
Gujarat Gas	Utilities & Waste Management
Iberdrola	Utilities & Waste Management
Ikeja Electric	Utilities & Waste Management
Inter RAO	Utilities & Waste Management
Interaseo	Utilities & Waste Management
Kansai Electric Power Company	Utilities & Waste Management
K-Electric	Utilities & Waste Management
Kemble Water Holdings (Thames Water)	Utilities & Waste Management
Kenya Power	Utilities & Waste Management
Korea Electric Power Corporation	Utilities & Waste Management
Maynilad	Utilities & Waste Management
Meralco	Utilities & Waste Management
Metropolitan Electricity Authority Thailand	Utilities & Waste Management
Metropolitan Waterworks Authority Bangkok	Utilities & Waste Management
Mosvodokanal	Utilities & Waste Management
Nairobi City Water and Sewage	Utilities & Waste Management
National Grid	Utilities & Waste Management
Nextera Energy	Utilities & Waste Management
Octopus Energy	Utilities & Waste Management
ONEE	Utilities & Waste Management
Pacific Gas and Electric	Utilities & Waste Management
Perusahaan Listrik Negara	Utilities & Waste Management
Promigas	Utilities & Waste Management
Promotora Ambiental	Utilities & Waste Management
Regideso	Utilities & Waste Management
REMONDIS Group	Utilities & Waste Management
Republic Services	Utilities & Waste Management
Rosseti	Utilities & Waste Management
SABESP	Utilities & Waste Management
Saigon Water Corporation	Utilities & Waste Management
Sanepar	Utilities & Waste Management
Saudi Electricity Company	Utilities & Waste Management

Sempra Energy	Utilities & Waste Management
Southern California Edison	Utilities & Waste Management
SPML Infra	Utilities & Waste Management
State Grid Corporation of China	Utilities & Waste Management
SUEZ	Utilities & Waste Management
Taiwan Power Company	Utilities & Waste Management
Tamil Nadu Generation and Distribution Corporation	Utilities & Waste Management
Tanzania Electric Supply Company	Utilities & Waste Management
Tenaga Nasional	Utilities & Waste Management
Tokyo Electric Power Company	Utilities & Waste Management
Tokyo Gas	Utilities & Waste Management
Tokyo Water	Utilities & Waste Management
Tomra Systems	Utilities & Waste Management
United Utilities	Utilities & Waste Management
Urbaser	Utilities & Waste Management
Va Tech Wabag	Utilities & Waste Management
Veolia Environnement	Utilities & Waste Management
Vietnam Electricity	Utilities & Waste Management
Waste Connections	Utilities & Waste Management
Waste Management	Utilities & Waste Management
Xylem	Utilities & Waste Management
Yesil Adamlar	Utilities & Waste Management