IESE Cities in Motion Index

2025

IESE Business School
University of Navarra

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IESE Cities in Motion is a research platform launched jointly by the Center for Globalization and Strategy and IESE Business School's Department of Strategy.

The initiative connects a global network of experts on cities and specialized private companies with local governments around the world. Our goal is to promote changes at the local level and develop valuable ideas and innovative tools to make cities more sustainable and smarter.

The platform's mission is to promote the Cities in Motion model, based on an innovative approach to city governance and a new urban model for the 21st century that revolves around four key factors: sustainable ecosystem, innovative initiatives, equity among residents, and connected territory.

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INITIALISMS AND ACRONYMS

CDE	Centre for Development and Environment
CO_2	Carbon dioxide
EDCM	Estrategia de Transformación Digital de la Comunidad de Madrid (Digital Transformation Strategy of the Community of Madrid)
EDGI	E-Government Development Index
EPI	Environmental Performance Index
GaWC	Globalization and World Cities
GFCI	Global Financial Centres Index
GPCI	Global Power City Index
kt	Kiloton
AI	Artificial intelligence
ICCA	International Congress and Convention Association
ICI	Innovation Cities Index
CIMI	IESE Cities in Motion Index
IoT	Internet of Things
HDI	Human Development Index
LODA	London Office of Data Analytics
LOTI	London Office of Technology and Innovation
SDGs	Sustainable Development Goals
UN	United Nations
GDP	Gross domestic product
PM	Particulate matter
ICT	Information and communication technologies
TMN	Transnational municipal networks
UNDP	United Nations Development Programme
WCCD	World Council on City Data

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Foreword

This new edition of the IESE Cities in Motion Index **(CIMI)**—the tenth since its launch—marks a decade dedicated to the study of the multiple parameters that shape the complexity and dynamism of cities in a global context of constant transformation. As with previous editions, we are making the results publicly available to support city officials, urban planners, researchers, and all those working toward smarter, more sustainable, and inclusive cities. This year's index reinforces our commitment to promoting smart, sustainable, and inclusive cities by providing a more robust and up-to-date analysis of their key realities.

In 2025, the **CIMI** introduces significant changes to address the emerging challenges facing modern cities. In a scenario marked by technological acceleration, the effects of climate change, geopolitical tensions, and energy crises, cities are forced to redefine their priorities—from economic growth to environmental sustainability and social equity. To ensure that this report accurately captures current realities, we have eliminated indicators that have lost relevance or are not regularly updated and replaced them with others that better reflect current trends. These changes ensure that the index remains a useful tool for measuring key aspects of urban development. Among the most important updates are those made in the following areas or dimensions:

- **Economy: CIMI 2025** is enriched by significant improvements to the population data provided by Euromonitor, our primary source of information. These updates, based on the most recent censuses, have allowed us to incorporate the impact of current economic dynamics, such as global inflation and its impact on key indicators such as gross domestic product (GDP) and purchasing power.
- **Social cohesion:** New indicators have been introduced to assess women's representation in leadership roles and women's safety in urban environments.
- **Environment:** Indicators such as the percentage of green space and renewable energy usage have been added to provide a more complete picture of cities' environmental commitments.
- **Technology:** Data on 4G and 5G network coverage have been included to reflect the growing importance of digital infrastructure for the quality of urban life.
- **Mobility and transportation:** New metrics have been added to assess access to public transit and basic services such as sanitation in urban areas.

Given the significance of these changes to the methodology and indicators, it is important to emphasize that, as in previous years, the results of **CIMI 2025** should not be directly compared with those of previous editions. It is also important to bear in mind the limitations inherent in this type of analysis, as some indicators do not fully capture local specificities or exceptional situations. In this edition, for example, the lack of up-to-date data due to the war in Ukraine has meant that we have only been able to estimate indicator values for the capital, Kyiv. While this limitation highlights some of the methodological challenges of our work, we believe that the inclusion of this city contributes to a broader and more relevant analysis. In addition, many indicator values are only available at the national level, requiring estimates for their application at the city level. As a result, we recommend that those consulting the ranking of cities exercise caution when interpreting the data.

The number of cities assessed is the same as in the previous edition—183, of which 85 are capitals. Once again, we have used cluster analysis to identify common patterns in their development, as we believe this is the most appropriate and illuminating method. In this study, we observed greater homogeneity among the cities, allowing us to group them into just three clusters. This finding suggests that when faced with similar social, economic, and geopolitical challenges, cities tend to converge in their characteristics and strategies. However, this convergence does not negate the diversity of contexts and conditions to which each city is exposed.

To facilitate the application of the index to cities not included in the report, readers can once again access the **CIMI Calculator** on our website (https://citiesinmotion.iese.edu/indicecim/map/). This tool allows users to calculate the position that any city would occupy in the ranking by entering the necessary data. It is therefore a practical resource for the identification of areas for improvement and strategic opportunities.

We are confident that this new edition will be of great value to city officials, urban planners, researchers, and anyone interested in advancing smarter, more sustainable and inclusive cities. The report can serve as a starting point for analyzing the reality of their cities and promoting models that balance human well-being, economic resilience, and environmental sustainability. As with previous editions, we hope that **CIMI 2025** will serve as an essential reference to guide the evolution of cities toward a more equitable, prosperous, and sustainable future.

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Introduction: Need for a global vision

The sustainable development and competitiveness of cities in the 21st century require a comprehensive approach that combines innovation, strategic planning, and the active participation of all stakeholders. In a context marked by technological acceleration, the impacts of climate change, geopolitical tensions, and energy crises, cities face the challenge of redefining their priorities to address complex challenges ranging from environmental sustainability to the promotion of social equity and economic resilience.

Against this backdrop, there is an urgent need for them to develop adaptive governance models based on reliable data and sound methodologies that allow them to assess their performance in key areas. However, the lack of standardization in many urban indicators makes city-to-city comparisons difficult and limits their impact on strategic decision-making.

The IESE Cities in Motion Index **(CIMI)** aims to address these limitations by integrating nine key dimensions to analyze the quality of life, sustainability, and innovation capacity of the world's major cities. This approach allows us to go beyond fragmented assessments and provide a broad and comprehensive vision that combines factors such as the economy, mobility and transportation, technology, environment, and governance. In this way, the **CIMI** not only assesses the current state of cities but also serves as a tool to guide their transformation toward more resilient and inclusive models.

Each city is a unique ecosystem with its own opportunities and challenges. Any urban strategy must take these specificities into account and set clear, sustainable goals that can be adapted to the changing demands of residents. Collaboration between governments, businesses, academic institutions, and residents is therefore essential. Building an interconnected urban fabric promotes knowledge sharing, increases transparency, and strengthens a city's capacity to respond to future crises.

Collaboration between the public and private sectors not only maximizes available resources, but also generates disruptive innovations that can radically change the way cities are planned and managed. Residents are central to this process; without their active participation, any smart city model will remain incomplete. The ultimate goal is to build cities that are not only more efficient, but also more humane—where technology and strategic planning are at the service of people's well-being and holistic development.

Based on these principles, this report presents the results of the **CIMI 2025,** with an analysis of 183 cities around the world (see **Figure 1**). In addition to providing a detailed assessment based on our research, the index offers practical tools to identify areas for improvement and strategic opportunities, establishing a global benchmark for designing smarter, more sustainable cities.

Figure 1. Elements of analysis in the CIMI 2025

Our model: Cities in Motion—conceptual framework, definitions, and indicators

Our platform presents a theoretical framework based on the analysis of numerous success stories and in-depth interviews with city leaders, business people, academics, and experts in urban development. This framework proposes a series of stages that include context analysis, strategy formulation, and subsequent implementation. Effective analysis begins with an understanding of the current state of a city with respect to each of the key dimensions considered (see **Figure 2**), which are described below along with the indicators that make up the **CIMI** calculation.

Figure 2. Key dimensions of the CIMI 2025

Human capital

The development of human capital should be the primary goal of every city, given the important role this factor plays in sustainable progress and global competitiveness. In addition to attracting and retaining talent, a smart city government should implement educational strategies, stimulate creativity, and encourage research.

Table 1 presents the key indicators that make up the human capital dimension together with their respective definitions and units of measurement. It should be noted that although human capital encompasses aspects that go beyond the selected indicators, there is an international consensus on the importance of education, culture, and innovation as fundamental pillars for its assessment. This approach is consistent with the United Nations Development Programme's (UNDP) Human Development Index (HDI), which considers education and culture to be essential components of well-being. The indicators included in this analysis therefore allow us to identify significant differences between cities in the human capital dimension. In the **CIMI,** this dimension includes 11 indicators, among them coworking spaces, which has been added in this edition. This indicator measures the number of such spaces in a city, reflecting its capacity to adapt to new work dynamics and promote collaboration and creativity in flexible environments. Coworking spaces act as catalysts for innovation, attracting young talent and start-ups and strengthening the urban ecosystem.

Other key indicators in this dimension, such as the number of museums, theaters, and art galleries, are related to cultural access. Spending on leisure and cultural activities is also considered. These metrics reflect a city's commitment to cultural promotion and human development. Cities known for their creative dynamism tend to offer broad access to culture, ensuring both the preservation of the arts and their public enjoyment. Similarly, spending on entertainment directly reflects the quality of urban life.

Although annual private expenditure on education per capita is a relevant metric, it requires careful analysis. High values for this indicator could indicate insufficient government investment in education, forcing residents to bear higher costs to access quality education. For this reason, this indicator is given a negative weight in the index. Indicators such as the number of top 500 universities, the number of top business schools, and the percentage of the population with secondary and higher education are also essential for assessing the quality and reach of a city's education system.

Together, these indicators offer a comprehensive view of how cities foster environments for learning, creativity, and collaboration—essential factors in their development as smart cities.

Table 1. Human capital indicators

No.	Indicator	Description / Unit of measurement	Source
1	Secondary and higher education	Proportion of population with secondary and higher education.	Euromonitor
2	Schools	Number of public and private schools in the city.	OpenStreetMap
3	Business schools	Number of business schools in the city included in the Financial Times TOP 100.	*Financial Times*
4	Coworking spaces	Coworking spaces in the city.	OpenStreetMap
5	Expenditure on education	Annual private expenditure on education per capita.	Euromonitor
6	Expenditure on leisure and recreation	Expenditure on leisure and recreation as a percentage of GDP.	Euromonitor
7	Expenditure on leisure and recreation per capita	Annual expenditure on leisure and recreation per capita.	Euromonitor
8	Student mobility	International flow of mobile students at the tertiary level: rate of outbound mobile students.	UNESCO
9	Museums and art galleries	Number of museums and art galleries in the city.	OpenStreetMap
10	Number of universities	Number of TOP 500 universities.	QS Top Universities
11	Theaters	Number of theaters in the city.	OpenStreetMap

Social cohesion

More and more cities are recognizing that true urban intelligence lies not only in the use of technology, but also in the integration of social cohesion as an essential pillar of their development. In an urban environment, this means promoting the harmonious coexistence of groups that differ in terms of income, culture, age, and occupation. To analyze this dimension, we consider aspects such as immigration, community well-being, care for the elderly, the quality of the health care system, and access to a safe and inclusive environment for all.

Interaction between different social groups is essential to ensure urban sustainability. Social cohesion is reflected in an environment where residents and authorities share values such as social justice, the rule of law, and solidarity. The focus on social cohesion is particularly important in the current context of geopolitical conflicts and regional tensions, which have led to mass migration and destabilization of communities. Cities that implement inclusive policies and promote diversity are better prepared to welcome and support those fleeing adverse situations, and become examples of how inclusion and peace can flourish in diverse environments.

Table 2 details the indicators selected to measure this dimension, which cover various aspects of social cohesion and enable a comprehensive assessment. For example, indicators such as the mortality rate and the crime rate negatively impact the index, while health care quality, the number of hospitals, and access to health services have a positive impact, as they strengthen community cohesion and collective well-being.

Access to employment is also an important pillar of social cohesion. High unemployment rates can destabilize the social fabric, while greater representation of women in leadership roles and public administration, as measured by indicators such as *female leaders,* strengthens gender equality and fosters greater social cohesion. Similarly, the Gini index, which measures income inequality, is considered a negative factor, as high values for this indicator point to significant disparities that can undermine social cohesion.

Another relevant indicator is the Global Peace Index, which measures stability and the absence of violence. Cities with better scores on this index provide a more favorable environment for human development and harmonious interaction among residents. Similarly, the Slavery Index, which measures the prevalence of practices such as forced labor and human trafficking, has a negative impact on the **CIMI,** as these practices violate the fundamental principles of a just society.

The indicators used allow for an in-depth analysis of how cities can strengthen social cohesion, adapt to current global challenges, and promote a more equitable, inclusive, and sustainable environment.

Table 2. Social cohesion indicators

No.	Indicator	Description / Unit of measurement	Source
12	Female-friendly	Indicates whether a city provides a friendly environment for women (on a scale of 1 to 5). Cities with a value of 1 have a more hostile environment for women; those with a value of 5 are very female-friendly.	Nomad List
13	Female leaders	Percentage of women in senior leadership, managerial, and executive positions in public administration.	University of Pittsburgh
14	Female safety	Women's safety index in the city, on a scale of 1 to 5, where 1 represents very unsafe and 5 represents very safe.	Nomad List
15	Hospitals	Number of public and private hospitals in the city. Includes health centers.	OpenStreetMap
16	Crime rate	Estimation of the general level of crime in a city.	Numbeo
17	Slavery Index	Estimated prevalence of modern slavery (per 1,000 population).	Walk Free Foundation
18	Happiness index	An index of happiness in a country. Countries with a higher value are those where the level of overall happiness is higher.	World Happiness Index
19	Gini Index	Index values range from 0 to 100, where a value of 0 expresses perfect equality of income distribution, and 100, maximal inequality.	Euromonitor
20	Peace Index	This indicator (Global Peace Index) measures the level of peace and absence of violence in a country or region. Countries with a high level of violence rank lowest.	Centre for Peace and Conflict Studies, University of Sydney
21	Health Care Index	Estimation of the overall quality of the health care system, health care professionals, equipment, personnel, costs, etc.	Numbeo
22	LGBTQ+-friendly	Indicates whether a city provides a friendly environment for the LGBTQ+ community on a scale of 1 to 5. Cities rated 1 present a more hostile environment for the LGBTQ+ community, while those rated 5 are very LGBTQ+-friendly.	Nomad List
23	Property price	Property price as a percentage of income. Calculated as the ratio of the average apartment price to the average annual disposable household income.	Numbeo
24	Female employment rate	Percentage of women in public administration overall (percentage).	International Labor Organization
25	Death rate	Death rate per 100,000 city inhabitants.	Euromonitor
26	Unemployment rate	Number of unemployed/labor force.	Euromonitor
27	Murder rate	Murder rate per 100,000 city inhabitants.	Nomad List
28	Suicide rate	Suicide rate per 100,000 city inhabitants.	Nomad List
29	Terrorism	Number of terrorist incidents in the city in the last three years.	Global Terrorism Database, University of Maryland
30	Racial tolerance	Index of racial tolerance in the city.	Nomad List

In our evaluation of these metrics, the crime rate, homicide and suicide rates, and acts of terrorism are considered negative indicators, as high values significantly affect public safety and social stability. Similarly, property prices relative to income has a negative impact, as high property prices hinder urban integration.

According to the *World Happiness Report,* the happiest cities prioritize values such as freedom, economic equity, and inclusive governance. In our analysis, the happiness ranking is used as a positive indicator of social cohesion, as higher scores are associated with job stability, equitable income distribution, and a strong health care system. The quality of health care and the number of available hospitals and health centers are also assigned a positive value.

Finally, the indicators *female safety, female-friendly, LGBTQ+-friendly,* and racial tolerance reflect the level of acceptance of diversity in a city. On a scale of 1 to 5, the

cities with the highest scores on these indicators are the most welcoming and inclusive of diverse social groups, which contributes positively to the social cohesion index.

Economy

In today's economic environment, marked by digital transformation, energy crises, and geopolitical tensions, cities have reoriented their economic development toward sustainability, innovation, and equity. Beyond traditional factors such as strategic local development plans, cluster formation, and the creation of entrepreneurial ecosystems, greater value is now placed on cities' capacity to adapt to economic disruptions, their progress in the energy transition, and their promotion of social inclusion. In addition, digitalization and the rise of technology industries have redefined economic priorities, increasing the importance of indicators such as investment attraction, start-up dynamism, and the adoption of green and circular models.

The economy dimension of cities is measured using the indicators listed in **Table 3,** which provides both descriptions and reference sources for each metric. Key indicators are the number of unicorn companies (start-ups valued at more than US$1 billion), the number of Fortune 500 companies (a measure of the presence of large corporations), and the Global Startup Ecosystem Ranking, which evaluates the health of entrepreneurial ecosystems. The first two indicators are considered positive contributors to the economy dimension, while the ecosystem ranking is assigned a negative value.

While real gross domestic product (GDP) remains a key indicator of a city's economic strength and income levels, our analysis assigns it a balanced weight relative to other **CIMI** indicators. Thus, a city with a strong GDP may not stand out if it faces challenges related to mobility and transportation, inequality, or a lack of environmental sustainability. Additionally, the annual GDP growth projection is used to take account of future development.

Table 3. Economy indicators

No.	Indicator	Description / Unit of measurement	Source
31	Unicorn companies	Number of unicorn companies in the city.	CB Insight
32	Ease of starting a business	Top positions in the ranking for this indicator are held by cities that have a more favorable regulatory environment for setting up and operating a local business.	World Bank
33	Global Startup Ecosystem Index	An indicator that ranks start-up ecosystems.	StartupBlink
34	Mortgage	Percentage of a household's actual monthly mortgage cost relative to household income (lower values indicate better affordability).	Numbeo
35	Motivation of individuals to start in the early-stage of entrepreneurship	Percentage of opportunity-driven early-stage entrepreneurs divided by the percentage of necessity-driven early-stage entrepreneurs.	Global Entrepreneurship Monitor
36	Number of headquarters	Number of headquarters of publicly traded companies.	Globalization and World Cities (GaWC)
37	Number of Fortune 500 companies	Number of Fortune 500 companies in the city.	Fortune 500
38	GDP	Gross domestic product in millions of USD.	Euromonitor
39	Estimated GDP	Projected GDP growth for the next year.	Euromonitor
40	GDP per capita	Gross domestic product per capita.	Euromonitor
41	Purchasing power	Purchasing power in buying goods and services in the city (based on the average salary), compared to that of New York City residents. If local purchasing power is 40, this means that residents with an average salary can afford to buy 60% less goods and services than New York City residents with an average salary.	Numbeo
42	Productivity	Labor productivity calculated as GDP/employed population (in thousands).	Euromonitor
43	Hourly wage in USD	Hourly wage in the city in USD.	Euromonitor
44	Time required to start a business	Number of calendar days needed to complete the procedures to legally operate a business.	World Bank

Labor productivity, as a measure of efficiency and technological advancement, is also a key factor, as it impacts wages, return on investment, and corporate profits and is a key determinant of quality of life and economic sustainability. Other indicators that complement this perspective include the number of publicly traded companies, the percentage of opportunity-driven entrepreneurs, and the ease of starting a business. A streamlined regulatory environment, which reduces start-up times, is associated with greater economic dynamism.

Regarding economic affordability, we consider the percentage of household income allocated to mortgage payments, which complements the private property price indicator (included in the social cohesion dimension). A higher percentage indicates lower housing affordability, which negatively impacts the economy dimension. Indicators such as hourly wages and the purchasing power index (relative to New York) are considered positive contributors, as they indicate better working conditions and a higher quality of life.

Governance

For the purposes of this report, governance is defined as "the capacity of governments to manage public resources efficiently and ensure the well-being of their residents through inclusive, transparent, and sustainable policies." In today's context, marked by environmental, technological, and social challenges, local governance must adapt to the demands of an interconnected world. Active civic engagement and open data platforms have become increasingly important, as they promote transparency and facilitate communication between governments and residents. Furthermore, the strategic use of information technologies, as measured by indices such as the E-Government Development Index (EGDI), supports the development of more inclusive and resilient governance models.

In this study, governance is also closely linked to the financial health of cities, as sound public finances are essential to residents' quality of life and the sustainability of cities. The indicators used to assess this dimension are detailed in **Table 4,** along with their descriptions, units of measurement, and reference sources.

Key indicators include the number of city government memberships in transnational municipal networks (TMNs) focused on the environment, which reflects cities' commitment to global cooperation on climate change, and the Governance Index, which measures their institutional and political strength. Both indicators are assigned a positive value because they are associated with the capacity to implement sustainable solutions and promote political stability, attract investment, and foster innovation.

A city's reserve levels are another key indicator, as they reflect its capacity to withstand economic fluctuations and ensure financial stability in the short and medium term. Similarly, the number of embassies and consulates in a city serves as a marker of its significance on the global stage, reflecting its diplomatic influence and appeal as an international hub.

Cities certified under the ISO 37120 standard demonstrate a clear commitment to improving urban services and quality of life. This standard establishes a framework of 100 indicators that enable cities to be equitably evaluated and compared, facilitating the transition to smarter, more sustainable urban models. ISO 37120 certification is considered a positive indicator in the **CIMI** analysis.

The presence of research centers and government buildings reflects the importance of local government in daily life. These facilities address residents' concerns while also fulfilling essential administrative and regulatory functions. This indicator is therefore assigned a positive value.

The strength of legal rights index measures the extent to which laws protect borrowers and creditors on a scale of 0 to 12, with higher scores indicating a robust legal framework that promotes investment and access to credit. This metric is also considered a positive indicator in the governance dimension. Another indicator included in this dimension is Transparency International's Corruption Perceptions Index, which ranks countries from 0 (highly corrupt) to 100 (highly transparent). This metric is crucial, as lower perceived corruption strengthens public trust, reduces inefficiencies, and supports long-term sustainability.

Similarly, the availability of open data platforms provided by the city government is considered a positive indicator, as it enhances administrative transparency and can foster innovative business models. In our analysis, cities with open data platforms are assigned a value of 1, while those without them receive a value of 0.

The EDGI, in turn, assesses the use of information technologies to improve inclusion and access to services. This index is based on three pillars: online service provision, telecommunications infrastructure, and human capacity to promote and utilize information and communication technologies (ICTs)—all of which are assigned a positive value in the analysis.

Table 4. Governance indicators

No.	Indicator	Description / Unit of measurement	Source
45	Legal status of Bitcoin	Indicator that assesses whether Bitcoin is legal in the city.	Nomad List
46	ISO 37120 certification	Indicator that assesses whether a city holds ISO 37120 certification. Certified cities are committed to improving urban services and quality of life. Coded from 0 to 6, with the highest value assigned to cities that have been certified the longest, while a value of 0 is given to those that lack this certification.	World Council on City Data (WCCD)
47	Government buildings	Number of government buildings and premises in the city.	OpenStreetMap
48	Embassies	Number of embassies in the city.	OpenStreetMap
49	Public sector employment	Percentage of employed population working in public administration and defense; education; health; community, social and personal service activities; and other activities.	Euromonitor
50	E-Participation Index	This index supplements the EGDI and focuses on the use of online services by governments to provide information to citizens, share data electronically, interact with stakeholders, conduct electronic consultations, and participate in decision-making processes or e-decision-making.	United Nations
51	Human Capital Index	An indicator from the E-Government Development Index (EGDI), a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity.	United Nations
52	Strength of legal rights index	Measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders, thereby facilitating lending. Scores range from 0 (weak) to 12 (strong), with higher scores indicating that laws are better designed to expand access to credit.	World Bank
53	Governance Index	The cities topping this ranking have a higher number of institutions that protect residents' rights and promote political stability.	Oxford Economics
54	Telecommunication Infrastructure Index	An indicator from the EDGI, a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity.	United Nations
55	Corruption Perceptions Index	Ranks countries by their perceived levels of public sector corruption. Countries with values close to 0 are perceived as very corrupt and those with values close to 100 are perceived as very transparent.	Transparency International
56	Online Service Index	This indicator reflects the scope and quality of e-government services. From the EDGI, a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity.	United Nations
57	Research centers	Number of research and technology offices in the city.	OpenStreetMap
58	Open data platform	Indicates whether or not the city has an open data system.	CTIC Foundation and Open World Bank
59	Democracy Index	The top-ranked countries are the ones considered most democratic.	Economist Intelligence Unit
60	Reserves	An indicator that measures total reserves in millions of current USD. Calculated at city level based on population.	World Bank
61	Reserves per capita	An indicator that measures reserves in millions of current USD. Calculated at city level based on population.	World Bank
62	TMN	Number of municipal government memberships in transnational municipal environmental networks per city.	Institute for Global Sustainable Enterprise, University of Michigan

The Democracy Index measures a country's democratic development by assessing factors such as the presence of elections, freedom of expression, civic engagement, and political culture. In our analysis, index scores contribute inversely to the governance dimension, as higher-ranked countries are considered more democratic.

Finally, the percentage of workers employed in the public sector—in key areas such as education, defense, and health care—is assigned a positive value, as this indicator reflects investment in human capital and a commitment to delivering essential public services.

Environment

For the purposes of this index, the sustainable progress of a city is understood as "development that meets the needs of the present without compromising the ability of future generations to meet their needs." This year, the environmental sustainability analysis introduces three key new indicators: the average percentage of green space in the city or urban areas, green space per capita (square meters per person), and the share of renewable energy usage (percentage). These metrics reflect a renewed focus on valuing the presence of green space and sustainable energy sources, which are essential to ensuring quality of life and urban resilience.

The average percentage of green space measures the proportion of green zones in cities and urban areas, while green space per capita quantifies the availability of green space relative to the population, highlighting its vital role in fostering healthy and sustainable environments. Similarly, the percentage of renewable energy usage reflects progress in the transition toward cleaner energy sources, which are essential for mitigating the effects of climate change. These indicators are assigned a positive value to reflect their growing importance in the development of sustainable cities.

Since the **CIMI** also evaluates environmental sustainability, the environment remains a key pillar in this assessment. In this edition, the scope of related indicators, presented in **Table 5,** has been expanded to include these new metrics in addition to those previously considered, such as urban water quality and air pollution levels.

Carbon dioxide (CO_2) emissions from the burning of fossil fuels and the manufacture of cement, and methane emissions linked to human activities such as agriculture and industry, remain key indicators for assessing air pollution levels and their impact on the greenhouse effect. Reducing these emissions continues to be a critical goal in global agreements such as the Kyoto Protocol.

Similarly, particulate matter with diameters of less than 2.5 and 10 microns ($PM_{2.5}$ and PM_{10} respectively) are key indicators of air quality. These particles, which may include inorganic compounds, heavy metals, organic substances, and other airborne materials, are considered fundamental components of environmental pollution indices.

In addition, the Environmental Performance Index (EPI), developed by Yale University, remains a comprehensive tool for assessing two key areas: environmental health and ecosystem vitality. The index encompasses air pollution, water quality, biodiversity, climate change, afforestation, and other key factors, complementing the new metrics introduced this year.

Water, as a fundamental resource, is also part of our assessment. As in previous years, the inclusion of the metric of total renewable water sources per capita reflects the importance of maintaining sufficient water resources to ensure long-term sustainability. In addition, a future-oriented perspective is incorporated with the climate vulnerability metric, which evaluates risks associated with a projected rise in temperatures by 2070. This indicator is assigned a negative value, as higher temperatures pose significant threats to public health and urban economies.

The inclusion of these new metrics strengthens the environment dimension of the **CIMI,** focusing on efforts to prioritize green spaces, clean energy, and sustainable development that benefits both current and future generations.

Table 5. Environment indicators

No.	Indicator	Description / Unit of measurement	Source
63	Green space per capita	Green space per person (m^2/inhabitant).	United Nations
64	CO_2 emissions	Carbon dioxide emissions stemming from the burning of fossil fuels and the manufacture of cement, measured in kilotons (kt).	World Bank
65	Methane emissions	Emissions of this greenhouse gas resulting from human activities such as agriculture and industrial production, measured in kilotons (kt) of CO_2 equivalent.	World Bank
66	Environmental Performance Index	This indicator assesses environmental performance on a scale from 1 (poor) to 100 (excellent).	Yale University
67	CO_2 Emission Index	Indicator of CO_2 emissions.	Numbeo
68	Pollution Index	Indicator measuring the level of pollution in the city.	Numbeo
69	PM_{10}	An indicator that measures the amount of particles in the air with a diameter of 10 µm or less. Annual mean.	Global Residence Index
70	$PM_{2.5}$	An indicator that measures the amount of particles in the air with a diameter of 2.5 µm or less. Annual mean.	IQAir
71	Percentage of population with access to water supply	Percentage of the population with reasonable access to an adequate amount of water from an improved source of this essential good.	World Bank
72	Average green space in the city/ urban areas (%)	Average proportion of green space in cities and urban areas.	United Nations
73	Renewable water resources	Renewable water sources per capita.	FAO
74	Renewable energy usage	Percentage of the city's energy derived from renewable sources.	Energy Institute – Statistical Review of World Energy
75	Climate vulnerability	The risk a city faces due to climate change.	National Geographic

Mobility and transportation

The cities of the future face significant challenges in mobility and transportation, which have been exacerbated this year by rapid urban growth and the need for sustainable solutions. These challenges center on two fundamental objectives: ensuring efficient travel, especially in increasingly expansive areas, and facilitating equitable access to essential services for the entire population.

Transportation and mobility, which encompass everything from road and rail infrastructure to public transit and emerging micromobility services, directly impact the quality of life of city dwellers. They also have a multiplier effect in the productive sector because effective systems facilitate worker mobility and the distribution of goods and services. This year, the focus is on integrating innovative solutions that promote more efficient, safer, and more sustainable mobility.

Table 6 details the indicators associated with the mobility and transportation dimension, along with their descriptions, units of measurement, and reference sources.

One of the key metrics is the presence of bicycle, moped, and e-scooter rental systems, which reflects the advancement of micromobility as a sustainable transportation alternative in cities. In view of the important role of these services in reducing reliance on private automobiles, this indicator is assigned a value of 1 if a system is in place and 0 if no such system exists.

Traffic indices—commuting, exponential, and inefficiency—provide a comprehensive view of road issues, such as prolonged commute times and the inconvenience they cause to city residents. These indicators also reflect road safety and the effectiveness of public transit. An efficient and well-structured system can significantly reduce traffic congestion and the number of accidents. These indices are assigned negative values in the **CIMI** due to their adverse impact on urban sustainability.

The bike-sharing indicator, which measures the development of shared bicycle systems, continues to gain relevance in this edition. A high score on this metric indicates a more developed system, which supports more sustainable urban mobility and contributes positively to the **CIMI.**

Table 6. Mobility and transportation indicators

No.	Indicator	Description / Unit of measurement	Source
76	Bicycle, moped, and e-scooter rental service	Indicator assessing whether the city offers rental services for bikes, mopeds, or e-scooters.	NUMO
77	Bike sharing	Number of shared bicycles in the city.	Bike-Sharing World Map
78	Metro stations	Number of metro stations in the city.	Metrobits
79	Traffic Inefficiency Index	Indicator that estimates traffic inefficiencies. High values represent high driving inefficiencies, such as long travel times.	Numbeo
80	Commute time index	Indicator measuring the average number of minutes spent traveling to work.	Numbeo
81	Exponential traffic time index	This indicator estimates the time spent in traffic, assuming that dissatisfaction with commute times increases exponentially for journeys exceeding 25 minutes.	Numbeo
82	Metro lines	Number of metro lines in the city.	Metrobits
83	Length of metro system	Length of the metro system in a city.	Metrobits
84	Bicycle ownership per household	Bicycle ownership per household.	Euromonitor
85	High-speed train	Binary variable that shows whether the city has a high-speed train or not.	OpenRailwayMap
86	Commercial vehicles	Number of commercial vehicles in the city.	Euromonitor
87	Flights	Number of inbound flights (air routes) in the city.	OpenFlights

One of the most significant additions this year is the indicator for the number of metro lines in operation, which complements others such as the number of metro stations and the total network length. These factors reflect a city's commitment to investing in mass transit in line with the size of its population, a key factor in reducing reliance on private cars and promoting sustainable mobility.

The number of inbound air routes and the availability of high-speed rail services serve as measures of a city's level of connectivity and development in intercity mobility. In addition to facilitating passenger flows, strong infrastructure systems create new economic opportunities, making them key indicators with a positive impact on urban sustainability.

Finally, the indicators related to the number of vehicles and the percentage of households that own bicycles complete the assessment. While a high number of vehicles increases road congestion and contributes negatively to the index, a higher percentage of households with bicycles reflects progress toward more sustainable alternatives and is therefore assigned a positive value.

This renewed approach highlights the need to develop integrated solutions that combine mass transit, micromobility, and intercity connectivity to address the current challenges of urban mobility. By integrating these indicators with traditional metrics, the **CIMI** not only measures the current performance of cities but also evaluates their capacity to adapt to the demands of a sustainable urban future. This year, the inclusion of new factors, such as the number of metro lines, reflects a growing commitment to more precisely assessing investments in mass transit and evaluating their impact on reducing emissions and traffic congestion.

Cities that prioritize efficient, inclusive, and sustainable mobility will be better positioned to address the challenges of urban growth, improve their residents' quality of life, and promote economic competitiveness in an increasingly interconnected world.

Urban planning

Urban planning has traditionally been a catalyst for development and a means of combating poverty. Today, it has become a collaborative endeavor that involves a wide range of actors, including residents, civil society organizations, the public and private sectors, multilateral agencies, and the academic community.

Now more than ever, this indicator is intertwined with sustainability. To improve the quality of life in any urban area, it is imperative to consider local master plans, design green spaces and public areas, and promote sustainable and smart urban development. Modern urban planning strategies should focus on building dense, well-connected cities with easy access to essential public services.

Based on the data collected, we have included in this dimension indicators that cover aspects such as urban planning schemes, the quality of sanitation infrastructure, and housing policy. **Table 7** details these indicators, together with a description of each one, the units of measurement, and the sources consulted. This year, a new indicator has been added: the percentage of the urban population with convenient access to public transit. This metric estimates the percentage of urban residents who can reach a public transit stop within a maximum walking distance of 500 meters for low-capacity public transit systems and 1,000 meters for high-capacity systems along the street network. The inclusion of this indicator reflects the importance of designing accessible, equitable cities and promoting sustainable mobility and social inclusion.

Bicycles are an efficient, agile, affordable, healthy, and environmentally friendly mode of transportation, and their use promotes urban sustainability by reducing polluting emissions and fossil fuel consumption. Recognizing their positive impact, the **CIMI** includes the number of bike rental stations (i.e., locations where users can pick up and return bikes) and shared bicycle systems. Many cities recognized for their smart approach show a positive trend in bicycle use, which is why this indicator is assigned a positive value in the index.

At the same time, given the growing adoption of electric vehicles and their environmental benefits, many cities are offering financial incentives to encourage their use. This dimension includes an indicator for the number of charging stations available in a city, which contributes positively to the index.

The artificial intelligence (AI) projects indicator, in turn, reflects ongoing government initiatives that use AI to promote urban growth and well-being. A value of 1 is assigned if a city has such projects, and 0 if it does not. This indicator contributes positively to the index.

The quality of sanitation services refers to the percentage of the urban population that has access to improved sanitation facilities that are not shared with other households. This parameter is strongly related to urban planning, since poor management can lead to health problems in the short and medium term.

The number of completed buildings and the percentage of high-rise buildings contribute to the development of dense, well-structured cities. Therefore, both of these indicators are assigned a positive value in the index.

Table 7. Urban planning indicators

No.	Indicator	Description / Unit of measurement	Source
88	Bicycles	Number of bike-rental or bike-sharing points, based on docking stations where they can be picked up and dropped off.	OpenStreetMap
89	Bike Advance	Indicator assessing whether the city has a bike-sharing system.	The Bike Share Map
90	Buildings	Indicator that counts the number of completed buildings in the city. Includes structures such as high-rises, towers, and low-rise buildings, but excludes various structures and buildings of different statuses (under construction, proposed, etc.).	Skyscraper Source Media
91	Electric charging stations	Electric car charging points in the city.	OpenStreetMap
92	Percentage of urban population with convenient access to public transit	Percentage of the urban population that can access a public transit stop within a walking distance of 500 meters (for low-capacity public transit systems) and/or within 1,000 meters (for high-capacity systems) along the street network.	United Nations
93	Percentage of the urban population with adequate sanitation services	Percentage of the urban population that uses at least basic sanitation services—that is, improved sanitation facilities that are not shared with other households.	World Bank
94	Artificial intelligence projects	Whether or not the city has artificial intelligence projects.	AI Localism
95	Percentage of high-rises	Percentage of buildings classified as high-rises (structures with at least 12 floors or a height of 35 meters [115 feet]).	Skyscraper Source Media
96	Road traffic death rate	Number of fatalities from road traffic accidents per 100,000 inhabitants.	World Health Organization

Finally, the traffic fatality rate is a key indicator, as it reflects how well a city ensures traffic safety for both drivers and pedestrians from an urban planning perspective. This means having proper signage and pedestrian crossings, and promoting a culture of respect for traffic rules among the population. The absence of such measures and infrastructure can lead to a rise in accidents. As a result, this indicator is assigned a negative value in the index.

International profile

Cities seeking to stand out and establish themselves on the global stage must strengthen their image and international recognition. This means developing effective strategies to enhance their tourism offerings, attract foreign investment, and boost their presence at the global level through strong international representation.

While cities within the same country may differ significantly in terms of the strength of their international profile, their standing in this regard is not entirely independent of the nation's level of global openness. Our analysis of this dimension aims to capture the differences that exist by assessing the international reach of each city.

The indicators selected to measure a city's international profile include airport availability and passenger volume, the number of hotels, and the number of meetings and conferences organized, as reported by the International Congress and Convention Association (ICCA). This last metric is particularly relevant, as such events are typically held in cities with a wide range of international hotel options, suitable infrastructure for large meetings, frequent international air connections, and high security standards. **Table 8** lists these indicators, detailing their characteristics, units of measurement, and reference sources.

In this dimension, all of the indicators used contribute positively to the **CIMI,** as higher values indicate a stronger international profile: A city with better indicator values is more competitive and enjoys greater global recognition.

Meanwhile, the *restaurant price index* indicator compares the prices of food and beverages in local restaurants and bars to those in New York, which was chosen as a benchmark due to its prominent position in international gastronomy. This index is assigned a positive value in the **CIMI** to reflect the relationship between cost and the city's culinary quality.

The *number of passengers per airport* indicator measures the flow of travelers through a city's airports, expressed in thousands of passengers, providing an insight into the city's connectivity and appeal for tourism or business.

The *hotels* indicator, in turn, refers to the number of hotel establishments relative to the population, offering a perspective on the city's available tourism infrastructure.

Finally, the *McDonald's* indicator records the number of outlets of this international chain in the city, which may indicate a degree of uniformity in the city's dining options and reflect urban residents' consumption preferences.

Taken together, these indicators provide a comprehensive view of a city's international profile and attractiveness, emphasizing its competitiveness and position on the global stage.

Table 8. International profile indicators

No.	Indicator	Description / Unit of measurement	Source
97	Number of passengers per airport	Annual number of passengers per airport in thousands.	Euromonitor
98	Hotels	Number of hotels per capita.	OpenStreetMap
99	Restaurant price index	Indicator comparing the cost of meals and drinks in the city's restaurants and bars relative to those in New York City.	Numbeo
100	McDonald´s	Number of McDonald's establishments in the city.	OpenStreetMap

Technology

ICT has become an essential pillar of modern urban development, playing a key role in the transition to smart societies. This year, two new key indicators have been added to this dimension: *population coverage by 5G mobile network technology* and *population coverage by 4G mobile network technology.* These indicators measure the reach and availability of these technologies in urban areas, providing an insight into a city's capacity to integrate advancements in connectivity and deliver advanced digital services.

In the context of the **CIMI,** technology reflects the current well-being of a society and serves as a barometer of its potential to improve quality of life. Technological progress allows cities to achieve long-term sustainability, optimize their productive structure, enhance competitiveness, and improve job quality. Cities that fail to keep pace with technological advancements face significant challenges, as this indicator impacts critical areas such as security, education, and health—fundamental pillars of social sustainability. From an economic perspective, technological lag can result in obsolete production systems, limiting a city's competitiveness, investment capacity, and labor productivity.

The technology indicators used to provide a comprehensive view of technological performance and urban progress are presented in **Table 9,** along with their units of measurement and sources. The new 4G and 5G mobile coverage indicators enable a precise assessment of connectivity and the reach of these advanced technologies, providing critical insights into a city's technological readiness.

Indicators related to the use of platforms such as LinkedIn are grouped under the *social media* category. This data point, which contributes positively to the **CIMI,** reflects the level of interaction and technological adaptability of a city's population. Similarly, the percentage of households with access to the Internet and mobile telephony, along with fixed-line and broadband subscriptions, serve as markers of technological progress. These data reflect the ability of households and businesses to integrate into the digital economy and capitalize on its benefits.

The Innovation Cities Index (ICI) complements this analysis by assessing factors that drive innovation, covering areas such as health, the economy, and human capital. Divided into three pillars—cultural assets, human infrastructure, and networked markets—this index has become a key tool for measuring the innovative dynamism of today's cities.

Table 9. Technology indicators

No.	Indicator	Description / Unit of measurement	Source
101	Mobile broadband	Active mobile broadband subscriptions.	International Telecommunication Union
102	Population coverage by 4G mobile network technology	Percentage of the population covered by 4G mobile network technology.	International Telecommunication Union
103	Population coverage by 5G mobile network technology	Percentage of the population covered by 5G mobile network technology.	International Telecommunication Union
104	Innovation Cities Index	This indicator ranks leading cities in innovation.	2Thinknow
105	Internet	Percentage of households with Internet access.	Euromonitor
106	Computers/PCs	Percentage of households with a computer/PC.	Euromonitor
107	Percentage of fixed-broadband subscriptions	Percentage the population with a fixed-broadband subscription.	International Telecommunication Union
108	Mobile phone penetration rate	Number of mobile phones per 100 inhabitants.	International Telecommunication Union
109	Social media	Number of registered LinkedIn members in the city.	LinkedIn
110	Broadband subscriptions	Broadband subscriptions per 100 inhabitants.	International Telecommunication Union
111	Fixed Internet speed	Fixed network speed in megabytes per second in the city.	Speedtest Global Index
112	Mobile speed	Mobile speed in megabytes per second in the city.	Speedtest Global Index

Finally, indicators such as the percentage of households with personal computers, Internet speed, and Internet index provide a detailed view of the level of technology adoption and the degree of digitalization in each city.

Limitations of the indicators

Developing an index that covers the geographic scope and multiple dimensions of the **CIMI** presents significant challenges that require careful consideration. Limitations include the availability, comparability, and quality of the data used. Ideally, the index would rely solely on primary sources with directly comparable data; however, in many cases we have no choice but to use secondary sources that, though they provide standardized data that are comparable across cities, often lack the desired precision. Moreover, the selected set of indicators may not fully capture the complexity of each dimension, and in some cases, the data may be incomplete.

The dynamics of data sources present an additional challenge. Some change their calculation methods, making year-over-year comparisons difficult; others may stop providing information or fail to update it with the required frequency. Another difficulty is that while some sources estimate values for specific cities, these estimates can vary significantly from year to year, affecting the consistency of the analysis.

The team behind the **CIMI** platform is committed to improving the accuracy and comprehensiveness of the indicators used, while encouraging cities to provide access to their data, as the study of this information is essential for the continuous improvement of many aspects of cities. This collaborative effort between cities and the platform seeks to ensure a more detailed and rigorous analysis, enabling the identification of areas for improvement and the promotion of effective actions for sustainable urban development.

A number of steps have been taken to address the challenges and mitigate the limitations described above. For example, extrapolation techniques have been applied to indicators with incomplete data. Where city-level data is not available but national-level information is, values have been assigned to cities based on other relevant indicators. Similarly, when missing data affect certain cities or time periods and no country-level data are available, statistical clustering techniques have been used to infer patterns and supplement the information. These strategies help address the challenges inherent to the process, ensuring a more robust and accurate representation of the dimensions of the index. Details on these methodologies can be found in the supplementary report *IESE Cities in Motion Index: Metodología y modelización, Índice 2014*. A list of all the indicators used can be found in **Appendix 1.**

Geographic coverage

For the calculation of the **CIMI,** 183 cities have been included, 85 of which are national capitals. Their geographic distribution is shown in **Figure 3.**

Figure 3. Geographic distribution of cities included in the index

North America

Montreal, Canada
Ottawa, Canada
Quebec, Canada
Toronto, Canada
Vancouver, Canada
Austin, USA
Baltimore, USA
Boston, USA
Chicago, USA
Dallas, USA
Denver, USA
Detroit, USA
Houston, USA
Los Angeles, USA
Miami, USA
New York, USA
Philadelphia, USA
Phoenix, USA
San Antonio, USA
San Diego, USA
San Francisco, USA
Seattle, USA
Washington, USA

Western Europe

Linz, Austria
Vienna, Austria
Antwerp, Belgium
Brussels, Belgium
Copenhagen, Denmark
Helsinki, Finland
Lille, France
Lyon, France
Marseille, France
Nice, France
Paris, France
Berlin, Germany
Cologne, Germany
Duisburg, Germany
Dusseldorf, Germany
Frankfurt, Germany
Hamburg, Germany
Munich, Germany
Stuttgart, Germany
Athens, Greece
Reykjavik, Iceland
Dublin, Ireland
Florence, Italy
Milan, Italy
Naples, Italy
Rome, Italy
Turin, Italy
Amsterdam, Netherlands
Eindhoven, Netherlands
Rotterdam, Netherlands
Oslo, Norway
Lisbon, Portugal
Porto, Portugal
A Coruña, Spain
Barcelona, Spain
Bilbao, Spain
Madrid, Spain
Malaga, Spain
Murcia, Spain
Palma de Mallorca, Spain
Seville, Spain
Valencia, Spain
Zaragoza, Spain
Gothenburg, Sweden
Stockholm, Sweden
Basel, Switzerland
Bern, Switzerland
Geneva, Switzerland
Zurich, Switzerland
Birmingham, United Kingdom
Edinburgh, United Kingdom
Glasgow, United Kingdom
Leeds, United Kingdom
Liverpool, United Kingdom
London, United Kingdom
Manchester, United Kingdom
Nottingham, United Kingdom

Eastern Europe

Baku, Azerbaijan
Minsk, Belarus
Sarajevo, Bosnia and Herzegovina
Sofia, Bulgaria
Zagreb, Croatia
Prague, Czech Republic
Tallinn, Estonia
Tbilisi, Georgia
Budapest, Hungary
Riga, Latvia
Vilnius, Lithuania
Skopje, North Macedonia
Wroclaw, Poland
Warsaw, Poland
Bucharest, Rumania
Moscow, Russia
Novosibirsk, Russia
Saint Petersburg, Russia
Belgrade, Serbia
Bratislava, Slovakia
Ljubljana, Slovenia
Ankara, Turkey
Istanbul, Turkey
Kyiv, Ukraine

Asia

Beijing, China
Guangzhou, China
Hong Kong, China
Shanghai, China
Shenzhen, China
Tianjin, China
Bengaluru, India
Kolkata, India
Mumbai, India
New Delhi, India
Jakarta, Indonesia
Nagoya, Japan
Osaka, Japan
Tokyo, Japan
Almaty, Kazakhstan
Astana, Kazakhstan
Kuala Lumpur, Malaysia
Karachi, Pakistan
Lahore, Pakistan
Manila, Philippines
Singapore, Singapore
Seoul, South Korea
Bangkok, Thailand
Taipei, Taiwan
Ho Chi Minh City, Vietnam

Latin America

Buenos Aires, Argentina
Córdoba, Argentina
Rosario, Argentina
La Paz, Bolivia
Santa Cruz, Bolivia
Belo Horizonte, Brazil
Brasilia, Brazil
Curitiba, Brazil
Rio de Janeiro, Brazil
Salvador, Brazil
São Paulo, Brazil
Santiago, Chile
Bogotá, Colombia
Cali, Colombia
Medellín, Colombia
San José, Costa Rica
Santo Domingo, Dominican Rep.
Guayaquil, Ecuador
Quito, Ecuador
Guatemala, Guatemala
Mexico City, Mexico
Panama, Panama
Asunción, Paraguay
Lima, Peru
San Salvador, El Salvador
Montevideo, Uruguay
Caracas, Venezuela

Africa

Douala, Cameroon
Cairo, Egypt
Accra, Ghana
Nairobi, Kenya
Casablanca, Morocco
Rabat, Morocco
Lagos, Nigeria
Cape Town, South Africa
Johannesburg, South Africa
Tunis, Tunisia
Kampala, Uganda

Middle East

Manama, Bahrain
Tehran, Iran
Jerusalem, Israel
Tel Aviv, Israel
Amman, Jordan
Kuwait City, Kuwait
Doha, Qatar
Riyadh, Saudi Arabia
Abu Dhabi, UAE
Dubai, UAE

Oceania

Canberra, Australia
Melbourne, Australia
Sydney, Australia
Auckland, New Zealand
Wellington, New Zealand

Cities in Motion. Ranking

The **CIMI** is a composite indicator—a function based on the sub-indicators available.

To construct this composite indicator, we employed a weighted aggregation model comprising sub-indicators for each of the nine key dimensions of the **CIMI** theoretical model. These dimensions—chosen to reflect the reality of cities based on sustainability and quality of life, now and in the future—are: governance, urban planning, technology, environment, international profile, social cohesion, human capital, mobility and transportation, and economy.

The sub-indicators for each dimension are themselves composite indicators, formed by weighted aggregations of selected indicators covering various points related to each dimension.

Given the nature of the indicator and the availability of data, we used the DP2 technique to calculate the **CIMI**. This internationally recognized technique focuses on quantifying the deviation of each indicator's value from a reference point and addresses the interdependence among sub-indicators to avoid over-sensitivity to changes in certain values. This correction involves applying a uniform factor to each sub-indicator, based on the assumption of a linear dependency between them.

The factors are determined based on the complement of the coefficient of determination (R2) of each indicator in relation to the others. The order and relative weight of the indicators for each dimension in the **CIMI** are as follows: governance (0.714), urban planning (0.575), technology (0.615), environment (0.386), international profile (0.581), social cohesion (0.592), human capital (0.392), mobility and transportation (0.473), and economy (1).

While the order in which the composite index for each dimension is incorporated does influence the **CIMI** value, sensitivity studies carried out indicate that there are no significant variations in the index. For further details on the methodology used, see the supplementary publication *IESE Cities in Motion Index: Metodología y modelización, Índice 2014* (mentioned above).

Table 10 shows the **CIMI** rank of the cities and their index value. The cities are also grouped according to their performance based on the composite indicator value. The cities are classified by performance as follows: high (H) for cities with an index value over 90; relatively high (RH) for those in the 60–90 range; medium (M) for those in the 45–60 range; and low (L) for cities with an index value below 45.

Table 10. City ranking

Rank	City	Performance	CIMI
1	London - United Kingdom	H	100.00
2	New York - USA	H	96.52
3	Paris - France	RH	83.40
4	Tokyo - Japan	RH	80.54
5	Berlin - Germany	RH	73.05
6	Washington - USA	RH	72.55
7	Copenhagen - Denmark	RH	70.25
8	Oslo - Norway	RH	69.84
9	Singapore - Singapore	RH	69.72
10	San Francisco - USA	RH	69.12
11	Seoul - South Korea	RH	68.81
12	Amsterdam - Netherlands	RH	68.50
13	Chicago - USA	RH	67.16
14	Zurich - Switzerland	RH	66.20
15	Munich - Germany	RH	66.17
16	Melbourne - Australia	RH	65.34
17	Hamburg - Germany	RH	65.22
18	Boston - USA	RH	64.17
19	Sydney - Australia	RH	64.08
20	Stockholm - Sweden	RH	63.88
21	Beijing - China	RH	63.84
22	Basel - Switzerland	RH	63.70
23	Rotterdam - Netherlands	RH	63.67
24	Madrid - Spain	RH	63.52
25	Reykjavik - Iceland	RH	62.60
26	Toronto - Canada	RH	62.47
27	Shanghai - China	RH	62.38
28	Helsinki - Finland	RH	61.82
29	Frankfurt - Germany	RH	61.75
30	Edinburgh - United Kingdom	RH	61.61
31	Bern - Switzerland	RH	61.12
32	Vienna - Austria	RH	60.99
33	Hong Kong - China	RH	60.81
34	Barcelona - Spain	RH	60.67
35	Taipei - Taiwan	RH	60.59
36	Los Angeles - USA	RH	60.42
37	Manchester - United Kingdom	RH	60.29
38	Dublin - Ireland	M	59.45
39	Seattle - USA	M	59.26
40	Eindhoven - Netherlands	M	59.23
41	Montreal - Canada	M	58.97
42	Auckland - New Zealand	M	58.68
43	Miami - USA	M	58.55
44	Dubai - United Arab Emirates	M	58.47
45	Canberra - Australia	M	58.33
46	Austin - USA	M	58.29
47	Birmingham - United Kingdom	M	58.28
48	Houston - USA	M	57.97
49	Lyon - France	M	57.92
50	Geneva - Switzerland	M	57.75
51	Gothenburg - Sweden	M	57.60
52	Cologne - Germany	M	57.52
53	Dallas - USA	M	57.24
54	Denver - USA	M	57.09
55	Stuttgart - Germany	M	57.00
56	Leeds - United Kingdom	M	56.97
57	Liverpool - United Kingdom	M	56.93
58	Ottawa - Canada	M	56.67
59	Düsseldorf - Germany	M	56.38
60	Wellington - New Zealand	M	56.12
61	Milan - Italy	M	56.11
62	San Diego - USA	M	56.07
63	Philadelphia - USA	M	55.95
64	Nottingham - United Kingdom	M	55.83
65	Glasgow - United Kingdom	M	55.57
66	Brussels - Belgium	M	55.32
67	Vancouver - Canada	M	55.31
68	Prague - Czech Republic	M	55.20
69	Phoenix - USA	M	55.10
70	Warsaw - Poland	M	54.79
71	Lisbon - Portugal	M	54.37
72	Baltimore - USA	M	54.08
73	Tallinn - Estonia	M	54.00
74	Moscow - Russia	M	53.94
75	San Antonio - USA	M	53.73
76	Marseille - France	M	53.50
77	Rome - Italy	M	53.24
78	Quebec City - Canada	M	53.22
79	Antwerp - Belgium	M	53.17
80	Valencia - Spain	M	53.10
81	Osaka - Japan	M	51.17
82	Las Vegas - USA	M	50.98
83	Lille - France	M	50.92
84	Detroit - USA	M	49.53
85	Vilnius - Lithuania	M	49.47
86	Porto - Portugal	M	49.23
87	Duisburg - Germany	M	49.16
88	Riga - Latvia	M	49.09
89	Santiago - Chile	M	48.83
90	Linz - Austria	M	48.71
91	Budapest - Hungary	M	48.63
92	Nice - France	M	48.41
93	Bratislava - Slovakia	M	47.97
94	Shenzhen - China	M	47.80
95	Abu Dhabi - United Arab Emirates	M	47.67
96	Nagoya - Japan	M	47.61
97	Istanbul - Turkey	M	47.58
98	Málaga - Spain	M	47.31
99	Tel Aviv - Israel	M	47.10
100	Wroclaw - Poland	M	46.46
101	Seville - Spain	M	46.24
102	Zagreb - Croatia	M	46.11
103	Ljubljana - Slovenia	M	46.07
104	Kuala Lumpur - Malaysia	M	45.89
105	Bilbao - Spain	M	45.26
106	A Coruña - Spain	M	45.07
107	Palma de Mallorca - Spain	M	45.06
108	Zaragoza - Spain	M	45.00
109	Guangzhou - China	L	44.98
110	Turin - Italy	L	44.90
111	Florence - Italy	L	43.89
112	Sofia - Bulgaria	L	43.45
113	Athens - Greece	L	43.34
114	Bucharest - Romania	L	43.29
115	Saint Petersburg - Russia	L	42.15
116	Murcia - Spain	L	41.92
117	Buenos Aires - Argentina	L	41.92
118	Mexico City - Mexico	L	41.18
119	Montevideo - Uruguay	L	40.88
120	Kyiv - Ukraine	L	40.65
121	Bangkok - Thailand	L	40.20
122	Jerusalem - Israel	L	39.73

Table 10. City ranking (continued)

Rank	City	Performance	CIMI
123	Tianjin - China	L	38.86
124	Minsk - Belarus	L	38.72
125	Naples - Italy	L	38.64
126	Tbilisi - Georgia	L	38.52
127	São Paulo - Brazil	L	37.77
128	Doha - Qatar	L	37.63
129	Belgrade - Serbia	L	37.15
130	Ankara - Turkey	L	37.04
131	Almaty - Kazakhstan	L	35.63
132	Ho Chi Minh City - Vietnam	L	34.28
133	Astana - Kazakhstan	L	34.13
134	Rio de Janeiro - Brazil	L	33.71
135	Panama City - Panama	L	33.23
136	Bengaluru - India	L	32.76
137	Riyadh - Saudi Arabia	L	32.42
138	Bogotá - Colombia	L	31.82
139	New Delhi - India	L	31.64
140	Skopje - North Macedonia	L	30.57
141	Novosibirsk - Russia	L	30.42
142	Baku - Azerbaijan	L	30.35
143	Manama - Bahrain	L	29.53
144	Amman - Jordan	L	29.52
145	Jakarta - Indonesia	L	29.24
146	Kuwait City - Kuwait	L	29.00
147	Medellín - Colombia	L	28.94
148	Curitiba - Brazil	L	28.87
149	Quito - Ecuador	L	28.81
150	Lima - Peru	L	28.36
151	Rosario - Argentina	L	28.24
152	San José - Costa Rica	L	28.15
153	Brasilia - Brazil	L	28.09

Rank	City	Performance	CIMI
154	Córdoba - Argentina	L	27.74
155	Mumbai - India	L	27.66
156	Cape Town - South Africa	L	27.54
157	Belo Horizonte - Brazil	L	25.96
158	Asunción - Paraguay	L	24.93
159	Sarajevo - Bosnia-Herzegovina	L	24.75
160	Cali - Colombia	L	24.74
161	Salvador - Brazil	L	24.47
162	Tunis - Tunisia	L	23.94
163	Cairo - Egypt	L	23.80
164	Tehran - Iran	L	23.71
165	Manila - Philippines	L	23.62
166	Guayaquil - Ecuador	L	23.26
167	Johannesburg - South Africa	L	22.96
168	Kolkata - India	L	22.09
169	Casablanca - Morocco	L	21.98
170	San Salvador - El Salvador	L	21.19
171	Rabat - Morocco	L	21.03
172	Nairobi - Kenya	L	20.63
173	Santo Domingo - Dominican Republic	L	20.25
174	Guatemala City - Guatemala	L	20.25
175	La Paz - Bolivia	L	19.55
176	Santa Cruz - Bolivia	L	18.81
177	Kampala - Uganda	L	13.88
178	Douala - Cameroon	L	13.67
179	Accra - Ghana	L	13.35
180	Caracas - Venezuela	VL	11.65
181	Lagos - Nigeria	VL	7.46
182	Lahore - Pakistan	VL	6.09
183	Karachi - Pakistan	VL	4.67

In this edition of the **CIMI**, the performance of 20.22% (37) of the cities is classified as H or RH, and the top three cities are London, New York, and Paris (in that order). The performance of 38.80% (71) of the cities is classified as M; those classified as low-performing (L) account for 38.25% (70) of the cities evaluated. Finally, as was the case last year, three cities (1.64%) score very low.

The cities with performance classified as H or RH are mostly European and North American cities and capitals, while those with performance classified as L are mostly African, Middle Eastern, and Latin American cities.

Cities in Motion. Ranking by dimension

This section examines the performance of the cities across the dimensions that make up the **CIMI,** indicating each city's overall rank and its specific rank in each category. Dark green shades indicate leading positions in the ranking, while red and yellow shades highlight areas for improvement in the cities evaluated.

London, which holds the top overall position, cements its status as a global hub of high-level innovation and development. The city stands out for its performance in human capital, governance, urban planning, and international profile, ranking in the top four across all of these dimensions. However, London faces challenges in the social cohesion and environment dimensions, where it ranks 20th and 34th, respectively, highlighting key areas for improvement. Despite these challenges, the UK capital continues to make progress towards becoming a more sustainable and inclusive city.

New York, ranked second overall, stands out for its economic leadership, securing first place in this dimension, as well as for its performance in mobility and transportation and human capital, where it ranks third and fourth, respectively. However, environmental sustainability and social cohesion remain critical areas for improvement. In these dimensions, the city ranks 100th and 127th, respectively. Despite these challenges, the city is implementing strategies to reinforce its global leadership and improve quality of life.

Paris, ranked third overall in the index, stands out for its international influence and human capital, ranking second and fourth, respectively, as well as for its strong performance in urban planning (17th). However, areas such as environmental sustainability (57th) and social cohesion (62nd) offer opportunities for improvement that, if effectively addressed, could further strengthen the city's position in the global ranking.

Tokyo, ranked fourth overall, demonstrates strengths in economy (3rd), technology (7th), governance (10th), and urban planning, where it ranks first. However, challenges in social cohesion (95th) and mobility (42nd) limit its progress in the global ranking.

Berlin, ranked fifth overall, stands out in governance (3rd) and technology (58th), but its performance in the economy dimension (70th) represents a key area for improvement.

Overall, the ranking by dimension reflects each city's priorities and highlights its unique challenges, helping to guide strategies for more balanced urban development. **Table 11** provides a detailed comparison of the 183 cities evaluated, facilitating a comprehensive interpretation of the index. **Figure 4** provides additional insight by illustrating the geographic distribution of the cities and their relative positions in the global ranking.

Table 11. Ranking by dimension

City	Cities in Motion	Economy	Human Capital	Social Cohesion	Environment	Governance	Urban Planning	International Profile	Technology	Mobility and Transportation
London - United Kingdom	1	5	1	20	34	2	2	1	37	4
New York - USA	2	1	4	127	100	8	5	2	6	3
Paris - France	3	12	2	62	57	6	17	4	8	5
Tokyo - Japan	4	3	9	95	78	10	1	11	7	42
Berlin - Germany	5	70	3	33	14	3	6	30	58	8
Washington - USA	6	11	10	63	118	12	11	3	25	62
Copenhagen - Denmark	7	31	27	4	4	18	12	43	10	18
Oslo - Norway	8	29	25	12	2	14	51	51	14	15
Singapore - Singapore	9	30	40	27	74	21	28	8	3	80
San Francisco - USA	10	2	32	122	121	40	36	18	24	150
Seoul - South Korea	11	14	7	109	64	4	30	34	5	32
Amsterdam - Netherlands	12	34	21	31	35	37	8	20	26	25
Chicago - USA	13	10	28	94	98	33	53	9	21	29
Zurich - Switzerland	14	18	24	45	39	22	26	28	19	66
Munich - Germany	15	47	37	17	15	30	15	36	69	13
Melbourne - Australia	16	38	11	13	59	9	25	12	63	112
Hamburg - Germany	17	82	15	36	12	39	7	45	68	16
Boston - USA	18	7	5	76	111	20	66	31	12	125
Sydney - Australia	19	42	6	28	68	23	44	13	38	116
Stockholm - Sweden	20	59	35	40	10	32	56	67	9	14
Beijing - China	21	15	13	101	173	91	78	19	16	1
Basel - Switzerland	22	17	83	41	31	7	81	44	50	27
Rotterdam - Netherlands	23	52	39	26	32	31	9	104	46	17
Madrid - Spain	24	64	36	44	56	27	43	25	20	7
Reykjavik - Iceland	25	40	107	14	1	98	112	66	70	68
Toronto - Canada	26	44	47	50	42	41	4	22	48	131
Shanghai - China	27	21	17	56	167	151	98	26	11	2
Helsinki - Finland	28	77	52	18	3	15	18	79	49	40
Frankfurt - Germany	29	69	30	23	13	57	33	29	83	23
Edinburgh - United Kingdom	30	36	14	1	18	60	75	72	106	93
Bern - Switzerland	31	33	53	34	37	1	82	82	54	58
Vienna - Austria	32	110	34	99	5	16	10	37	61	12
Hong Kong - China	33	37	31	141	130	79	39	42	1	52

Table 11. Ranking by dimension (continued)

City	Cities in Motion	Economy	Human Capital	Social Cohesion	Environment	Governance	Urban Planning	International Profile	Technology	Mobility and Transportation
Barcelona - Spain	34	94	18	83	75	11	19	39	51	10
Taipei - Taiwan	35	91	16	3	114	26	34	93	27	11
Los Angeles - USA	36	6	8	74	158	13	69	6	15	182
Manchester - United Kingdom	37	50	59	24	16	76	24	59	75	43
Dublin - Ireland	38	25	44	49	40	54	70	48	84	72
Seattle - USA	39	8	71	75	99	42	54	35	23	133
Eindhoven - Netherlands	40	46	96	6	25	53	29	117	66	44
Montreal - Canada	41	88	48	25	41	73	3	49	90	104
Auckland - New Zealand	42	48	42	21	28	43	59	55	72	86
Miami - USA	43	19	57	103	134	50	97	7	32	91
Dubai - United Arab Emirates	44	63	144	39	155	38	13	10	2	92
Canberra - Australia	45	54	12	9	46	28	96	94	113	87
Austin - USA	46	13	61	80	79	46	58	58	34	120
Birmingham - United Kingdom	47	43	70	16	36	74	74	86	87	36
Houston - USA	48	4	90	85	112	55	94	16	22	164
Lyon - France	49	39	20	48	80	71	84	99	52	47
Geneva - Switzerland	50	20	102	58	45	19	109	41	55	98
Gothenburg - Sweden	51	75	49	32	6	78	49	115	30	53
Cologne - Germany	52	93	29	30	26	45	48	80	101	20
Dallas - USA	53	9	62	77	109	69	126	14	17	168
Denver - USA	54	16	64	86	116	67	80	21	35	108
Stuttgart - Germany	55	83	60	19	22	102	38	100	85	30
Leeds - United Kingdom	56	45	73	10	38	88	37	106	116	70
Liverpool - United Kingdom	57	53	79	5	27	72	45	103	110	67
Ottawa - Canada	58	79	76	11	21	34	23	89	112	81
Düsseldorf - Germany	59	89	51	38	23	89	65	75	93	22
Wellington - New Zealand	60	68	22	15	17	36	106	119	82	88
Milan - Italy	61	87	23	90	92	85	55	27	65	19
San Diego - USA	62	22	55	78	129	17	85	38	42	106
Philadelphia - USA	63	23	19	97	97	44	114	54	39	114
Nottingham - United Kingdom	64	51	67	7	33	92	68	116	109	69
Glasgow - United Kingdom	65	56	77	2	29	68	63	91	111	96
Brussels - Belgium	66	62	88	88	53	25	35	78	97	21

Table 11. Ranking by dimension (continued)

City	Cities in Motion	Economy	Human Capital	Social Cohesion	Environment	Governance	Urban Planning	International Profile	Technology	Mobility and Transportation
Vancouver - Canada	67	80	123	29	9	101	14	62	100	79
Prague - Czech Republic	68	113	26	59	49	59	31	69	74	39
Phoenix - USA	69	24	84	92	119	64	111	24	45	73
Warsaw - Poland	70	92	46	105	51	5	41	83	67	37
Lisbon - Portugal	71	106	69	55	44	82	20	68	36	61
Baltimore - USA	72	27	99	112	107	48	57	60	53	84
Tallinn - Estonia	73	125	66	22	8	83	16	121	43	95
Moscow - Russia	74	55	33	111	141	94	32	32	96	33
San Antonio - USA	75	28	58	124	86	56	100	50	47	103
Marseille - France	76	41	95	53	77	87	90	95	73	50
Rome - Italy	77	100	54	106	81	24	76	23	91	38
Quebec City - Canada	78	84	85	8	24	62	46	110	118	115
Antwerp - Belgium	79	72	63	51	58	103	52	101	99	46
Valencia - Spain	80	114	115	46	52	35	50	40	80	26
Osaka - Japan	81	74	92	146	70	66	64	71	31	48
Las Vegas - USA	82	26	91	135	138	49	86	33	40	132
Lille - France	83	57	101	47	66	93	102	112	77	71
Detroit - USA	84	32	82	129	127	70	60	61	41	169
Vilnius - Lithuania	85	101	56	100	19	113	47	133	81	99
Porto - Portugal	86	119	119	35	11	47	128	130	59	65
Duisburg - Germany	87	141	94	43	20	112	113	98	102	34
Riga - Latvia	88	111	43	82	48	142	42	129	120	57
Santiago - Chile	89	135	65	104	82	63	72	77	57	45
Linz - Austria	90	132	104	69	7	126	88	107	123	28
Budapest - Hungary	91	124	41	136	60	80	62	92	76	54
Nice - France	92	71	106	72	76	97	104	57	71	122
Bratislava - Slovakia	93	120	78	65	43	100	67	147	114	63
Shenzhen - China	94	35	128	110	156	175	122	138	28	6
Abu Dhabi - United Arab Emirates	95	49	162	54	149	84	119	76	4	101
Nagoya - Japan	96	67	118	123	71	115	87	143	44	75
Istanbul - Turkey	97	134	50	155	143	86	40	5	126	102
Málaga - Spain	98	133	74	79	61	96	92	118	104	31
Tel Aviv - Israel	99	58	141	37	139	81	93	64	64	113

Table 11. Ranking by dimension (continued)

City	Cities in Motion	Economy	Human Capital	Social Cohesion	Environment	Governance	Urban Planning	International Profile	Technology	Mobility and Transportation
Wroclaw - Poland	100	137	72	120	72	75	21	145	105	82
Seville - Spain	101	127	113	73	65	108	73	139	103	41
Zagreb - Croatia	102	112	86	84	30	51	116	146	119	100
Ljubljana - Slovenia	103	98	98	52	50	124	95	142	107	117
Kuala Lumpur - Malaysia	104	78	109	42	148	136	134	56	89	74
Bilbao - Spain	105	121	139	67	63	110	61	120	98	56
A Coruña - Spain	106	139	122	64	55	106	77	111	94	76
Palma de Mallorca - Spain	107	143	114	60	62	140	83	70	78	90
Zaragoza - Spain	108	129	108	57	69	127	91	132	79	77
Guangzhou - China	109	86	120	91	165	173	130	63	33	9
Turin - Italy	110	128	75	98	84	121	105	126	127	35
Florence - Italy	111	138	81	119	87	123	117	85	121	49
Sofia - Bulgaria	112	123	100	114	96	58	131	140	95	55
Athens - Greece	113	102	80	176	103	119	71	87	108	59
Bucharest - Romania	114	90	145	89	94	132	110	97	88	89
Saint Petersburg - Russia	115	95	68	153	145	61	121	88	125	85
Murcia - Spain	116	148	126	68	73	135	107	144	86	78
Buenos Aires - Argentina	117	180	38	131	89	29	22	53	29	151
Mexico City - Mexico	118	105	45	137	168	65	79	47	135	134
Montevideo - Uruguay	119	151	125	66	47	104	124	137	124	124
Kyiv - Ukraine	120	66	133	177	110	52	27	148	156	94
Bangkok - Thailand	121	116	110	87	147	134	177	15	62	136
Jerusalem - Israel	122	97	143	71	142	77	123	81	128	143
Tianjin - China	123	61	124	108	176	177	162	152	60	24
Minsk - Belarus	124	118	105	142	93	111	132	178	143	64
Naples - Italy	125	144	117	139	102	152	137	114	122	51
Tbilisi - Georgia	126	76	111	165	104	129	163	124	129	110
São Paulo - Brazil	127	136	132	158	108	117	101	17	92	177
Doha - Qatar	128	73	180	61	160	178	89	74	18	97
Belgrade - Serbia	129	117	89	149	120	130	149	128	134	105
Ankara - Turkey	130	140	97	154	137	109	125	141	147	60
Almaty - Kazakhstan	131	107	127	126	136	143	129	162	146	118
Ho Chi Minh City - Vietnam	132	96	136	96	162	149	166	96	131	130

Table 11. Ranking by dimension (continued)

City	Cities in Motion	Economy	Human Capital	Social Cohesion	Environment	Governance	Urban Planning	International Profile	Technology	Mobility and Transportation
Astana - Kazakhstan	133	85	157	70	128	138	135	165	159	147
Rio de Janeiro - Brazil	134	162	130	174	88	90	115	73	115	173
Panama City - Panama	135	103	179	107	90	155	136	150	154	83
Bengaluru - India	136	65	93	125	177	131	170	65	170	175
Riyadh - Saudi Arabia	137	104	165	144	170	95	164	108	13	142
Bogotá - Colombia	138	149	121	170	123	99	150	90	130	174
New Delhi - India	139	60	142	150	181	105	139	52	164	129
Skopje - North Macedonia	140	150	140	140	126	145	172	177	132	109
Novosibirsk - Russia	141	142	129	152	146	118	151	173	138	138
Baku - Azerbaijan	142	130	131	134	157	165	147	135	158	107
Manama - Bahrain	143	126	177	81	171	164	108	134	117	126
Amman - Jordan	144	122	160	130	150	122	120	136	161	159
Jakarta - Indonesia	145	115	138	113	180	116	133	46	136	180
Kuwait City - Kuwait	146	157	172	118	164	157	127	131	56	156
Medellín - Colombia	147	159	151	145	124	137	144	160	137	140
Curitiba - Brazil	148	165	155	148	67	133	159	168	148	139
Quito - Ecuador	149	170	137	102	113	170	154	149	168	123
Lima - Peru	150	167	116	133	140	125	155	105	162	176
Rosario - Argentina	151	182	103	132	85	141	103	166	133	161
San José - Costa Rica	152	108	168	143	91	107	174	125	149	181
Brasilia - Brazil	153	171	166	168	117	114	118	155	140	127
Córdoba - Argentina	154	181	135	128	83	144	99	153	139	162
Mumbai - India	155	81	152	167	178	147	157	113	165	111
Cape Town - South Africa	156	152	134	173	144	120	165	127	142	170
Belo Horizonte - Brazil	157	164	163	162	101	128	158	167	145	163
Asunción - Paraguay	158	160	173	116	54	162	181	182	173	137
Sarajevo - Bosnia-Herzegovina	159	176	161	138	95	174	140	181	151	119
Cali - Colombia	160	161	167	147	122	146	175	179	150	154
Salvador - Brazil	161	173	146	175	106	159	143	161	153	148
Tunis - Tunisia	162	155	149	151	153	153	161	180	163	141
Cairo - Egypt	163	146	147	159	174	176	141	154	144	149
Tehran - Iran	164	174	112	164	163	150	138	164	152	171
Manila - Philippines	165	147	156	163	172	154	146	84	160	172

Table 11. Ranking by dimension (continued)

City	Cities in Motion	Economy	Human Capital	Social Cohesion	Environment	Governance	Urban Planning	International Profile	Technology	Mobility and Transportation
Guayaquil - Ecuador	166	172	158	115	115	167	179	158	172	121
Johannesburg - South Africa	167	154	148	182	151	139	168	109	141	167
Kolkata - India	168	99	154	157	175	148	148	171	175	178
Casablanca - Morocco	169	131	170	172	154	179	156	159	155	153
San Salvador - El Salvador	170	158	174	178	125	168	153	157	171	144
Rabat - Morocco	171	156	176	161	152	163	152	176	157	157
Nairobi - Kenya	172	109	164	179	135	158	178	156	174	179
Santo Domingo - Dominican Republic	173	168	175	121	161	160	180	151	169	145
Guatemala City - Guatemala	174	169	169	156	166	166	160	122	166	166
La Paz - Bolivia	175	177	153	117	132	171	167	172	177	152
Santa Cruz - Bolivia	176	178	150	93	131	180	176	169	176	146
Kampala - Uganda	177	153	178	160	159	172	182	175	183	155
Douala - Cameroon	178	179	171	169	133	181	169	123	182	160
Accra - Ghana	179	175	181	166	169	156	183	163	167	158
Caracas - Venezuela	180	183	87	183	105	161	171	102	179	128
Lagos - Nigeria	181	145	159	180	179	169	173	170	178	183
Lahore - Pakistan	182	166	183	171	182	183	142	183	181	135
Karachi - Pakistan	183	163	182	181	183	182	145	174	180	165

Figure 4. Map of cities in the CIMI 2025 ranking

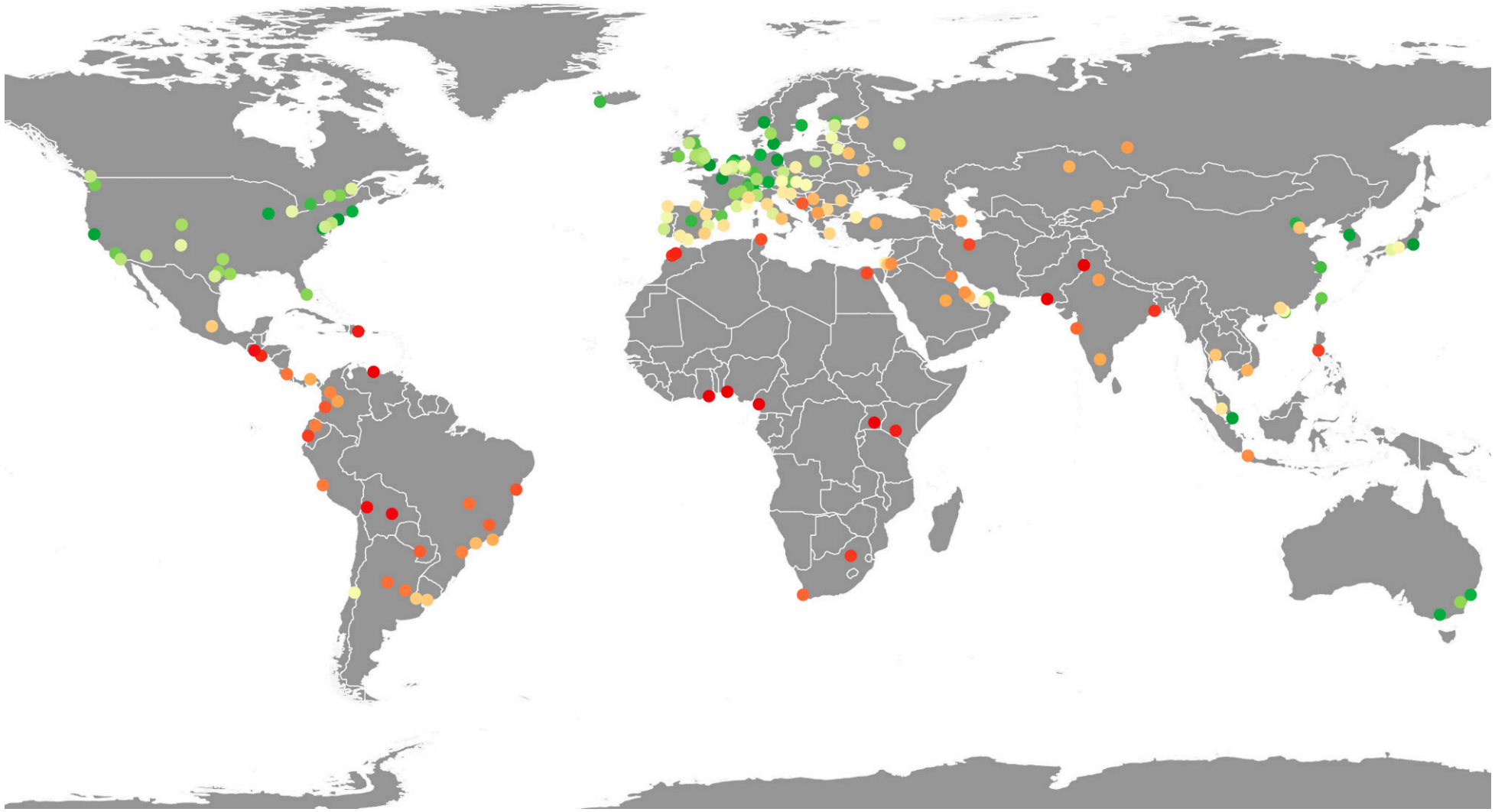


Table 12 shows the top 10 positions in the ranking for each dimension. This makes it easier to see the extent to which particular regions are represented in each one.

Table 12. Top 10 by dimension

HUMAN CAPITAL

1 **London -** United Kingdom
2 **Paris -** France
3 **Berlin -** Germany
4 **New York -** USA
5 **Boston -** USA
6 **Sydney -** Australia
7 **Seoul -** South Korea
8 **Los Angeles -** USA
9 **Tokyo -** Japan
10 **Washington -** USA

London (UK) tops the ranking in this dimension, standing out for its exceptional human capital, with internationally renowned universities and a rich array of cultural institutions that position it as a global hub of knowledge and creativity. Paris (France) and Berlin (Germany) complete the European top three, representing the region with their educational and cultural excellence. This year, both cities have distinguished themselves for having the highest number of coworking spaces, a new indicator that highlights the increasing flexibility of the workforce and the economic dynamism of these urban centers.

The top 10 also includes four US cities—New York, Boston, Los Angeles, and Washington—recognized for their high per capita spending on leisure activities, reflecting their emphasis on quality of life and access to cultural experiences. The Asia-Pacific region is represented by Seoul and Tokyo, two metropolises distinguished by their many world-renowned museums, theaters, and cultural venues. Finally, Sydney, the only city in Oceania to make the top 10, highlights the ranking's global diversity and reinforces the city's reputation as a premier destination for education and cultural engagement.

SOCIAL COHESION

1 **Edinburgh -** United Kingdom
2 **Glasgow -** United Kingdom
3 **Taipei -** Taiwan
4 **Copenhagen -** Denmark
5 **Liverpool -** United Kingdom
6 **Eindhoven -** Netherlands
7 **Nottingham -** United Kingdom
8 **Quebec City -** Canada
9 **Canberra -** Australia
10 **Leeds -** United Kingdom

Edinburgh (UK) tops the list in this dimension, thanks to its commitment to cultural and social inclusion. Glasgow (UK) and Taipei (Taiwan) also stand out for their social cohesion initiatives, while Quebec City represents Canada in the upper tier of the ranking. The United Kingdom has a notable presence in the top 10, with cities such as Liverpool, Nottingham, and Leeds, which reflects their focus on fostering inclusive societies. Similarly, cities in Europe, North America, and the Asia-Pacific region, such as Copenhagen (Denmark) and Canberra (Australia), also stand out for their commitment to diversity and equal rights.

ECONOMY

1 **New York -** USA
2 **San Francisco -** USA
3 **Tokyo -** Japan
4 **Houston -** USA
5 **London -** United Kingdom
6 **Los Angeles -** USA
7 **Boston -** USA
8 **Seattle -** USA
9 **Dallas -** USA
10 **Chicago -** USA

New York (USA) once again leads the economy dimension, reinforcing its status as the financial engine of the world, followed by San Francisco and Tokyo. The top 10 also includes eight other US cities—Houston, Los Angeles, Boston, Seattle, Dallas, and Chicago—which stand out for their high labor productivity and GDP per capita. London (UK), the only European city in this category, and Tokyo (Japan) demonstrate that geographic diversity is also present in this dimension, albeit to a lesser extent. The cities on this list are characterized by sustained economic growth, driven by their strong business and financial foundations.

Table 12. Top 10 by dimension (continued)

GOVERNANCE

1	**Bern -** Switzerland
2	**London -** United Kingdom
3	**Berlin -** Germany
4	**Seoul -** South Korea
5	**Warsaw -** Poland
6	**Paris -** France
7	**Basel -** Switzerland
8	**New York -** USA
9	**Melbourne -** Australia
10	**Tokyo -** Japan

Bern (Switzerland) retains the top spot in this category, followed by London (UK) and Berlin (Germany), which stand out for their institutional stability and low perceived corruption. Other cities, such as Seoul (South Korea), Warsaw (Poland), and New York (USA), also appear in the top 10, standing out for their government performance, supported by well-developed online services for residents. In the case of Tokyo (Japan), the city's presence among the front-runners underscores the significance of government policy in urban development. This group of cities represents a governance model centered on the well-being of residents and economic stability.

ENVIRONMENT

1	**Reykjavik -** Iceland
2	**Oslo -** Norway
3	**Helsinki -** Finland
4	**Copenhagen -** Denmark
5	**Vienna -** Austria
6	**Gothenburg -** Sweden
7	**Linz -** Austria
8	**Tallinn -** Estonia
9	**Vancouver -** Canada
10	**Stockholm -** Sweden

Reykjavik (Iceland) ranks first in this dimension, serving as a global benchmark for environmental sustainability due to its low carbon and methane emissions and its exemplary management of renewable water resources. Oslo (Norway) stands out for its high percentage of energy from renewable sources—a new indicator this year—and for the remarkable purity of its air. Helsinki (Finland), ranked third, excels for its low pollution levels. Copenhagen (Denmark) and Vienna (Austria), recognized for their pioneering policies on sustainable mobility and energy transition, round out the top 5. The top 10 ranking highlights Europe's leadership in sustainability, with nine of the ten highest-ranked cities located on the continent, including Gothenburg (Sweden) and Tallinn (Estonia), both recognized for their innovative environmental planning. Outside Europe, the only highly ranked city is Vancouver (Canada), which secures a spot in the top 10 due to its extensive green space, measured in square meters per capita.

MOBILITY AND TRANSPORTATION

1	**Beijing -** China
2	**Shanghai -** China
3	**New York -** USA
4	**London -** United Kingdom
5	**Paris -** France
6	**Shenzhen -** China
7	**Madrid -** Spain
8	**Berlin -** Germany
9	**Guangzhou -** China
10	**Barcelona -** Spain

Beijing (China) ranks first in urban mobility, followed by Shanghai. The Chinese cities of Shenzhen and Guangzhou rank sixth and ninth, further demonstrating the country's dominance in the top 10 for this dimension. These cities offer extensive metro networks combined with innovative strategies to reduce traffic congestion and promote the widespread use of bike-sharing systems. New York (USA), ranked third, joins London (UK) and Paris (France) in the top 5—cities renowned for their high-quality public transit systems and strong commitment to sustainable mobility, including shared bicycles and e-scooters. Madrid, Berlin, and Barcelona also rank among the top 10. These cities stand out for the efficiency of their urban and air transport connections, reinforcing Europe's leadership in this dimension.

Table 12. Top 10 by dimension (continued)

URBAN PLANNING

1	**Tokyo -** Japan
2	**London -** United Kingdom
3	**Montreal -** Canada
4	**Toronto -** Canada
5	**New York -** USA
6	**Berlin -** Germany
7	**Hamburg -** Germany
8	**Amsterdam -** Netherlands
9	**Rotterdam -** Netherlands
10	**Vienna -** Austria

Tokyo (Japan) tops this year's urban planning ranking for its innovative approach to sustainable infrastructure and advanced public transit technology. London (UK) ranks second, with urban modernization projects that integrate progressive design and sustainability. Montreal (Canada) takes third place, followed by Toronto and New York, representing North America in the top 5 with their inclusive urbanization strategies. Rounding out the top 10 are European cities such as Hamburg and Berlin, recognized for their modern approaches to urban development, as well as Amsterdam, Rotterdam (Netherlands), and Vienna (Austria), which stand out for their high percentage of residents with convenient access to public transportation.

INTERNATIONAL PROFILE

1	**London -** United Kingdom
2	**New York -** USA
3	**Washington -** USA
4	**Paris -** France
5	**Istanbul -** Turkey
6	**Los Angeles -** USA
7	**Miami -** USA
8	**Singapore -** Singapore
9	**Chicago -** USA
10	**Dubai -** United Arab Emirates

London (UK) maintains its leadership in this dimension, boosted by its strong performance on global tourism indicators, international events, and air connectivity. New York (USA) and Washington take second and third spot, standing out as epicenters of business and diplomacy. Paris (France) and Istanbul (Turkey) are European benchmarks in this ranking, while Los Angeles, Miami, and Chicago bolster US representation in the top 10. Singapore, representing the Asia-Pacific region, offers a blend of global connectivity and business development, while Dubai (UAE) closes out the top 10, solidifying its position as a hub for international events and luxury tourism.

TECHNOLOGY

1	**Hong Kong -** China
2	**Dubai -** United Arab Emirates
3	**Singapore -** Singapore
4	**Abu Dabi -** United Arab Emirates
5	**Seoul -** South Korea
6	**New York -** USA
7	**Tokyo -** Japan
8	**Paris -** France
9	**Stockholm -** Sweden
10	**Copenhagen -** Denmark

Hong Kong (China) leads this year's technology ranking thanks to its advanced digital infrastructure and cutting-edge mobile connectivity. Dubai (UAE) and Singapore rank second and third, solidifying their positions as key technology hubs in Asia-Pacific and the Middle East. Abu Dhabi, in fourth place, further reinforces the United Arab Emirates' prominence in this category. New York and Tokyo also make the top 10, underscoring the technology leadership of North America and the Asia-Pacific region. In Europe, cities such as Stockholm and Paris stand out for their digitalization and innovation efforts, with Copenhagen bolstering Scandinavia's representation in the technology dimension. The top 10 consists of cities where nearly 100% of the population has access to 5G connectivity and high-speed fixed and mobile networks.

“In the face of global conflicts, cities have a unique responsibility to go beyond traditional diplomacy and promote peace and stability through solidarity and active support for affected communities”.

Pascual Berrone

Cities in Motion. Regional distribution

In this section, we provide a detailed analysis by geographic region. As noted above, one of the inherent limitations of our index is the challenge of achieving uniform coverage across all regions, due in large part to the limited information available for cities that are not national capitals or do not have large populations. However, in each edition of the **CIMI,** we strive to expand coverage in an equitable manner as relevant new information becomes available.

Figure 5 shows the extent to which each region is represented in the ranking. As the chart shows, 31% of the cities analyzed are in Western Europe, making it the most represented region. The next most represented region is Latin America, where nearly 15% of the cities are located, followed by Asia-Pacific and Eastern Europe, each at just over 13%. In the previous edition, new cities were added to the index: two in Africa (Kampala and Accra), one in the Middle East (Tehran), Canberra (the Australian capital), and Astana in Asia. These additions are intended to provide broader representation of the regions covered by the index.

Figure 5. Percentage of cities in each geographic region in the CIMI 2025

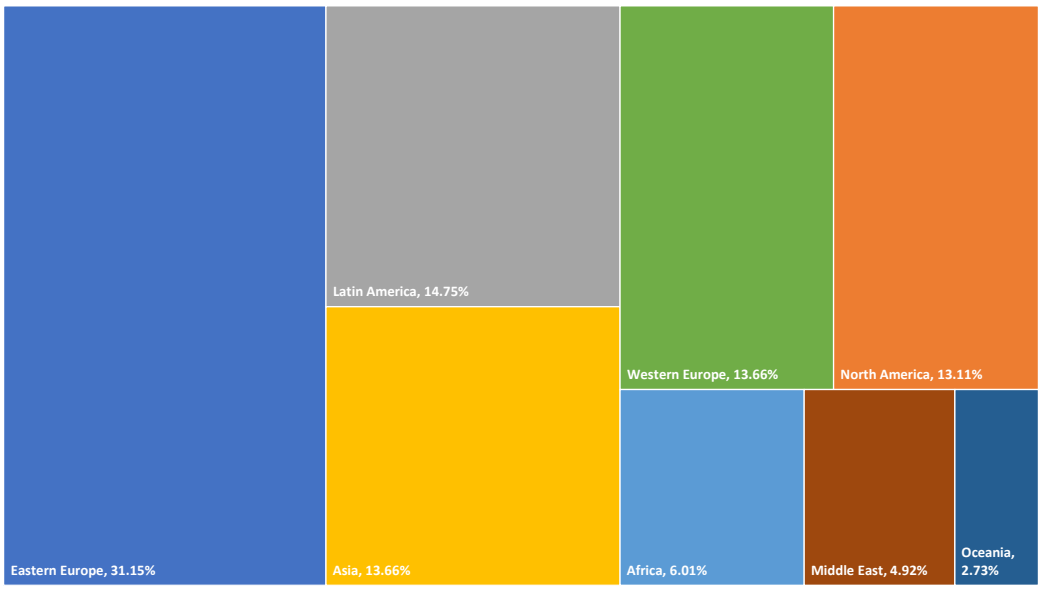
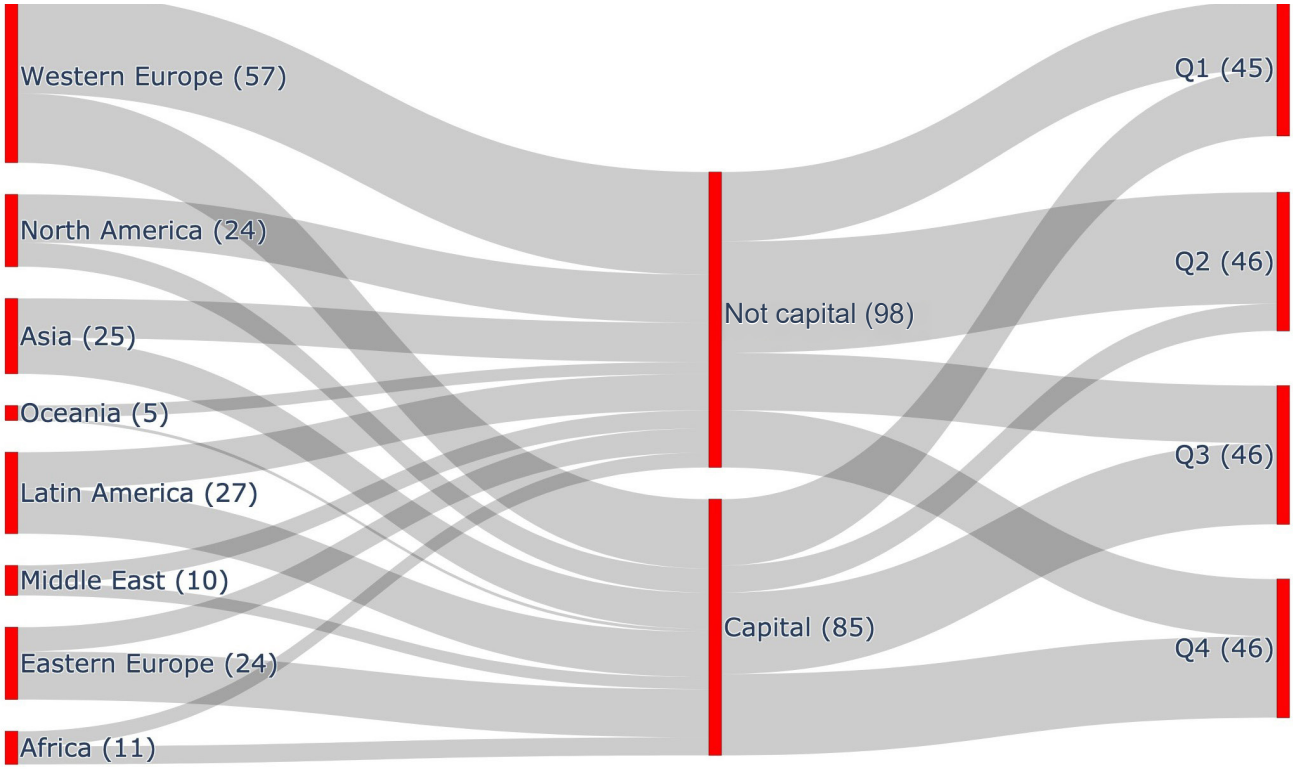


Figure 6 shows the distribution of cities by geographic region (left), whether or not they are national capitals (center), and their position in the ranking (right). For the grouping by position in the ranking, the cities are classified as Q1, Q2, Q3 or Q4. The Q1 group consists of the top 25% of cities in the ranking, and the Q4 group consists of the worst-performing 25%. The most represented region is Western Europe, with 57 cities, 33% of those included in the ranking. It is followed by Latin America, with 27 (15% of the total), and Eastern Europe and Asia-Pacific, with 24 and 25 cities respectively (13% and 14% of the total). As the chart shows, most of the cities in Western Europe and North America are not national capitals. In contrast, most of the Eastern European and Middle Eastern cities included in the ranking are capitals.

Finally, cities that are not national capitals are most represented in the Q2 group, which is made up of cities that occupy positions 46 to 91 in the **CIMI** global ranking.

Figure 6. City type by region and global rank



“For cities to become sustainable and inclusive, digital transformation and collaboration with diverse stakeholders are essential.”

Joan Enric Ricart

Cities in Motion. Regional ranking

In the following sections, we present a series of maps and tables that show the top 5 cities in each region and changes in their position in the global ranking over the last three years. The accompanying maps show the location of each city in its region. The colors indicate each city's overall rank.

Top 5 Africa

01- Cape Town
02- Tunis
03- Cairo
04- Johannesburg
05- Casablanca
06- Rabat
07- Nairobi
08- Kampala
09- Douala

City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
Cape Town - South Africa	1	144	148	156
Tunis - Tunisia	2	160	153	162
Cairo - Egypt	3	171	161	163
Johannesburg - South Africa	4	163	165	167
Casablanca - Morocco	5	165	168	169

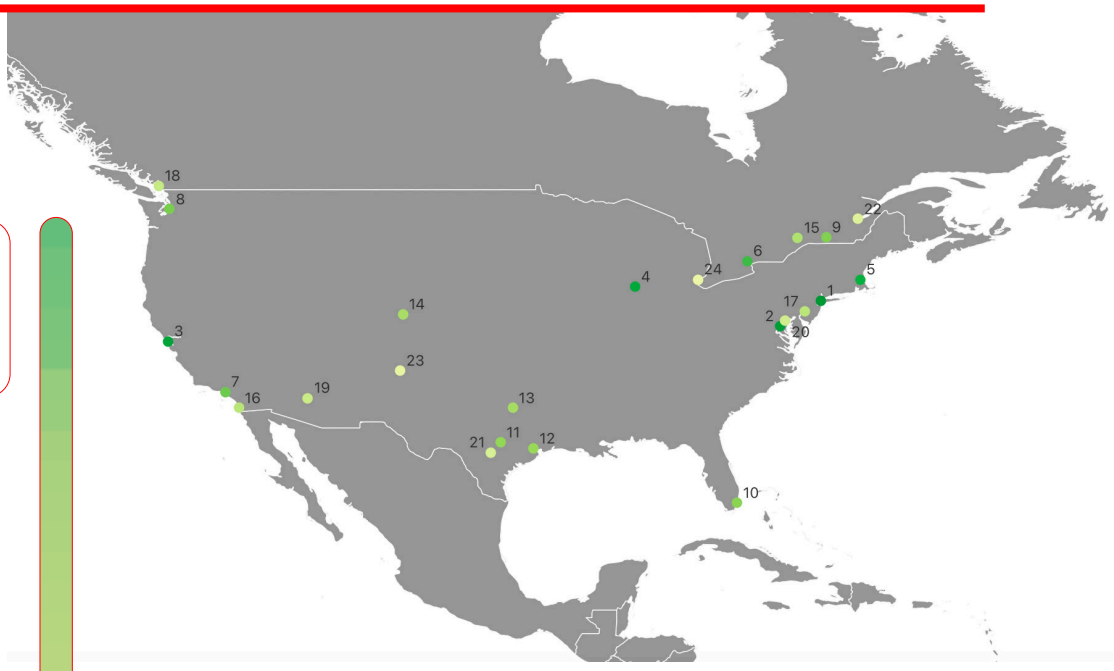
Cape Town continues to strengthen its position as the leading city in Africa, ranking first in the region. Tunis ranks second, with Cairo, Johannesburg, and Casablanca rounding out the continent's top 5. However, all of these cities remain at the lower end of the global ranking, reflecting the challenges they face in the international context.

The data show that Cape Town, while still the highest-ranked city in the region, has dropped in the global ranking from 144th in 2022 to 156th in 2024. Tunis, meanwhile, has experienced some fluctuation: It improved significantly in 2023, reaching 153rd place, but fell to 162nd in 2024. Cairo made notable progress from 2022 to 2023, rising from 171st to 161st, but saw a slight decline to 163rd in 2024.

Johannesburg and Casablanca, ranked fourth and fifth in the region, respectively, have continued their downward trend in the global ranking. The South African capital fell from 163rd in 2022 to 167th in 2024, while Casablanca dropped from 165th to 169th over the same period.

The performance of these cities underscores the economic, social, and political challenges they face on the global stage. In the face of these difficulties, the potential of Africa's leading cities to reverse these trends and achieve significant progress remains a key issue that regional leaders must address with effective and sustainable strategies.

Top 5 North America



01- New York
02- Washington
03- San Francisco
04- Chicago
05- Boston
06- Toronto
07- Los Angeles
08- Seattle
09- Montreal
10- Miami
11- Austin
12- Houston
13- Dallas
14- Denver
15- Ottawa
16- San Diego
17- Philadelphia
18- Vancouver
19- Phoenix
20- Baltimore
21- San Antonio

City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
New York - USA	1	2	2	2
Washington - USA	2	14	17	6
San Franscisco - USA	3	8	12	10
Chicago - USA	4	10	10	13
Boston - USA	5	17	19	18

New York maintains its position as the top city in North America and ranks second globally for the fourth consecutive year. Washington, meanwhile, has gained considerable ground in the global ranking, moving up from 17th in 2023 to sixth in 2024, solidifying its position as a key player in the region. Similarly, San Francisco, ranked third regionally, advances to 10th place globally, confirming its position as a leading technology and economic hub. Finally, Chicago and Boston complete the top 5, ranking 13th and 18th globally, respectively.

The strong position of North American cities in the global ranking reflects the region's strength in key areas such as the economy, technology, and international profile—fundamental pillars of its global influence. However, the region faces significant challenges in environmental sustainability, a dimension in which its cities are less competitive. Once again in this edition, no Canadian city has managed to make it into the regional top 5. The economic dominance of US cities continues to reinforce their position as regional leaders, making them difficult to beat.

Top 5 Latin America

01- Santiago
02- Buenos Aires
03- Mexico City
04- Montevideo
05- São Paulo
06- Rio de Janeiro
07- Panama City
08- Bogotá
09- Medellín
10- Curitiba
11- Quito
12- Lima
13- Rosario
14- San José
15- Brasilia
16- Córdoba
17- Belo Horizonte
18- Asunción
19- Cali
20- Salvador
21- Guayaquil
22- San Salvador
23- Santo Domingo
24- Guatemala
25- La Paz
26- Santa Cruz

City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
Santiago - Chile	1	83	101	89
Buenos Aires - Argentina	2	93	110	117
Mexico City - Mexico	3	115	116	118
Montevideo - Uruguay	4	121	119	119
São Paulo - Brasil	5	126	123	127

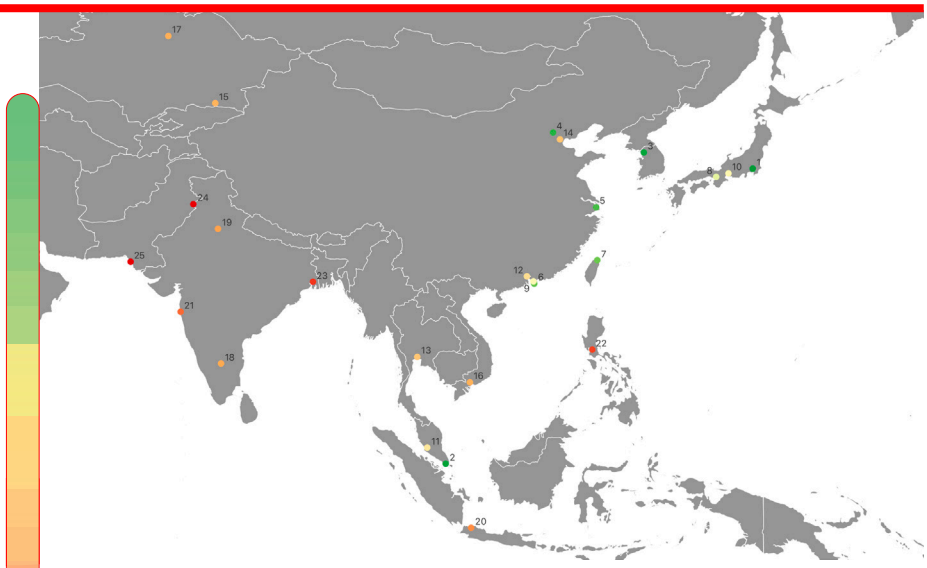
In this edition of the ranking, Santiago, the capital of Chile, solidifies its position as the highest-ranked city in Latin America, rising to 89th globally in 2024 after having fallen to 101st in 2023. The city's regional leadership is driven by a more balanced performance across all dimensions, with notable strengths in mobility, transportation, and governance. Meanwhile, Buenos Aires, ranked second in the region, excels in urban planning, technology, governance, and human capital, ranking among the top 40 globally and outperforming Santiago in these areas. However, the city's weak performance in the economy dimension, where it ranks among the lowest in the world, hinders its progress in the regional ranking.

Meanwhile, Mexico City holds onto third place in the regional ranking, experiencing a slight drop to 118th globally in 2024. Montevideo, in fourth place, maintains its global rank of 119th for the second consecutive year, standing out for its stability in a competitive environment. Finally, São Paulo rounds out the top 5 in Latin America, although it sees a decline in its global rank, dropping from 123rd to 127th from 2023 to 2024.

The overall picture indicates that Latin American cities face significant challenges in improving their standing on the global stage. Issues such as high urban density, inequality, and the impact of international crises have exacerbated the region's structural challenges. However, these cities have the potential to advance by pursuing sustainable strategies that strengthen governance, infrastructure, and their international profile.

Top 5 Asia - Pacific

01- Tokyo
02- Singapore
03- Seoul
04- Beijing
05- Shanghai
06- Hong Kong
07- Taipei
08- Osaka
09- Shenzhen
10- Nagoya
11- Kuala Lumpur
12- Guangzhou
13- Bangkok
14- Tianjin
15- Almaty
16- Ho Chi Minh City
17- Astana
18- Bengaluru
19- New Delhi
20- Jakarta
21- Mumbai
22- Manila
23- Kolkata
24- Lahore



City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
Tokyo - Japan	1	6	4	4
Singapore - Singapore	2	5	6	9
Seoul - South Korea	3	12	11	11
Beijing - China	4	22	38	21
Shanghai - China	5	32	48	27

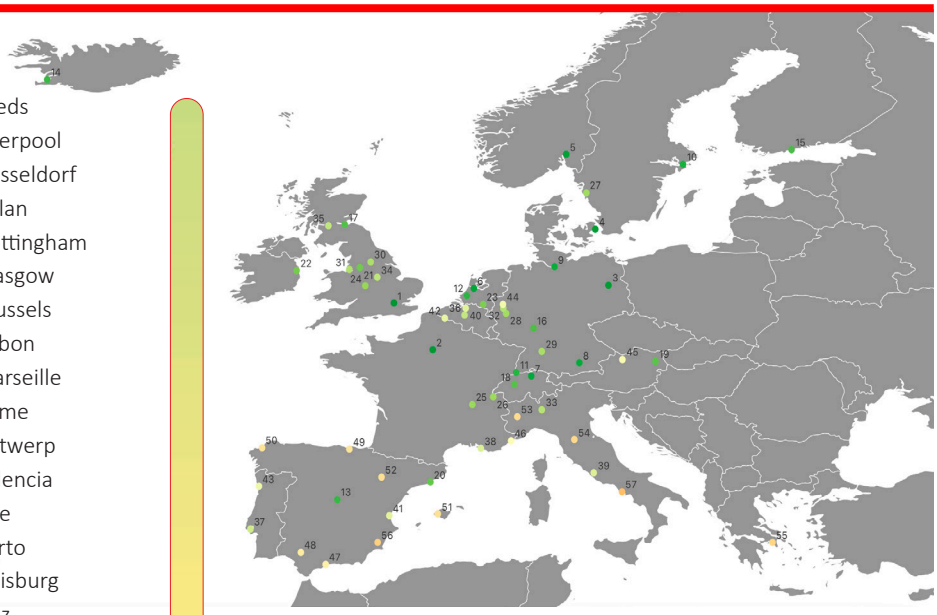
Tokyo maintains its top position for the ranking in the Asia-Pacific region and holds fourth place globally for the second consecutive year. Recognized for its economic, urban, and technological strength, the Japanese capital stands as a global leader in innovation and development. Meanwhile, Singapore, ranked second in the region, falls from sixth to ninth place globally in 2024 but remains a strong performer in the dimensions of technology and international profile, which reflects its role as a highly connected global hub.

Seoul retains its third-place regional rank and maintains its position at 11th place globally. The South Korean capital stands out for its investment in human capital and educational development—key factors that enhance its competitiveness in the region. Beijing, ranked fourth in the region, climbs significantly in the global ranking to 21st in 2024, up from 38th in 2023. The city's strong showing is driven by its outstanding performance in mobility and transportation, where it remains a global leader. Shanghai rounds out the Asia-Pacific top 5, rising from 48th in 2023 to 27th and solidifying its strong position in mobility and technology.

These positions in the global ranking reflect Asia's dominance in key dimensions such as technology, economy, and mobility, underscoring the region's potential to continue driving innovation and development in a competitive global landscape.

Top 5 Western Europe

01- London
02- Paris
03- Berlin
04- Copenhagen
05- Oslo
06- Amsterdam
07- Zurich
08- Munich
09- Hamburg
10- Stockholm
11- Basel
12- Rotterdam
13- Madrid
14- Reykjavik
15- Helsinki
16- Frankfurt
17- Edinburgh
18- Bern
19- Vienna
20- Barcelona
21- Manchester
22- Dublin
23- Eindhoven
24- Birmingham
25- Lyon
26- Geneva
27- Gothenburg
28- Cologne
29- Stuttgart
30- Leeds
31- Liverpool
32- Düsseldorf
33- Milan
34- Nottingham
35- Glasgow
36- Brussels
37- Lisbon
38- Marseille
39- Rome
40- Antwerp
41- Valencia
42- Lille
43- Porto
44- Duisburg
45- Linz
46- Nice
47- Málaga
48- Seville
49- Bilbao
50- A Coruña
51- Palma de Mallorca
52- Zaragoza
53- Turin
54- Florence
55- Athens
56- Murcia
57- Naples



City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
London - United Kingdom	1	1	1	1
Paris - France	2	3	3	3
Berlin - Germany	3	4	5	5
Copenhagen - Denmark	4	9	9	7
Oslo - Norway	5	7	7	8

London continues to lead the Western European ranking, maintaining its preeminent position both regionally and globally, where it holds the top spot for the third year in a row. The city's dominance is particularly evident in the dimensions of international profile and human capital, where it is the global leader. The UK capital also continues to perform very strongly in urban planning, governance, economy, and mobility and transportation, solidifying its status as a dynamic and multifaceted urban hub.

Paris retains second place in Western Europe and third place globally, performing exceptionally well in human capital, international profile, mobility and transportation, and governance. In the human capital dimension, the French capital ranks among the world's top performers, second only to London, underscoring its ability to attract talent and maintain its global influence.

Berlin also retains the positions it held in the previous edition: third in Western Europe and fifth globally. The German capital's achievements in human capital and governance earn it third place in the global ranking in these dimensions. At the same time, the city's focus on environmental sustainability and social cohesion underscores its commitment to balanced, sustainable urban development, cementing Berlin's reputation for effective governance and advanced infrastructure.

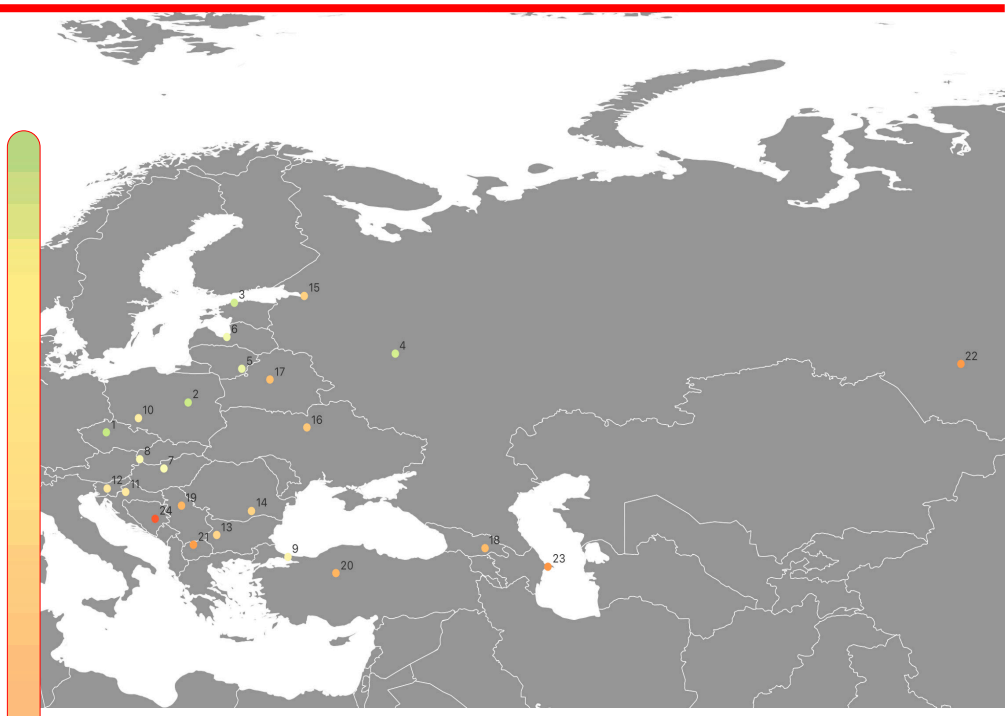
Rising from ninth place globally in 2023 to seventh in 2024, Copenhagen reinforces its reputation as one of Europe's most sustainable cities. The city stands out for its approach to sustainable urban planning, which integrates environmentally friendly solutions with strategies to strengthen social cohesion by promoting equality and inclusion and ensuring equitable access to urban resources. This combination establishes the Danish capital as a model of innovation that prioritizes both residents' well-being and environmental stewardship.

Oslo rounds out the regional top 5 and ranks eighth globally, dropping one place from its position last year. The Norwegian capital's leadership in environmental sustainability, where it ranks second only to Reykjavik, underscores its commitment to sustainability and ecological well-being. The city's strong performance across multiple dimensions also highlights the quality of its urban management.

These five Western European cities not only remain in the global top 10 but also lead in several key dimensions, reflecting their influence and outstanding performance in key areas for modern urban life.

Top 5 Eastern Europe

01- Prague
02- Warsaw
03- Tallinn
04- Moscow
05- Vilnius
06- Riga
07- Budapest
08- Bratislava
09- Istanbul
10- Wroclaw
11- Zagreb
12- Ljubljana
13- Sofia
14- Bucharest
15- Saint Petersburg
16- Kiev
17- Minsk
18- Tbilisi
19- Belgrade
20- Ankara
21- Skopje
22- Novosibirsk
23- Baku
24- Sarajevo



City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
Prague - Czech Republic	1	70	68	68
Warsaw - Poland	2	71	62	70
Tallinn - Estonia	3	77	75	73
Moscow - Russia	4	69	84	74
Vilnius - Lithuania	5	87	81	85

Prague (Czech Republic) cements its status as the leading city in Eastern Europe, maintaining first place in the region and 68th globally, as in 2023. Recognized for its strong performance in areas such as human capital, mobility, and urban planning, the performance of the Czech capital reflects a solid commitment to efficient urban development and social well-being.

Warsaw (Poland) retains second place in the region, although it falls slightly in the global ranking, from 62nd in 2023 to 70th in 2024. The Polish capital performs strongly in governance, ranking fifth, but faces challenges in the dimensions of social cohesion and economy—key areas for enhancing its global competitiveness.

Tallinn (Estonia) also maintains its regional position—third—and moves up two places in the global ranking, to 73rd. The city's performance in environmental sustainability and urban planning is notable, though improvements are needed in the international profile and economy dimensions.

Moscow (Russia) moves up from eighth place in the regional ranking in 2023 to fourth and climbs from 84th to 74th globally, recovering from a significant decline from 2022 to 2023. Despite the economic and political challenges it faces, the Russian capital demonstrates strengths in mobility and transportation, a key area for urban development.

Vilnius (Lithuania) rounds out the top 5 in Eastern Europe, moving up from seventh place in 2023; however, it drops four places in the global ranking to 85th. The Lithuanian capital stands out in environmental sustainability and urban planning but faces significant challenges in the international profile and governance dimensions, where it ranks less competitively.

Overall, Eastern European cities show balanced performance across several key dimensions, though challenges persist in social cohesion, economy, international profile, and technology—areas they could address to improve their global rank.

Top 3 Oceania

City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
Melbourne - Australia	1	31	16	16
Sydney - Australia	2	38	28	19
Auckland - New Zealand	3	46	43	42

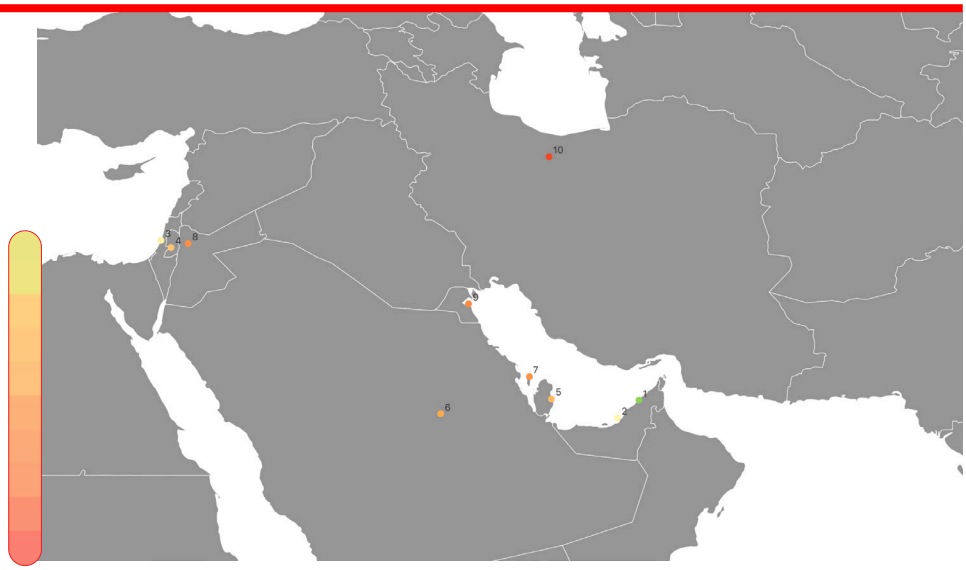
Melbourne once again takes the top spot in Oceania and maintains its global position at 16th, cementing its status as the region's best-performing city. The Australian metropolis stands out in governance, human capital, and international profile, reflecting its commitment to quality of life, education, and administrative efficiency. At the same time, its performance in social cohesion makes it one of the most balanced cities at the global level.

Sydney, which retains second place in the region, climbs significantly in the global ranking, from 28th to 19th. Australia's largest city stands out for its strengths in human capital and international profile, cementing its status as a leader in both dimensions. Although mobility and transportation remains an area for improvement for Sydney, it continues to rank among the top cities thanks to its robust infrastructure and services.

Finally, Auckland, which rounds out this year's top 3 in Oceania, has moved up two places regionally and one place globally, from 43rd to 42nd. New Zealand's largest city performs consistently in key areas such as social cohesion and sustainability, although it faces challenges in strengthening its competitiveness in technology and in mobility and transportation. Nevertheless, the city's strong position reflects the balance and quality of life that define it.

The Oceania ranking confirms the leadership of Australian and New Zealand cities in critical areas such as education, governance, and sustainability, positioning them as global leaders.

Top 5 Middle East



City	Regional rank	Global rank 2022	Global rank 2023	Global rank 2024
Dubai - United Arab Emirates	1	78	72	44
Abu Dhabi - United Arab Emirates	2	113	109	95
Tel Aviv - Israel	3	91	88	99
Jerusalem - Israel	4	117	117	122
Doha - Qatar	5	131	122	128

Dubai tops this year's Middle East regional ranking, moving up from second place last year. The desert metropolis consolidates its position as the highest-ranked city in the region and moves up 28 places to 44th in the global ranking. The city's outstanding performance reflects its continued development as a key economic and technological hub in the region. Furthermore, while Dubai has yet to reach the upper tier in the global ranking, the city has made significant strides in areas such as human capital and governance in recent years, which explain its notable rise at the global level and underscore its growing commitment to continuous improvement.

Abu Dhabi, which has risen from fourth to second place in the region, has also improved its global rank, climbing from 109th in 2023 to 95th, thanks to progress in the dimensions of human capital, economy, and governance.

Tel Aviv ranks third regionally and 99th globally this year, falling in both cases compared to 2023. However, the city remains a regional leader in technological innovation and urban development.

Jerusalem, now ranked fourth in the region, has also experienced a decline, dropping from third place regionally and from 117th to 122nd globally since 2023. However, the Israeli capital continues to stand out for its cultural and historical significance.

Meanwhile, Doha remains in the top 5 in the Middle East, as it was in 2023, but has dropped five places to 128th globally, highlighting the city's ongoing struggle to improve its international competitiveness.

The top 5 cities in the Middle East face specific challenges, including achieving sustainability under extreme climatic conditions and preserving their cultural heritage as they undergo rapid urban growth. At the same time, fostering human capital and maintaining political stability are critical goals for strengthening their ability to adapt to the region's complexities and challenges related to its history. These factors highlight the importance of developing innovative solutions to advance toward a more equitable and sustainable future.

Standout cities

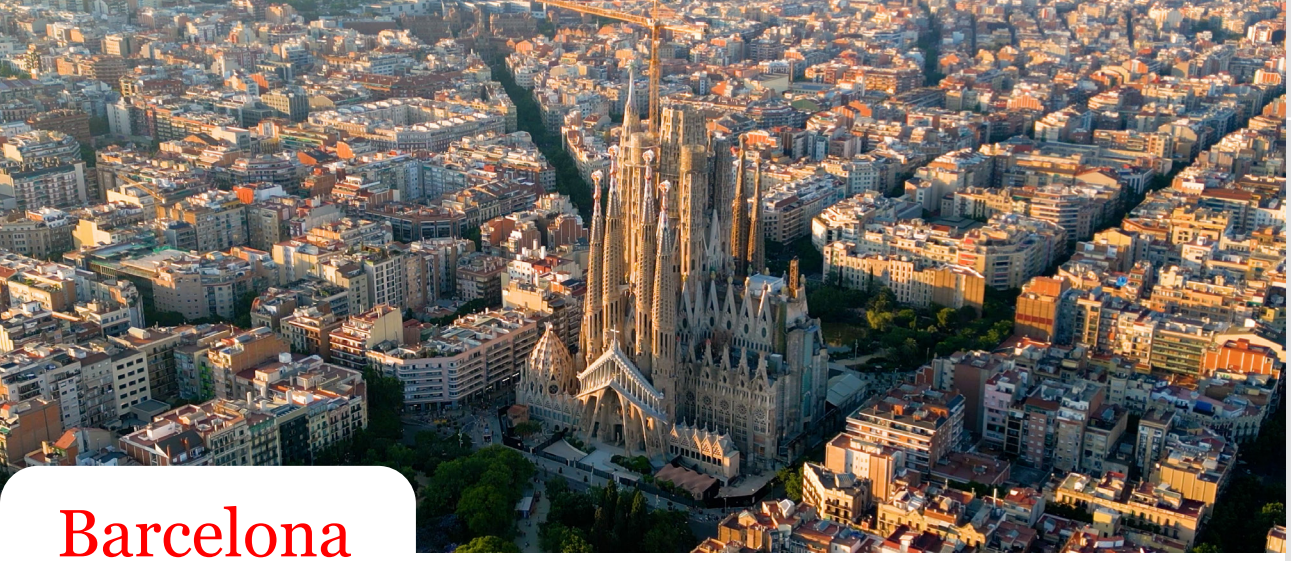
In this section, we present individual analyses—organized alphabetically—of a number of cities that hold prominent positions in the overall ranking or in one or more of the dimensions (see the world map below).

The tables show how the overall rank of each city has changed over the last three years, the dimensions in which it performs particularly well, its position within its region, and its classification by performance.

The bar chart shows the number of positions the city would have to advance in each dimension to reach the top spot.

This analysis makes it possible to visualize a city's strengths and weaknesses and identify the dimensions where work could be done to improve its performance.

Figure 7. Standout cities



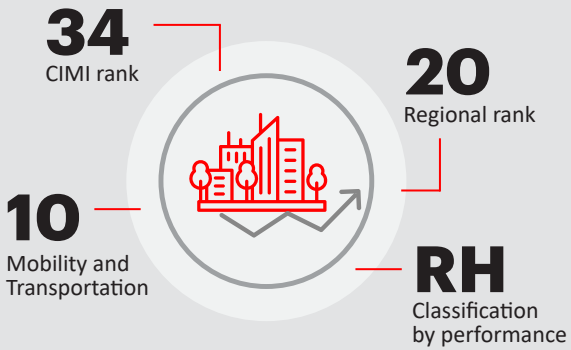
Barcelona

Barcelona, which holds 34th place in the **CIMI 2025** global ranking, has solidified its position as a leader in sustainability and urban connectivity in Europe, ranking second among Spanish cities after Madrid. The city's strong commitment to sustainable mobility has propelled it to 10th place in this dimension. Programs such as Bicing, which provides access to shared bicycles and e-scooters at affordable rates, along with a robust public transit infrastructure, have positioned Barcelona as a model for integrating micromobility and mass transit.

In the urban planning dimension, where it ranks 19th, the city prioritizes the integration of pedestrian spaces and transportation services, emphasizing accessibility and sustainability. This vision aligns with the city's initiatives in governance, where it ranks 11th, bolstered by its leadership in transnational networks such as C40 Cities and Eurocities. These alliances reinforce the Catalan capital's global commitment to combating climate change and drive innovative environmental policies that benefit its residents and bolster its international profile.

In terms of technology, the city has established itself as one of the most digitally connected urban centers, thanks to robust infrastructure that allows residents to access more than half a million public services through mobile applications. Since 2012, the city has also deployed a network of more than 19,500 smart sensors that monitor street lighting, parking, and waste management, optimizing resources and improving the quality of urban life.

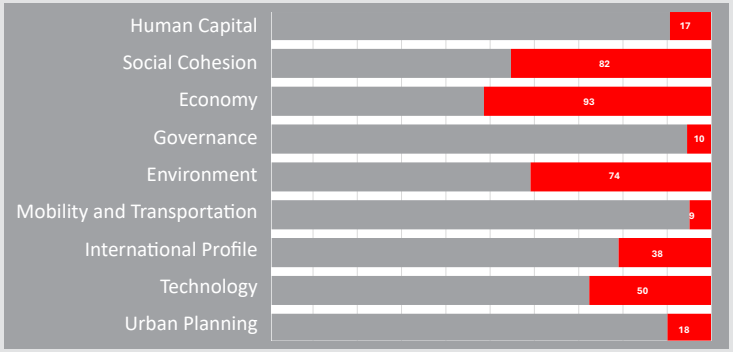
These technological advancements and Barcelona's focus on urban sustainability cement its status as one of the smartest and most resilient cities in the world. Despite challenges in dimensions such as economy and technology, the city remains firmly committed to innovation, sustainability, and the well-being of its residents, setting the standard for a more inclusive and sustainable future.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	36	31	34

Positions the city of Barcelona should gain to be the leader in each dimension



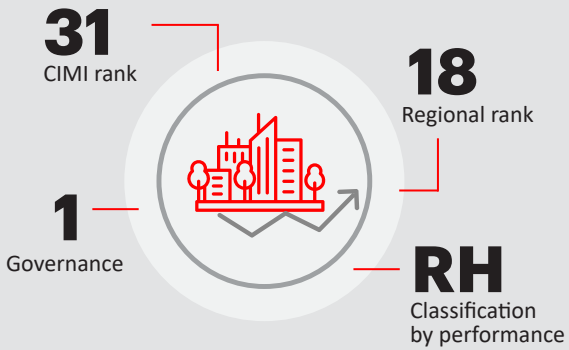
Bern

This year, the Swiss capital ranks 31st in the **CIMI 2025** global ranking, one position lower than in the previous edition, while maintaining first place in the governance dimension thanks to its outstanding performance in this area. This result reinforces Bern's reputation as a model city in public administration, characterized by transparency, efficiency, and a focus on resident well-being. The city also stands out in the social cohesion dimension, ranking 34th, reflecting a robust social fabric supported by inclusive policies and the high quality of life enjoyed by its residents.

In the environmental sphere, the city actively engages in sustainability initiatives such as the Sustainable Switzerland Forum, where it addresses key issues including sustainable corporate governance, biodiversity, mobility, and the energy transition. Additionally, the Center for Development and Environment (CDE) at the University of Bern promotes advanced research in sustainability and sustainable development, further strengthening the city's leadership in adopting environmentally responsible practices.

Bern is also emerging as a leader in digital transformation and urban sustainability, particularly with the development of its first smart city district in the Viererfeld/Mittelfeld area. The project integrates digital technologies to optimize mobility, manage resources efficiently, and improve quality of life, aligning with the United Nations (UN) Sustainable Development Goals (SDGs). Bern has also launched the Smart Urban Heat Map, a platform that monitors climate data in real time, enabling the assessment of climate adaptation measures.

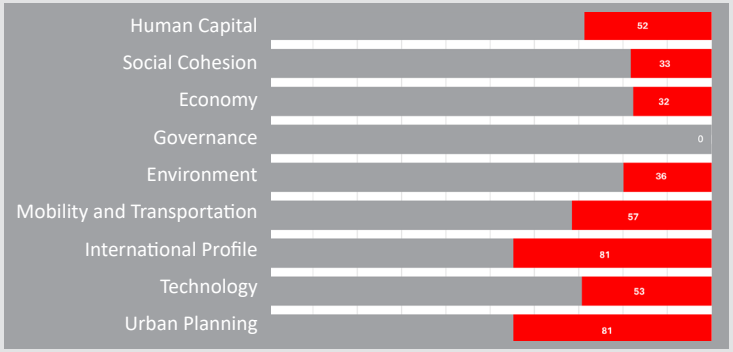
With an ambitious vision for 2030, the city aims to establish itself as a digitally connected community, closely linked to neighboring cities and committed to sustainability. This urban model prioritizes closed-loop economic cycles and a strong commitment to global sustainability goals, further cementing Bern's position as one of Europe's most advanced cities.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	23	30	31

Positions the city of Bern should gain to be the leader in each dimension

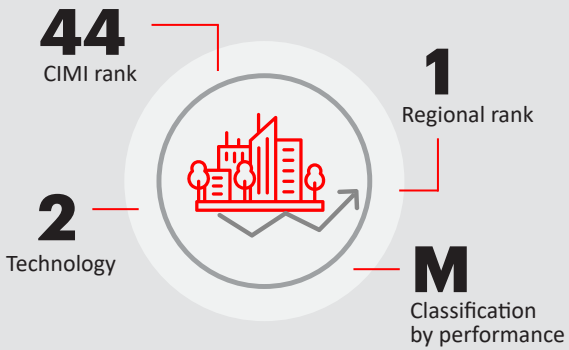


Dubai

Dubai, ranked 44th in the global ranking in this edition, has climbed 28 places since 2023 and stands out as a leading technology hub, ranking second globally in this dimension. This leadership reflects Dubai's commitment to advanced technologies such as AI, the Internet of Things (IoT), blockchain, and big data analysis, which have transformed how the city plans and manages its development. These tools enable smarter decision-making, optimize public and private services, and enhance transparency in financial transactions and government services, solidifying the city's status as a pioneer in digital transformation.

In the international profile dimension, the city ranks 10th, highlighting its ability to attract talent, businesses, and global investment. This strong position is reinforced by Dubai's solid performance in urban planning (13th), reflecting a commitment to structured and strategic growth. However, the city faces significant challenges in the dimensions of human capital (144th), mobility and transportation (92nd), and environment (155th)—areas where its rapid growth has put a strain on sustainability and the integration of essential services.

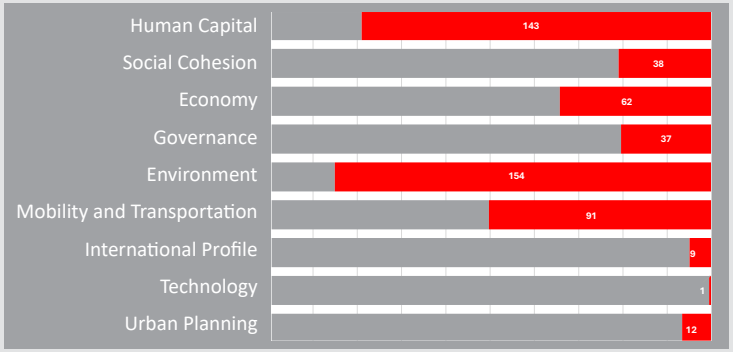
Finally, in addition to transforming the city's governance, a dimension where it ranks 38th, big data analysis and technological solutions have had a direct impact on urban planning and infrastructure improvement. Dubai leverages this data to address mobility challenges, optimize transportation, and ensure efficient delivery of essential services. In this way, the desert metropolis combines cutting-edge technological advancements with a global ambition that positions it as one of the world's most innovative cities. Developing policies that prioritize social well-being, environmental sustainability, and equitable access to opportunities will be essential to solidifying Dubai's global leadership in smart urban planning.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	78	72	44

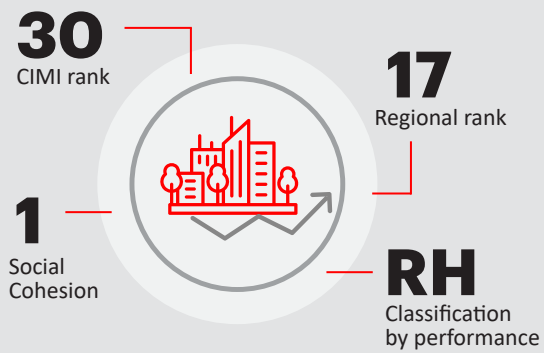
Positions the city of Dubai should gain to be the leader in each dimension



Edinburgh

The Scottish capital, ranked 30th in the **CIMI 2025** global ranking, stands out as a city that balances its achievements in social cohesion—where it ranks first—with an ambitious agenda for digital transformation and innovation. The city also excels in the human capital dimension, ranking 14th, which reflects its ability to foster talent and inclusive education. Edinburgh's vision for 2030—to become a climate-neutral and digitally connected city—is supported by its Digital and Smart City Strategy 2024–2027. The plan addresses key areas such as digital leadership, technology platforms, digital inclusion, IoT, AI, and sustainability. These efforts are essential to maintaining the city's global competitiveness and tackling inequalities, ensuring that all residents have access to affordable digital services. Key achievements include expanding connectivity through fiber-optic networks and public Wi-Fi to ensure inclusive access to the Internet. In municipal services, nearly 11,000 sensors have been installed in waste containers to optimize collection and plan more efficient routes. The city has also developed integrated real-time public transportation information, improving safety and accessibility in busy areas and further strengthening its position in the environment dimension, where it ranks 18th.

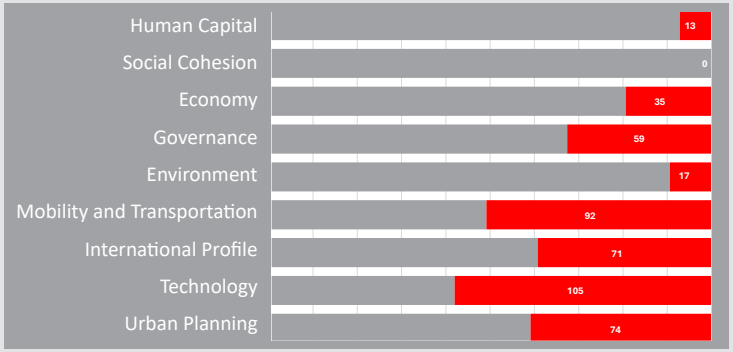
In social cohesion, where Edinburgh holds the top spot, the city has worked to reduce the digital divide by providing digital devices to students and teachers, as well as training municipal employees to respond to cyberattacks. In addition to strengthening digital inclusion, these initiatives prepare the city to leverage technology for the benefit of all residents. Moving forward, Edinburgh will continue developing its SI360 data platform to maximize the value of sensor-collected data, optimize resource allocation, and improve accountability. Through these efforts, the city reinforces its role as a leader in social cohesion and human capital while advancing toward a smart, sustainable, and inclusive city model.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	30	26	30

Positions the city of Edinburgh should gain to be the leader in each dimension

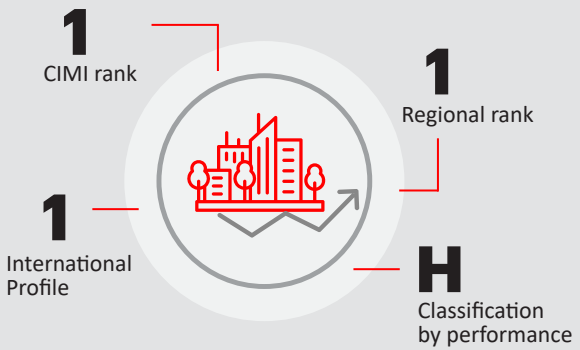


London

As in previous editions, London is the undisputed leader in the **CIMI 2025** global ranking. The UK capital retains the top overall position thanks to its outstanding performance in the human capital, international profile, and governance dimensions. These strengths reflect the city's commitment to innovation, sustainability, and the integration of advanced technologies to tackle urban challenges. London stands as a global benchmark for the implementation of smart city initiatives designed to improve residents' quality of life and bolster its international competitiveness.

The smart city vision of the British capital is built on the strategic management of data as a key infrastructure, equivalent to roads and public transportation systems. Through the London Office of Data Analytics (LODA), the city promotes information sharing among government agencies, private companies, and local communities, ensuring more efficient and transparent delivery of public services. London is also working to expand its cybersecurity strategy and establish a clearer framework of rights and responsibilities in data usage, strengthening public trust and fostering innovation. In the mobility and transportation dimension, where London ranks fourth, the city stands out for its emphasis on sustainability and smart connectivity. Initiatives such as the expansion of 5G networks, the deployment of fiber-optic infrastructure, and public Wi-Fi access facilitate better integration of urban infrastructure, while sustainable transportation options like bicycles and e-scooters support cleaner and more efficient mobility. These efforts not only improve the daily experience of residents, but also contribute to creating a safer, more livable, and more resilient city.

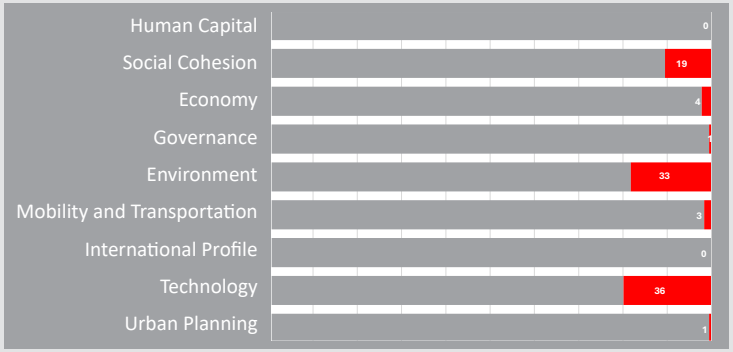
Interdisciplinary collaboration is another key pillar of London's smart city strategy. Through the London Office of Technology and Innovation (LOTI), the city fosters partnerships between academic institutions, the private sector, and government organizations. LOTI leads initiatives to explore advanced health technologies, support the digitalization of public services, and collaborate with other UK cities to share best practices and solve complex urban challenges. London's strategy aligns with its global leadership position, integrating technology, sustainability, and governance to maintain its status as one of the most advanced cities in the world. This comprehensive approach ensures that in addition to meeting current challenges, the city anticipates the future needs of its residents and the global community.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	1	1	1

Positions the city of London should gain to be the leader in each dimension

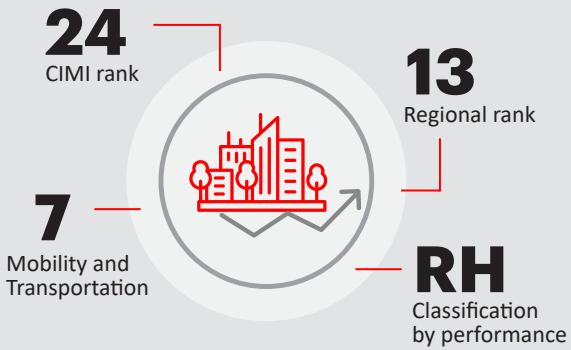


Madrid

The Spanish capital, ranked 24th in the **CIMI 2025** global index, strengthens its position as a continually evolving smart city, despite dropping two places since 2023. The city stands out particularly in mobility and transportation, ranking 7th, and in technology, ranking 20th—reflecting its firm commitment to innovation, digital transformation, and sustainability as fundamental pillars for improving quality of life for residents and promoting efficient urban development. The Digital Transformation Strategy of the Community of Madrid (Estrategia de Transformación Digital de la Comunidad de Madrid, EDCM) 2023–2026 aims to position the capital as a global leader in technological innovation applied to urban management. The plan aims to digitize public services, promote smart mobility, and prioritize sustainability in all urban domains. Through this initiative, the city aims to optimize its resources and provide more accessible, efficient services tailored to the needs of the population. One of the most notable projects is the development of a smart city platform in collaboration with municipal governments. The tool will enable coordination in key areas such as mobility, sustainability, and security. The platform will also integrate camera networks to monitor vehicle entries and exits, improve incident management, and strengthen surveillance—particularly during major events—while ensuring the ethical and transparent use of data to safeguard residents' privacy.

In the economic sphere, Madrid has consolidated its national leadership in business creation and start-up financing, emerging as a European innovation hub. This success is largely due to the city's commitment to public-private partnerships, which has attracted investment and fostered the development of knowledge-intensive sectors. Initiatives of this kind create high-quality jobs and strengthen the region's technology ecosystem.

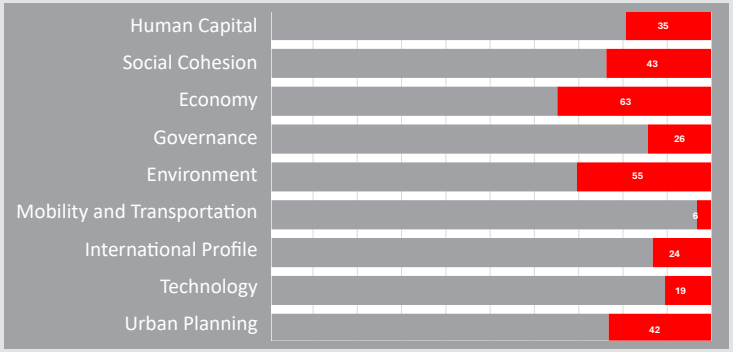
Regarding smart mobility, the Spanish capital continues to incorporate advanced technological solutions that optimize public transportation and encourage sustainable transportation options. In sustainability and urban planning, where it ranks 43rd, Madrid continues to move toward a model that integrates infrastructure with digital services to achieve cleaner, more efficient, and more resilient urban management. With its digital transformation strategy, Madrid is not only modernizing its urban management but also consolidating its position as a global model for smart cities. These actions underscore the city's commitment to sustainable development, technological innovation, and resident well-being, laying the foundations for a more connected, competitive, and sustainable future.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	28	22	24

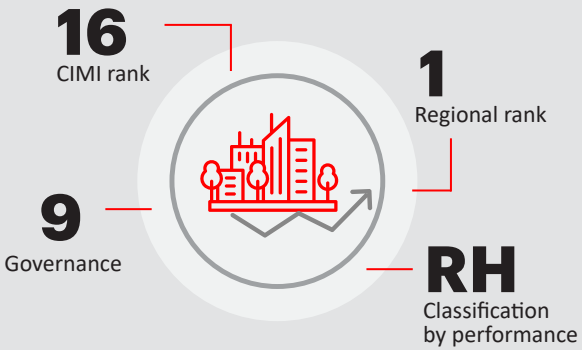
Positions the city of Madrid should gain to be the leader in each dimension



Melbourne

Melbourne, which holds the same position in the **CIMI 2025** global ranking as it did in 2023—16th—stands out as a vibrant, progressive metropolis, recognized for its impressive performance in human capital (11th) and social cohesion (13th). These strengths reflect the city's commitment to community well-being, cultural inclusion, and the promotion of equitable opportunities for all residents. The City of Melbourne Council Plan 2021–2025 outlines six strategic priorities that align with the vision of the metropolis as a "City of Opportunities." The plan aims to foster economic recovery, environmental sustainability, and equitable access to essential services while preserving the rich cultural and historical identity of Australia's second-most populous city. Priorities include the promotion of a future economy that is adaptable and diversified, supported by industries that generate sustainable, high-quality jobs.

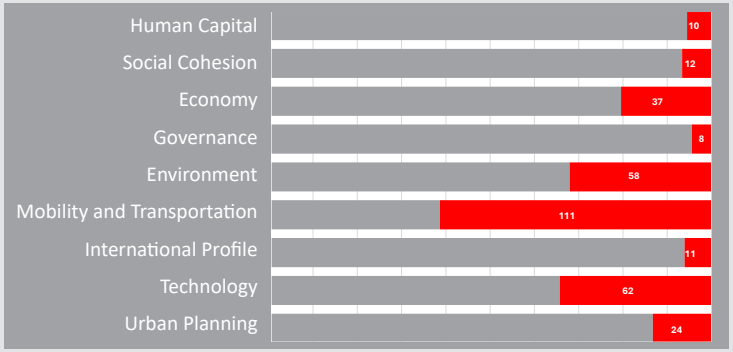
In response to the climate and biodiversity emergency declared in 2019, Melbourne has prioritized urgent actions to reduce emissions, manage waste more efficiently, and build a climate-resilient city. These initiatives aim to protect public health, strengthen the economy, and ensure a more sustainable living environment for the future. In this context, the city is working on initiatives that promote biodiversity and climate adaptation as integral components of its urban development. Melbourne places strong emphasis on ensuring universal access to housing, essential services, and information, tackling economic and social inequalities in the region. The city also prioritizes the safety and well-being of its residents and visitors, ensuring that it remains an inclusive and accessible space for all. With a clear vision and strategic approach, Melbourne is establishing itself as one of the world's most livable and sustainable cities, combining tradition, innovation, and a strong sense of community to advance toward a resilient and equitable future.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	31	16	16

Positions the city of Melbourne should gain to be the leader in each dimension

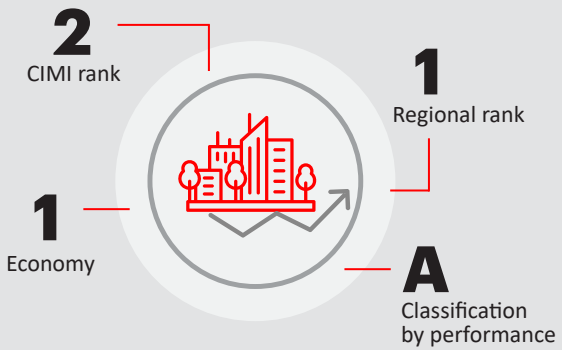


New York

The most populous city in the United States retains its second-place global ranking in the **CIMI 2025** index, confirming its status as one of the world's most advanced cities in terms of economic development (where it ranks first), international profile (2nd), and mobility and transportation (3rd). These strengths reflect New York's commitment to technological innovation, its global leadership, and its ability to integrate advanced solutions to address urban challenges. However, areas such as social cohesion (where it ranks 127th) and the environment (100th) present opportunities to balance its economic and technological progress with a more inclusive and sustainable approach.

Launched in 2023, New York's Smart City Testbed Program is driving the integration of emerging technologies to address urban challenges. Notable projects include EASEEbot, an unmanned aerial vehicle (UAV), commonly known as a drone, developed to improve the energy efficiency of buildings; urban sensors to analyze street usage and inform redesigns; and air quality monitoring systems for polluted areas. These initiatives, developed in collaboration with institutions such as New York University and Static Air, aim to optimize municipal services and reduce emissions while safeguarding residents' privacy through the ethical use of data.

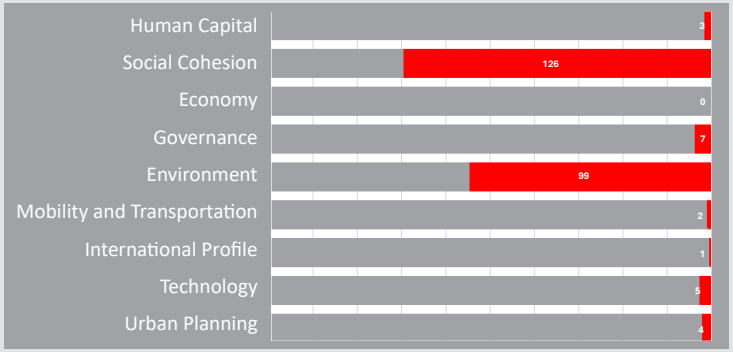
In addition, Columbia University leads research in advanced wireless networks, secure data collection, and real-time urban modeling, strengthening New York's ability to address complex challenges. While the city faces challenges in sustainability and inclusion, it continues to embrace technology and innovation as key tools to cement its status as a global leader in applying the smart city model and promoting more efficient, sustainable, and equitable development.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	2	2	2

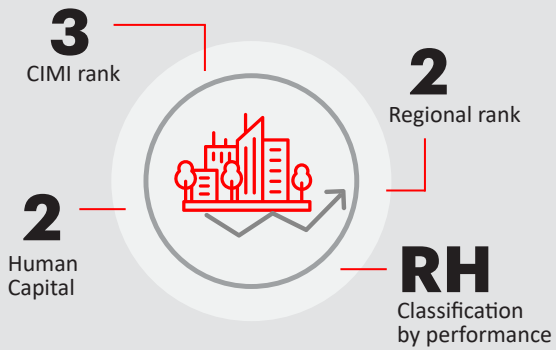
Positions the city of New York should gain to be the leader in each dimension



Paris

The French capital, ranked third in the **CIMI 2025** global index, has established itself as a leading city in human capital (where it ranks second), governance (6th), and mobility and transportation (5th). These strengths reflect the city's commitment to innovation, sustainable urban planning, and efficiency in public services. However, the areas of social cohesion (62nd) and environment (57th) present key opportunities for improvement in its progress toward becoming a more inclusive and environmentally responsible city.

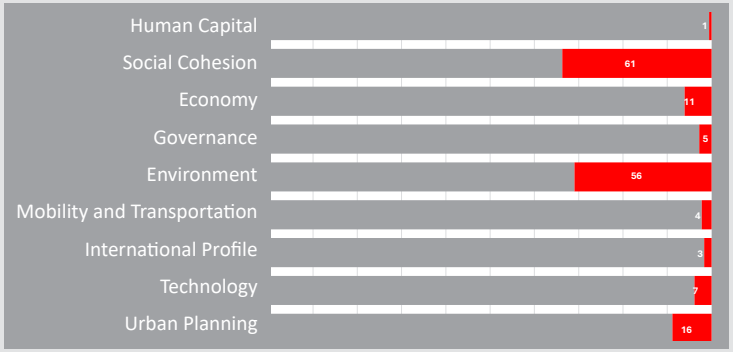
The Paris 2050 Smart City Plan aims to transform the city into a global model of sustainability and technological integration. The project includes the development of futuristic towers that incorporate advanced technologies and sustainable solutions to reduce the city's carbon footprint and improve residents' quality of life. In this context, the innovative Mountain Towers, featuring solar shields that generate electricity and hot water, and the Photosynthesis Towers, equipped with algae bioreactors that produce biomass and clean energy, exemplify the city's comprehensive approach, which aims to harmonize technology and nature. In addition, the Antismog Towers and Bridge Towers are notable for their ability to filter air pollutants and generate renewable energy from natural resources such as wind and water from the Seine River. In addition to being functional, these structures enhance the urban landscape by incorporating green spaces and creating microclimates that benefit residents. The goal of this ambitious plan is to transform the City of Light into a self-sufficient and sustainable urban ecosystem, integrating advanced technologies to tackle various environmental challenges.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	3	3	3

Positions the city of Paris should gain to be the leader in each dimension

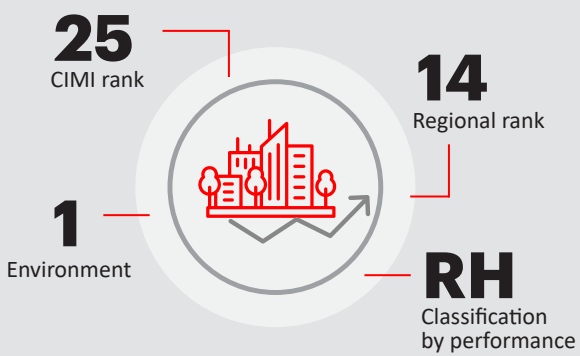


Reykjavik

The Icelandic capital, ranked 25th in the **CIMI 2025** global index, stands out as a global leader in environmental sustainability, where it holds the top position. This leadership reflects the city's commitment to sustainability and its ambitious goal of achieving carbon neutrality by 2040, well ahead of the European regulatory deadline set for 2050. Although Reykjavik performs strongly in social cohesion (ranking 14th), it faces significant challenges in areas such as human capital (107th), governance (98th), and urban planning (112th), highlighting the need for the city to strengthen its strategies in these areas to sustain balanced urban development.

The city's Climate Action Plan for 2021–2025 outlines 15 principal actions aimed at reducing carbon emissions by 300,000 metric tons by 2030. The plan is built on six key priorities that combine environmental sustainability and urban innovation. These priorities include the development of a walkable city, which encourages pedestrian mobility and reduces reliance on motor vehicles, and energy exchange, which focuses on maximizing the use of renewable sources and improving energy efficiency in buildings and urban infrastructure. In addition to reducing emissions, these measures promote healthier and more sustainable lifestyles for residents.

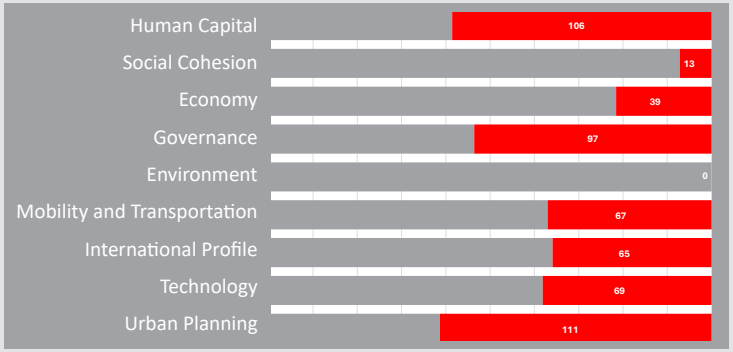
Reykjavik also prioritizes the circular economy by reducing waste, improving recycling, and implementing green structures that increase the number of spaces for recreation and biodiversity. The city is also investing in carbon capture and storage technologies to mitigate the effects of climate change. These actions are complemented by initiatives in environmental education, civic engagement, and international collaboration, which strengthen the city's position as a global model of sustainability. Although it faces challenges in mobility and transportation (68th) and technology (70th), Reykjavik demonstrates that its commitment to sustainability and strategic planning can serve as an inspiration for other cities in their transition to a more resilient and carbon-neutral future. With clear environmental leadership and an ambitious road map, Iceland's capital reaffirms its role as a pioneer in the fight against climate change.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	33	24	25

Positions the city of Reykjavik should gain to be the leader in each dimension



Tokyo

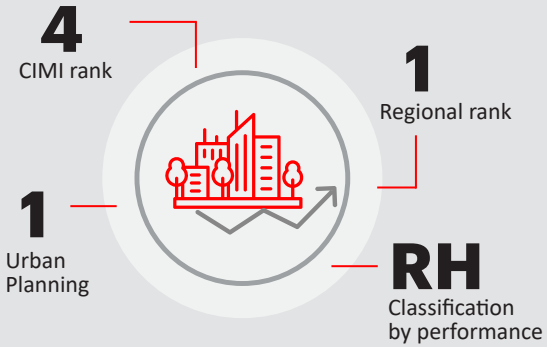
Japan's capital retains its fourth-place position in the **CIMI 2025** global ranking and is recognized as a world leader in the economy (3rd), urban planning (1st), and technology (7th) dimensions. These achievements reflect the city's vision of combining innovation, sustainability, and inclusion to address the social, economic, and environmental challenges it faces as a megacity. Through the Society 5.0 initiative, Tokyo has adopted a pioneering approach to the integration of advanced technological solutions across various sectors, including mobility, health care, and government services, marking a milestone in its digital transformation. One of Tokyo's key pillars is its commitment to urban safety and resilience.

Smart city projects include the construction of fire-resistant buildings and the development of community parks and pathways designed for disaster resilience, ensuring a safe and adaptable environment to better respond to emergencies such as earthquakes. The city is also implementing significant improvements to its transportation system to prevent congestion and ensure mobility even in adverse scenarios.

These actions underscore the city's commitment to sustainability and disaster risk preparedness, solidifying its status as a global model of proactive urban planning.

Beyond technological infrastructure, Tokyo prioritizes community development and social inclusion. Significant efforts are underway to improve peripheral areas in order to ensure that all residents, especially children, older adults, and people with disabilities, have access to essential services.

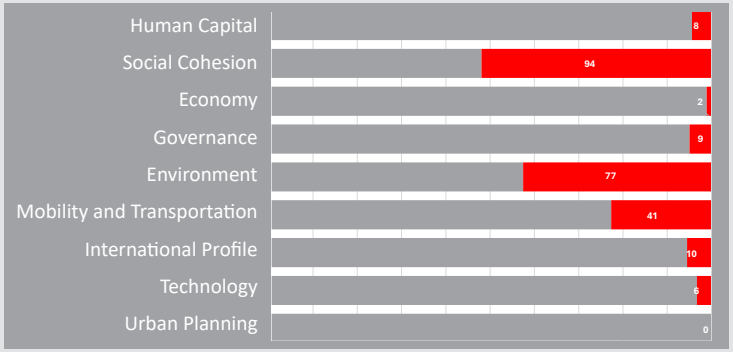
Looking ahead, Japan's capital embraces a comprehensive vision that integrates cutting-edge technology with sustainability. The city's plans focus on ensuring sustainable urban development, improving health care, and expanding educational opportunities to prepare for future demographic and technological shifts. These initiatives allow Tokyo to position itself as a city focused on resident well-being, resilient to the challenges of the 21st century, and committed to innovation, inclusion, and sustainability.



Changes in CIMI rank over the last three years

	2022	2023	2024
Position	6	4	4

Positions the city of Tokyo should gain to be the leader in each dimension



Cities in Motion. Evolution

The transformation of a city is crucial to understanding where it is heading in terms of development goals. Accordingly, **Table 13** shows the evolution of the index over the last three years for the top 50 cities in the **CIMI 2024** ranking.

As the table shows, there is little change at the top of the ranking, where cities such as London, New York, and Paris maintain their leadership over the entire 2022–2024 period. Although Chinese cities show positive trends, with notable gains in the past year, their overall progress over the entire period is less substantial. For instance, Beijing, Shanghai, and Hong Kong climbed 17, 21, and 33 places, respectively, in the last year. However, over the 2022–2024 period as a whole, Beijing has risen by only one place, Shanghai by five, and Hong Kong has dropped by 15. These year-over-year variations may be due to the lack of simultaneous data updates, highlighting the importance of considering overall trends across the period.

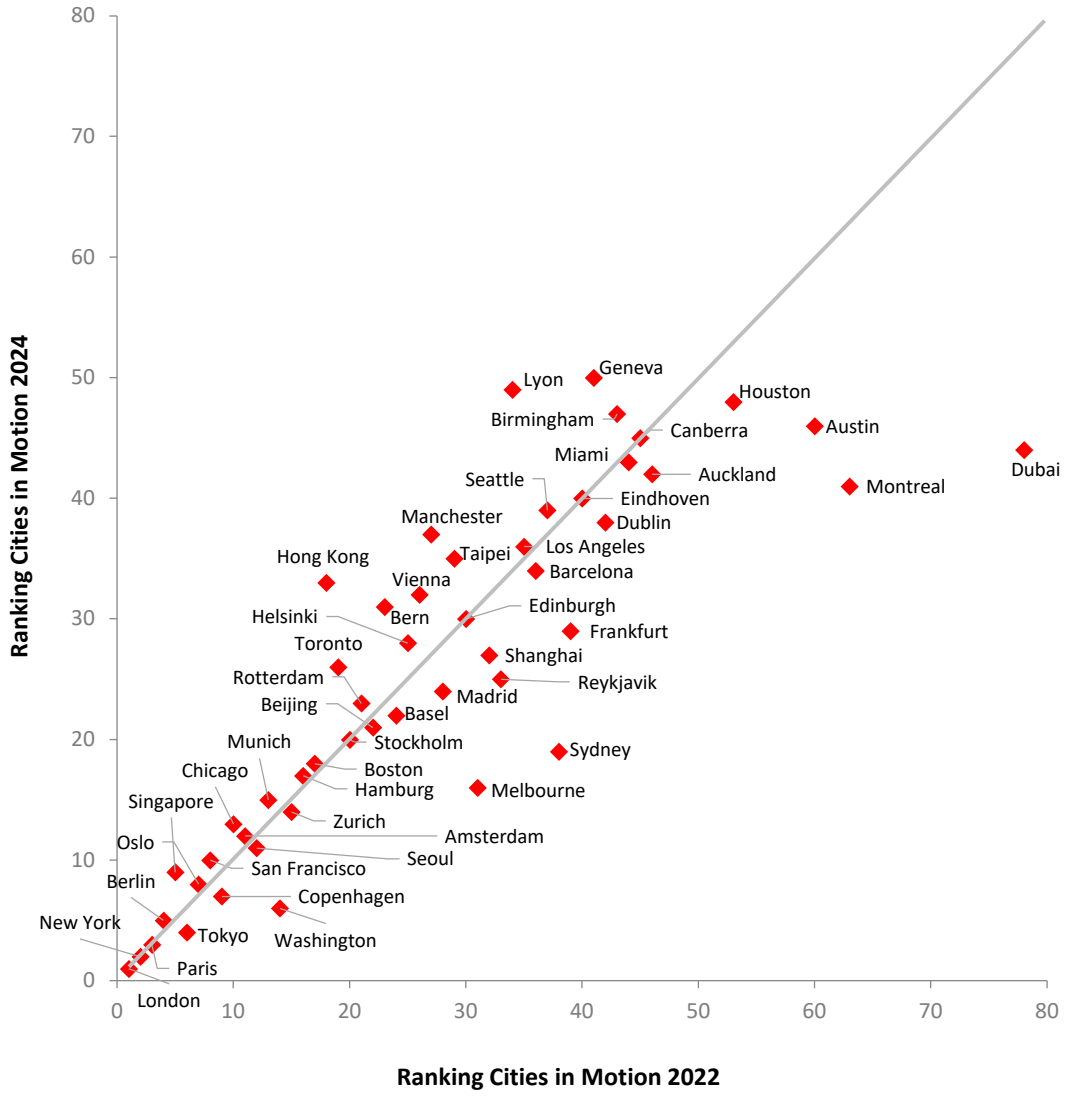
The rise of Australian cities is also noteworthy: Melbourne and Sydney climbed 15 and 19 places, respectively, largely due to improvements in the economy and urban planning dimensions. Dubai and Montreal also made strong gains over the period. In the case of Dubai, this largely reflects the city's improved performance in governance, while Montreal's progress is due to its gains in international profile, urban planning, and technological development.

Table 13. Changes in the ranks of the top 50 cities in 2024 (last three years)

City	2022	2023	2024	2022/ 2023	2023/ 2024
London - United Kingdom	1	1	1	0	0
New York - USA	2	2	2	0	0
Paris - France	3	3	3	0	0
Tokyo - Japan	6	4	4	2	0
Berlin - Germany	4	5	5	-1	0
Washington - USA	14	17	6	-3	11
Copenhagen - Denmark	9	9	7	0	2
Oslo - Norway	7	7	8	0	-1
Singapore - Singapore	5	6	9	-1	-3
San Francisco - USA	8	12	10	-4	2
Seoul - South Korea	12	11	11	1	0
Amsterdam - Netherlands	11	8	12	3	-4
Chicago - USA	10	10	13	0	-3
Zurich - Switzerland	15	14	14	1	0
Munich - Germany	13	13	15	0	-2
Melbourne - Australia	31	16	16	15	0
Hamburg - Germany	16	15	17	1	-2
Boston - USA	17	19	18	-2	1
Sydney - Australia	38	28	19	10	9
Stockholm - Sweden	20	18	20	2	-2
Beijing - China	22	38	21	-16	17
Basel - Switzerland	24	20	22	4	-2
Rotterdam - Netherlands	21	21	23	0	-2
Madrid - Spain	28	22	24	6	-2
Reykjavik - Iceland	33	24	25	9	-1
Toronto - Canada	19	27	26	-8	1
Shanghai - China	32	48	27	-16	21
Helsinki - Finland	25	25	28	0	-3
Frankfurt - Germany	39	33	29	6	4
Edinburgh - United Kingdom	30	26	30	4	-4
Bern - Switzerland	23	30	31	-7	-1
Vienna - Austria	26	23	32	3	-9
Hong Kong - China	18	66	33	-48	33
Barcelona - Spain	36	31	34	5	-3
Taipei - Taiwan	29	32	35	-3	-3
Los Angeles - USA	35	41	36	-6	5
Manchester - United Kingdom	27	29	37	-2	-8
Dublin - Ireland	42	37	38	5	-1
Seattle - USA	37	35	39	2	-4
Eindhoven - Netherlands	40	34	40	6	-6
Montreal - Canada	63	53	41	10	12
Auckland - New Zealand	46	43	42	3	1
Miami - USA	44	45	43	-1	2
Dubai - United Arab Emirates	78	72	44	6	28
Canberra - Australia	45	40	45	5	-5
Austin - USA	60	39	46	21	-7
Birmingham - United Kingdom	43	44	47	-1	-3
Houston - USA	53	51	48	2	3
Lyon - France	34	42	49	-8	-7
Geneva - Switzerland	41	36	50	5	-14

Figure 8 illustrates how the ranks of the top 50 cities have changed from 2022 to 2024. Cities that have gained positions are shown below the 45-degree angle formed by the diagonal line, indicating an improvement in their rank. Those that have fallen in the ranking are positioned above the line. This visual representation complements the data presented in **Table 13** and highlights the most notable movements. Cities such as Lyon, Hong Kong, and Manchester, which have experienced steep declines, are located above the diagonal line. In contrast, cities such as Dubai, Montreal, Sydney, Melbourne, and Austin made significant gains and are situated below the diagonal line, indicating an improvement in their position over the period analyzed.

Figure 8. Changes in the ranks of the top 50 cities (2022–2024)



Cities in Motion versus other indices

In this section, we compare the **CIMI** and other indices. **Table 14** shows the top 10 cities in this ranking (2025 edition) and the top 10 in seven other indices. Cities that appear in the **CIMI** top 10 are shown with shading.

In a comparative analysis of city rankings that use different methodologies and criteria, a consistent trend emerges: Cities that excel in multiple dimensions (economic, financial, technological, cultural, and quality of life) tend to be more influential and competitive at the global level. These dimensions include a wide range of factors, such as promotion of culture, ease of starting a business, quality of life, and implementation of advanced technologies. The data show that generally speaking the standout cities in this edition of the **CIMI** also rank highly in other important indices.

In the specific case of London and New York, these two metropolises rank first and second, respectively, in four of the seven rankings considered. The British capital, which tops the **CIMI 2025,** also leads the *World's Best Cities Report 2025* and the *Global Power City Index (GPCI) 2024* and ranks second in the *Global Cities Index (GCI) 2024* and the *Global Financial Centres Index (GFCI) 2024.* London is also among the top 10 in the *Sustainable Cities Index 2024* and the *IMD Smart City Index 2024.* This remarkable performance underscores its leadership in sustainability, international profile, technology, and economy.

New York, which ranks second in the **CIMI 2025,** leads both the GCI 2024 and the GFCI 2024 and ranks second in the GPCI 2024 and *World's Best Cities 2025.* These achievements underscore the city's role as a global hub of financial, cultural, and technological power.

Paris, Tokyo, and Copenhagen also rank in the top 10 in three of the seven rankings considered.

In terms of geographic representation, the **CIMI** stands out for its inclusion of 183 cities and for endeavoring to include more cities located in regions that tend to receive less attention. This broad coverage demonstrates the **CIMI's** commitment to diversity and the inclusion of multiple urban perspectives.

Finally, it can be observed that the cities leading the **CIMI,** GCI, GFCI, and *World's Best Cities* tend to rank among the top positions, reinforcing their status as leaders across multiple dimensions of modern urban life.

Table 14. Comparison with other indices (top 10)

City rank	CIMI 2025 (IESE)	*Global Cities Index 2024* (A.T. Kearney)	*Global Financial Centres Index 2024, GFCI* (Z/Yen)	*Global Power City Index 2024* (MMF)	*Liveability Ranking 2024* (The Economist)	*Sustainable Cities Index 2024* The Arcadis	*IMD Smart City Index 2024* World Competitiveness Center	*World´s Best Cities Report 2025* Resonance
1	London	New York	New York	London	Vienna	Amsterdam	Zurich	London
2	New York	London	London	New York	Copenhagen	Rotterdam	Oslo	New York
3	Paris	Paris	Hong Kong	Tokyo	Zurich	Copenhagen	Canberra	Paris
4	Tokyo	Tokyo	Singapore	Paris	Melbourne	Frankfurt	Geneva	Tokyo
5	Berlin	Singapore	San Francisco	Singapore	Calgary	Munich	Singapore	Singapore
6	Washington	Beijing	Chicago	Seoul	Geneva	Oslo	Copenhagen	Rome
7	Copenhagen	Los Angeles	Los Angeles	Amsterdam	Sydney	Hamburg	Lausanne	Madrid
8	Oslo	Shanghai	Shanghai	Dubai	Vancouver	Berlin	London	Barcelona
9	Singapore	Hong Kong	Shenzhen	Berlin	Osaka	Warsaw	Helsinki	Berlin
10	San Francisco	Chicago	Frankfurt	Madrid	Auckland	London	Abu Dhabi	Sydney

Cities in Motion.
Ranking of cities by population category

Below, we rank each city in the index compared to others of similar size. To this end, the 183 cities included have been classified by population. The classification used is based on various sources consulted, including *The Economist* and UN sources. **Table 15** shows the various categories and the number of **CIMI** cities in each one.

Table 15. Classification of cities by population

Category		Number of cities
Less than 600,000	Smallest cities	9
600,000 to 1,000,000	Small cities	18
1 to 5 million	Medium-sized cities	95
5 to 10 million	Large cities	28
Over 10 million	Megacities	33

RANKING OF SMALLEST CITIES

The cities that make up this select group with fewer than 600,000 inhabitants show that size does not limit their ability to have a significant impact on the global stage.

Leading this category is Basel, Switzerland, which has maintained a stable position in the global ranking, rising from 24th in 2022 to 20th in 2023, before dropping slightly to 22nd in 2024. The city's performance reflects strong urban governance and a high quality of life.

Reykjavik (Iceland) ranks second in this category, cementing its status as a leader in sustainability and innovation. The city moved up from 33rd place in 2022 to 24th in 2023 before dropping one place to 25th in 2024.

Bern (Switzerland) retains third place in this category, although it has seen a slight decline in its global rank, dropping from 23rd in 2022 to 31st in 2024. This fall reflects challenges in certain areas, but the city has maintained its clear focus on governance and sustainability.

Canberra (Australia) ranks fourth in the category and has demonstrated stability in its global performance. While its position has fluctuated—45th in 2022 and 2024 and 40th in 2023—the city continues to make progress in human capital and social cohesion.

Wellington (New Zealand), which rounds out this select group in fifth place, dropped from 49th in the global ranking in 2022 to 60th in 2024. Despite this decline, the city continues to be recognized for its commitment to social cohesion and environmental sustainability.

Despite their modest size, these cities stand out for their strategic vision and ability to implement initiatives effectively. Their focus on resident well-being, sustainability, and innovation makes them notable examples of urban excellence on the global stage.

Top 5 cities with population under 600,000

City	Regional position	Global position 2022	Global position 2023	Global position 2024
Basel - Switzerland	1	24	20	22
Reykjavik - Iceland	2	33	24	25
Bern - Switzerland	3	23	30	31
Canberra - Australia	4	45	40	45
Wellington - New Zealand	5	49	47	60

RANKING OF SMALL CITIES

Among cities with populations between 600,000 and 1,000,000, five stand out for their global performance, demonstrating that cities of a modest size can be synonymous with urban excellence.

Leading this category is Edinburgh, the historic capital of Scotland, which drops to 30th place in the 2024 global ranking after reaching 26th in 2023. The city's rich cultural heritage and commitment to innovation reinforce its leadership in this category.

Eindhoven (Netherlands), which ranks second in this category, stands out for its strong technology sector and advancements in education. The Dutch city has maintained stability in its global performance, ranking 40th in 2024 after reaching 34th in 2023, reflecting its strength in innovation and sustainability.

In third place, Geneva (Switzerland) is recognized for its role as a diplomatic hub and its high quality of life. However, the city has dropped in the global ranking, falling from 36th in 2023 to 50th in 2024, evidencing certain challenges despite its many strengths.

Nottingham (UK) ranks fourth in the category and stands out for blending its rich historical heritage with ongoing urban modernization. In the global ranking, the city drops from 56th place in 2023 to 64th in 2024, suggesting a need to boost its competitiveness.

Finally, Tallinn (Estonia), the fifth-ranked small city, shows a slight improvement in its global rank, moving up from 75th in 2023 to 73rd in 2024. The city's focus on digitalization and sustainability highlights its commitment to progress.

These small cities exemplify how the right balance of size, innovation, and quality of life can translate into a significant global impact, positioning them as models to follow in the pursuit of sustainable and efficient urban development. With their respective strengths and unique approaches, these cities illustrate how the right size can translate into significant impact, serving as models of growth, innovation, and quality of life on the global stage.

Top 5 cities with population 600,000 to 1,000,000

City	Regional position	Global position 2022	Global position 2023	Global position 2024
Edinburgh - United Kingdom	1	30	26	30
Eindhoven - Netherlands	2	40	34	40
Geneva - Switzerland	3	41	36	50
Nottingham - United Kingdom	4	62	56	64
Tallinn - Estonia	5	77	75	73

RANKING OF MEDIUM-SIZED CITIES

In the category of cities with populations between 1 and 5 million, a select group has demonstrated that medium-sized cities can compete at the highest global level.

Copenhagen, the capital of Denmark, leads the ranking for this category and has strengthened its international position, rising to seventh place globally in 2024—an improvement from its ninth place position in both 2022 and 2023. This gain reflects the city's strong commitment to sustainability, urban design, and quality of life.

Oslo, the capital of Norway, ranks second in this category and has maintained a strong global performance, securing eighth place in 2024 after ranking seventh in the previous two years. This stability confirms the effectiveness of the city's approach to social issues, urban planning, and policies related to resident well-being.

San Francisco (USA) ranks third among medium-sized cities. The city ranked eighth globally in 2022, but dropped to 12th in 2023. However, it has made up some ground this year, taking 10th place in 2024. The Bay Area metropolis remains a global leader in technology, innovation, and entrepreneurship.

Amsterdam, the capital of the Netherlands, ranks fourth in this category and has seen moderate changes in its global rank. The city was ranked 11th in 2022, climbed to 8th in 2023, and dipped slightly to 12th in 2024. The Dutch capital's reputation as a hub of innovation, culture, and progressive urban policy remains undisputed.

Rounding out this distinguished group is Zurich (Switzerland), which ranks fifth in the category. Although the city's global rank remains unchanged at 14th in both 2023 and 2024, the country's most populous city continues to stand out for its strong economy, high quality of life, and efficient urban management.

Despite not having large populations, the administrative efficiency, focus on sustainability, and innovation capacity that characterize these cities enable them to compete globally and position themselves as models of success for medium-sized cities.

Top 5 cities with population 1 to 5 million

City	Regional position	Global position 2022	Global position 2023	Global position 2024
Copenhagen - Denmark	1	9	9	7
Oslo - Norway	2	7	7	8
San Francisco - USA	3	8	12	10
Amsterdam - Netherlands	4	11	8	12
Zurich - Switzerland	5	15	14	14

RANKING OF LARGE CITIES

In the category of cities with populations between 5 and 10 million, a select group of metropolises stands out, having consolidated their global prominence thanks to their capacity for adaptation and sustained development.

Berlin, the capital of Germany, ranks first in the category. Globally, the German capital maintains the fifth-place position it held in 2023, after having reached fourth place in 2022. The city's consistently strong performance reflects its efficient urban policies, vibrant economy, and dynamic cultural and innovation environment, reinforcing its status as a benchmark both within Europe and worldwide.

Washington, the capital of the United States, ranks second in the category and has made up ground in the global ranking, climbing from 17th place in 2023 to sixth in 2024. This rise highlights the city's role as a high-impact political and cultural epicenter, supported by ongoing improvements to its infrastructure and quality of life.

Singapore, the influential city-state in the Asia-Pacific region, ranks third among large cities. Globally, its position has not varied greatly. After ranking fifth in 2022 and sixth in 2023, the city has dropped to ninth in 2024. Despite this slight decline, Singapore's economic dynamism and leadership in technology and innovation remain key drivers of its success.

Chicago, another major US city, ranks fourth in the category. The city ranked tenth globally in both 2022 and 2023, but has slipped slightly to 13th in 2024. Nevertheless, the Midwestern metropolis remains widely recognized for its undeniable appeal for business, innovation, and quality of life, maintaining its status as a key hub in North America.

Finally, Melbourne (Australia) rounds out this distinguished group, ranking fifth in the category. The Australian metropolis made a remarkable global recovery, rising from 31st place in 2022 to 16th in both 2023 and 2024. This progress highlights the city's commitment to continuous improvement in education, infrastructure, and quality of life, solidifying its status as a globally competitive city.

With their diversity and particular urban strategies, these metropolises demonstrate that sustainable growth, innovation, and effective planning are key to maintaining a leading position on the global stage, serving as an inspiration to other cities of similar size.

Top 5 cities with population 5 to 10 million

City	Regional position	Global position 2022	Global position 2023	Global position 2024
Berlin - Germany	1	4	5	5
Washington - USA	2	14	17	6
Singapore - Singapore	3	5	6	9
Chicago - USA	4	10	10	13
Melbourne - Australia	5	31	16	16

RANKING OF MEGACITIES

In the megacity category—comprising cities with populations exceeding 10 million—a select group has consistently remained at the top of the global ranking.

London, the capital of the United Kingdom, maintains its dominance, topping the global ranking in 2022, 2023, and 2024, reaffirming its status as a global epicenter of economic, cultural, and social influence.

New York (USA) secures second place globally, reinforcing its role as a global leader in finance, business, and culture, with a dynamism that has remained balanced over the years.

Paris, the capital of France, consistently ranks third globally, reflecting its unique blend of rich historical heritage, a modern economy, and cultural appeal, which enables the city to remain a key player on the international stage.

Tokyo (Japan) ranks fourth globally in 2023 and 2024, up from sixth place in 2022. The Japanese capital continues to stand out as a hub of advanced technology, world-class infrastructure, and efficient urban design.

Finally, Seoul, the capital of South Korea, rounds out the top 5 in the megacity category. Globally, the city ranks 12th in 2022, climbs to 11th in 2023, and remains in the same position in 2024, demonstrating its growing global influence, driven by technological innovation and urban dynamism.

While these megacities lead in innovation, economic development, and culture, they also face significant challenges, including environmental sustainability and social cohesion. However, thanks to their adaptability and resilience, they continue to serve as global benchmarks and play a critical role in shaping the future of urban development worldwide.

Top 5 cities with population over 10 million

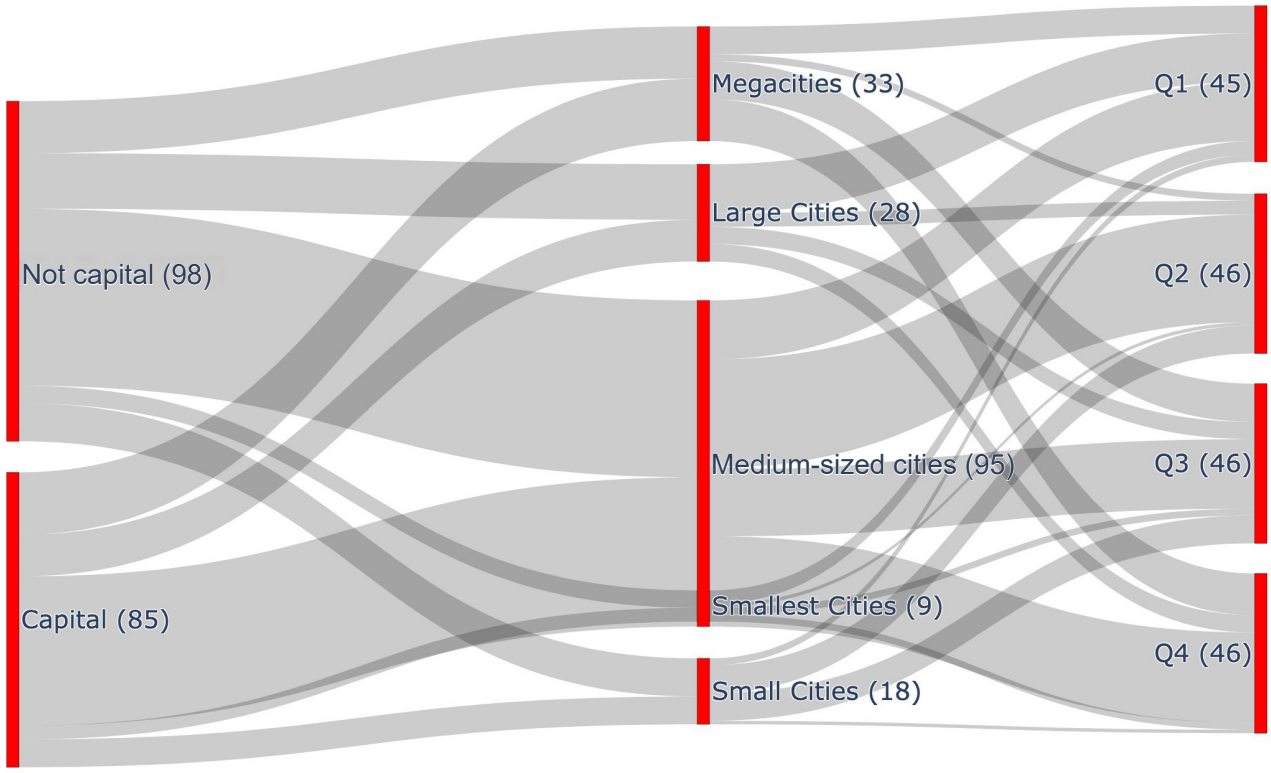
City	Regional position	Global position 2022	Global position 2023	Global position 2024
London - United Kingdom	1	1	1	1
New York - USA	2	2	2	2
Paris - France	3	3	3	3
Tokyo - Japan	4	6	4	4
Seoul - South Korea	5	12	11	11

Figure 9 below illustrates the distribution of cities based on whether they are national capitals (left), their population size (center), and their position in the ranking (Q1 to Q4, right). This figure, based on the same classification by rank used in **Figure 6,** incorporates the classification of cities by population size as defined in this section.

The diagram shows the high proportion of *medium-sized cities* in the ranking, which are fairly evenly distributed between the capital cities group and non-capital cities group.

As for the performance of the cities, in the Q1 group (ranked 1st to 45th), there is a high proportion of cities classified as *medium-sized,* followed by a significant group of *large cities.* Similarly, in the top 45 of the global ranking, we find a notable proportion of *smallest cities,* including Reykjavik, Basel, and Bern (which rank in the top 5 for this population category).

Figure 9. Type of city by size and rank



Cities in Motion. Cluster analysis

Smart and sustainable urbanization has become a global trend, redefining how cities tackle contemporary challenges. To analyze this transformation, a cluster-based approach is particularly valuable, as it helps identify common patterns and strategies in urban development. This method groups cities based on characteristics such as population density, geographic location, and whether they are capitals, providing key insights into their progress toward becoming smart cities.

In this edition, our analysis has identified three clusters, each characterized by a distinct combination of innovative technology, sustainable infrastructure, and a technology-oriented labor market. These groupings offer a comprehensive view of the current smart city landscape and the capacity of these cities to address future challenges. Unlike last year, the common characteristics of the cities allowed us to group them into just three clusters, reflecting a trend toward convergence in their development, driven by social, economic, and geopolitical factors. For the sake of clarity, the cluster names used reflect the predominant economic and development characteristics of the cities in each one. This study highlights the importance of adopting targeted approaches when implementing smart technologies, respecting diversity and leveraging the unique strengths of each city as it advances toward a more connected and sustainable urban model.

Cluster 1: Emerging global cities

This cluster includes cities in developing regions with significant growth potential. These emerging cities face major challenges related to governance, sustainability, and social cohesion, even as their economies continue to expand. Notable examples include Mumbai, Lagos, Bogotá, Bangkok, and Mexico City. Their average global rank—148th—highlights the significant challenges they must overcome to establish themselves as competitive cities. These transition economies, characterized by expanding industrial sectors, rely heavily on natural resources or manufacturing.

In terms of governance, their average rank of 142nd highlights inefficiencies in public policy and resource management, and many lack robust or sustainable urban infrastructure. They also face shortcomings in environmental protection policies and pollution control, as well as challenges in adopting advanced technologies. Finally, while their public transportation systems are developing, they remain insufficient to meet the growing demands of their urban populations.

Cluster 2: Leading global metropolises

This cluster is made up of leading global cities recognized for their connectivity, innovation, and quality of life, including New York, London, Singapore, Tokyo, and Paris. These cities excel in the dimensions of technology, economy, and international profile but face challenges in sustainability. An average global rank of 43rd reflects their strong position on the world stage. Their economies, with an average rank of 32nd, are highly diversified and driven by sectors such as services, technology, and finance.

The stability and efficiency of their political systems is reflected in an average rank of 41st in the governance dimension, and in urban planning these cities feature modern, sustainable designs that prioritize livability and connectivity. However, environmental sustainability remains a clear area for improvement for this group. In terms of social cohesion, with an average rank of 79th, they stand out for their diversity and integration, although certain inequalities persist.

These cities are also leaders in technology, with an average rank of 29th, reflecting their capacity for innovation and adoption of advanced technologies. Finally, in mobility and transportation, they boast advanced public and private systems that enable efficient and sustainable movement.

Cluster 3: Sustainable and culturally vibrant cities

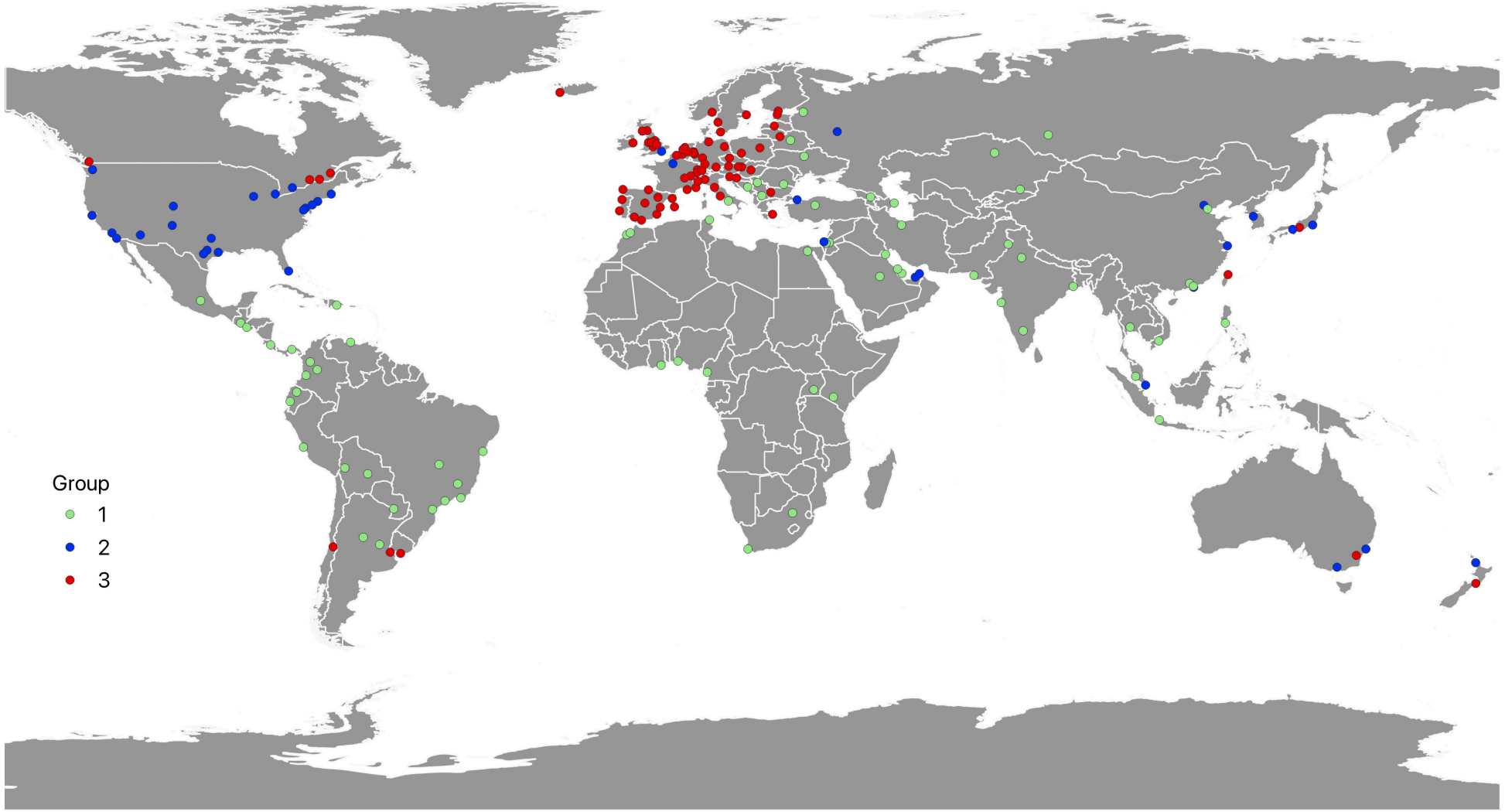
This cluster includes cities in Europe, North America, and Oceania that stand out for their quality of life, sustainability, and social cohesion. Cities such as Amsterdam, Barcelona, Stockholm, Vienna, and Zurich demonstrate a balance of stability and livability, with mature economies that prioritize sustainability over rapid growth. An average global rank of 62nd reflects their overall strength, while their economies, with an average rank of 79th, are robust and balanced. All of the Spanish cities included in the index fall within this cluster.

In terms of governance, with an average rank of 67th, these cities are defined by stable political systems that prioritize social well-being. In the dimension of urban planning, where the average rank is 65th, they stand out for having sustainable infrastructure that enhances livability. In the environment dimension, they perform strongly with an average rank of 44th, reflecting their commitment to sustainability and green policies. Their social cohesion—a dimension in which the average rank is 54th—is reflected in high levels of equality and community integration.

In terms of technology, their average rank of 75th positions them as steady adopters of innovative solutions, but they are not leaders in this area. Finally, an average rank of 56th in mobility and transportation points to efficient public systems that support sustainability and quality of life.

Figure 10 shows the city clusters on a world map.

Figure 10. City clusters



Cities in Motion.
Analysis of dimensions in pairs

This section examines the position of cities in relation to two dimensions simultaneously, with the aim of determining whether there is any correlation between them. Cities are also classified by population size using the categories defined in the previous section.

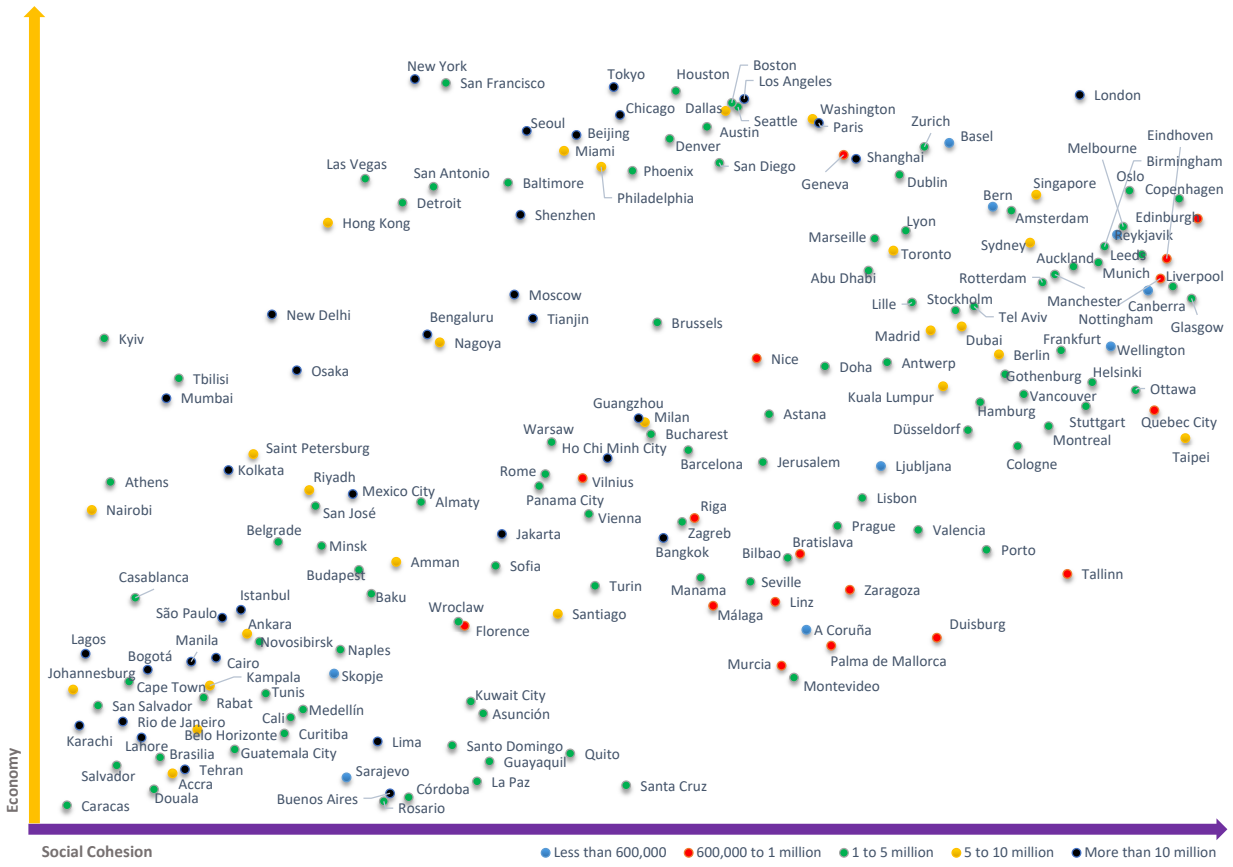
It is important to note that in this edition of the index, as mentioned above, all of our analyses related to the economy dimension have been particularly affected by current armed conflicts, especially the wars in Ukraine and Palestine. These events have caused significant destabilization in global and local economies, which have altered the results and trends observed in this study.

In **Figure 11**, the dimensions of economy and social cohesion are plotted on the y- and x-axes, respectively. The upper-right quadrant is dominated by medium-sized cities (shown in green), such as Oslo and Copenhagen, as well as smaller cities with fewer than 600,000 inhabitants (shown in blue), such as Canberra, Reykjavik, and Bern. These cities stand out for their strong performance in social cohesion, which is generally accompanied by good performance in the economy dimension. However, this group is not limited to small and medium-sized cities; it also includes some prominent megacities, such as London, which performs well in both dimensions, ranking fifth in economy and 20th in social cohesion.

In contrast, most megacities are concentrated on the left side of the figure (in both the upper and lower quadrants), indicating low performance in social cohesion. This group includes cities such as New York, which performs strongly in the economy dimension but has significant shortcomings in social cohesion. In the same area, we find cities like Mumbai, Osaka, New Delhi, and Shenzhen, which also exhibit weak performance in this dimension.

The lower part of the figure is occupied by cities that rank near the bottom in the economy dimension, such as Buenos Aires, Córdoba, and Rosario. These Argentine cities also perform poorly in social cohesion, possibly due to the country's recurrent economic crises, which exacerbate inequalities and directly impact social cohesion.

Figure 11. Cities plotted by the economy and social cohesion dimensions



Finally, the lower-right quadrant includes small cities (in red), such as Zaragoza, Murcia, Palma de Mallorca, and Málaga, as well as medium-sized cities (in green), such as Montevideo, Porto, and Valencia. These cities stand out for their strong performance in social cohesion, but in many cases their economies are in need of improvement.

Figure 12 plots the dimensions of economy and environment on the y- and x-axes, respectively.

The upper-left quadrant is dominated by cities in the Asia-Pacific region and the United States, including Los Angeles, Shanghai, Beijing, and Shenzhen, which demonstrate strong economic performance but limited environmental performance. This suggests that intense economic development can adversely affect the natural environment if sustainable practices are not implemented. The lower-left quadrant includes cities with low performance in both dimensions, such as Accra, Tehran, Lahore, and Karachi.

In the lower-right quadrant we find cities with moderate economic development but effective environmental management, such as Asunción, Linz, Tallinn, Duisburg, and Montevideo. This group also includes several Spanish cities, such as Málaga, Murcia, Zaragoza, and Palma de Mallorca, which could suggest that a less developed economy tends to be more compatible with an environmentally sustainable approach.

Finally, the upper-right quadrant includes cities that achieve high performance in both the economy and environment dimensions, such as Zurich, Basel, London, Oslo, Reykjavik, and Copenhagen, demonstrating that economic development can be successfully balanced with environmental sustainability.

The figure also shows that megacities are primarily concentrated on the left side, highlighting their inadequate performance in the environment dimension. This trend could be due to factors such as traffic congestion and the high concentration of factories—common characteristics of large urban centers.

Figure 12. Cities plotted by the economy and environment dimensions

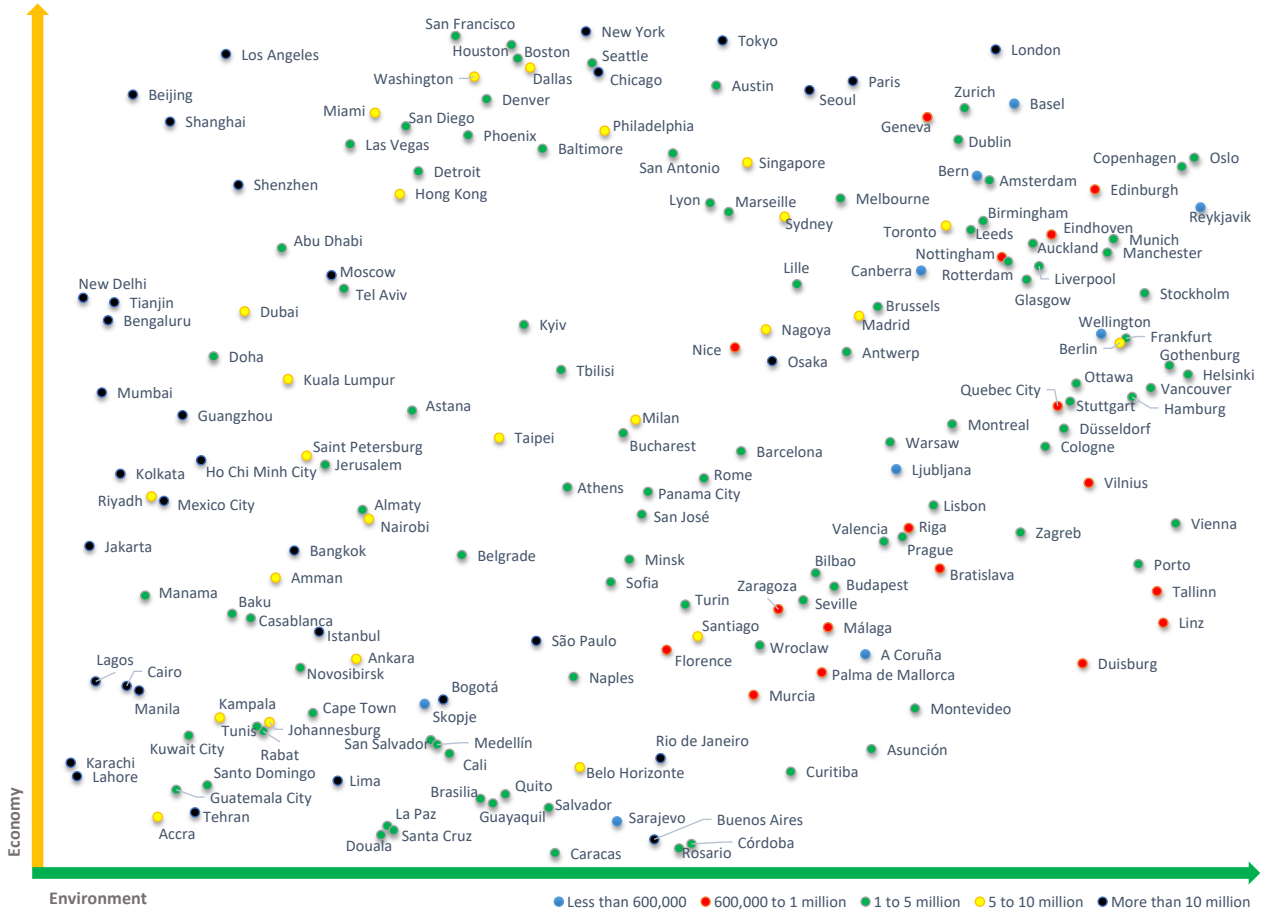


Figure 13 plots the dimensions of mobility and transportation (vertical axis) and environment (horizontal axis). The upper-left quadrant includes cities that perform well in mobility and transportation but have significant shortcomings in their environmental performance. Among them are several Asian cities, such as Beijing, Shanghai, Shenzhen, Guangzhou, and Tianjin, as well as some US cities, including New York.

The upper-right quadrant includes cities that perform strongly in both dimensions, such as London, Berlin, Vienna, Munich, Copenhagen, Oslo, and Hamburg, demonstrating that an efficient transportation system can be successfully combined with sustainable practices.

The lower-left quadrant includes cities with low levels of development in terms of both mobility and transportation and the environment. Among them are Jakarta, Lagos, Bengaluru, Kolkata, and Manila, where challenges in both areas are evident.

Finally, the lower-right quadrant groups cities that stand out in environmental sustainability but face limitations in mobility and transportation. This category includes Montevideo, Asunción, and Curitiba, which demonstrate a commitment to environmental sustainability but have room for improvement in their transportation infrastructure.

Figure 13. Cities plotted by the mobility and transportation and environment dimensions

Figure 14 illustrates the relationship between the economy and human capital dimensions. As the figure shows, cities that perform well on the economy also tend to perform well on human capital, placing them in the upper right-hand corner. This applies to US cities such as New York, Boston, Chicago, Los Angeles, Philadelphia, and San Francisco; European cities such as London, Zurich, Oslo, Copenhagen, and Paris; and Asian and Oceanian cities such as Tokyo, Shanghai, Beijing, Seoul, and Melbourne—all of which show a positive balance in both dimensions.

There is also a significant group of cities, including Douala, Lahore, Karachi, Sarajevo, and Santo Domingo, that perform poorly in both the economy and human capital dimensions, placing them in the lower-left section of the figure. This suggests that cities with weak economic performance often face similar challenges in terms of human capital.

However, the figure also reveals some exceptions. For example, Buenos Aires stands out for its relatively strong human capital performance despite its poor economic performance. In contrast, cities such as Abu Dhabi and Shenzhen, which appear in the upper-left quadrant, perform strongly in the economy dimension but poorly in human capital. While the general trend suggests that strong economic performance is typically accompanied by high levels of human capital, these exceptions indicate that there is not always a direct correlation between the two dimensions.

Figure 14. Cities plotted by the economy and human capital dimensions

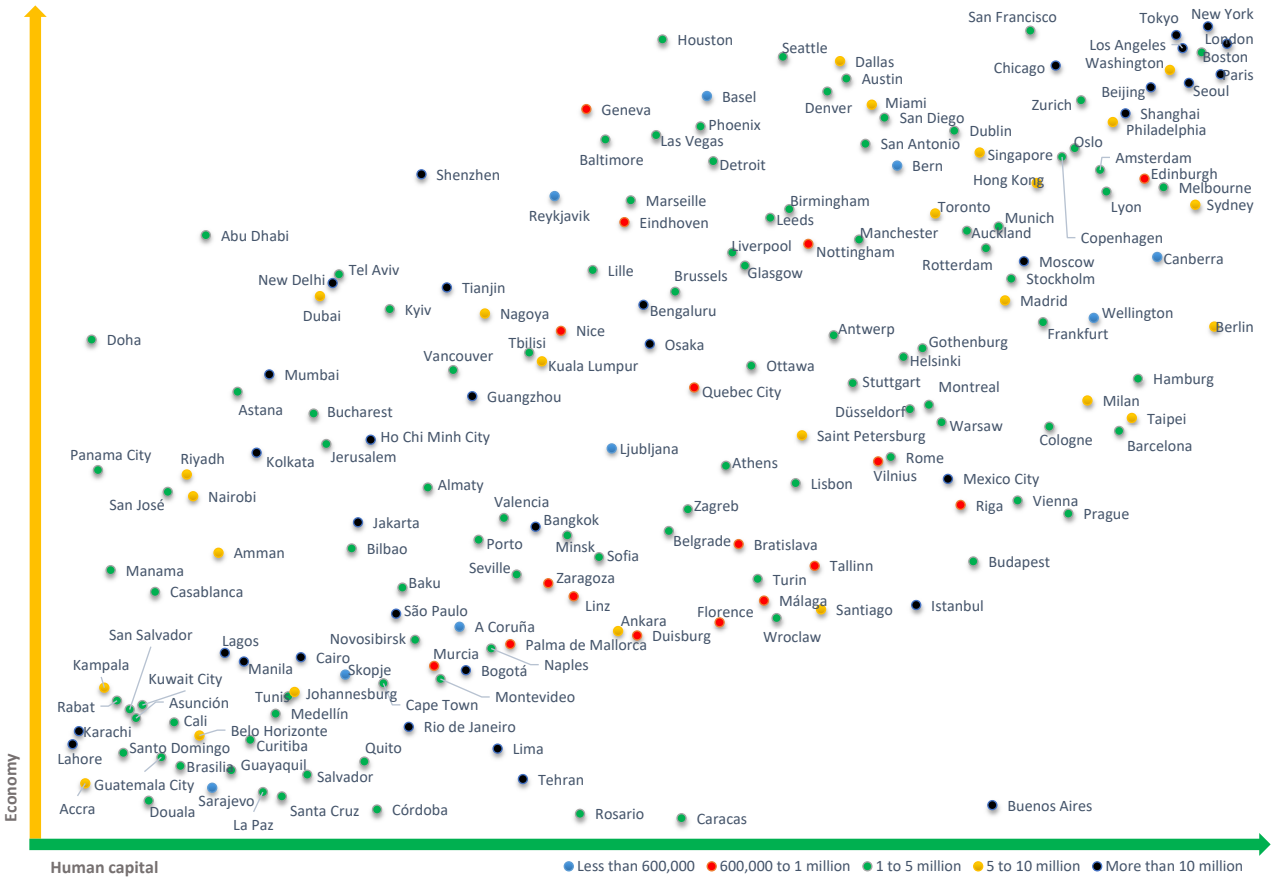


Figure 15 shows the relationship between the dimensions of technology and social cohesion. In general, the most populous cities tend to excel in technology but exhibit relatively low performance in social cohesion, with exceptions such as London. This pattern is evident in cities such as New York, Osaka, Shenzhen, Beijing, Chicago, Buenos Aires, and Tokyo.

In the upper-right corner of the figure are cities that achieve high performance in both dimensions, standing out for their balance between technology and social cohesion. This group includes Oslo, Copenhagen, Taipei, Dubai, and Singapore.

Medium-sized cities, shown in green, tend to perform relatively well in social cohesion. Notable examples include Amsterdam, Gothenburg, Helsinki, Melbourne, and Munich, which combine moderate levels of technology with high levels of social cohesion.

Finally, cities that perform poorly in both technology and social cohesion appear in the lower-left quadrant. This group includes Lagos, Karachi, Douala, Kampala, Kolkata, and Lahore, most of which are in developing countries.

In summary, the figure reveals a complex relationship between these two dimensions, with each city's population size and socioeconomic context significantly influencing its relative position.

Figure 15. Cities plotted by the technology and social cohesion dimensions

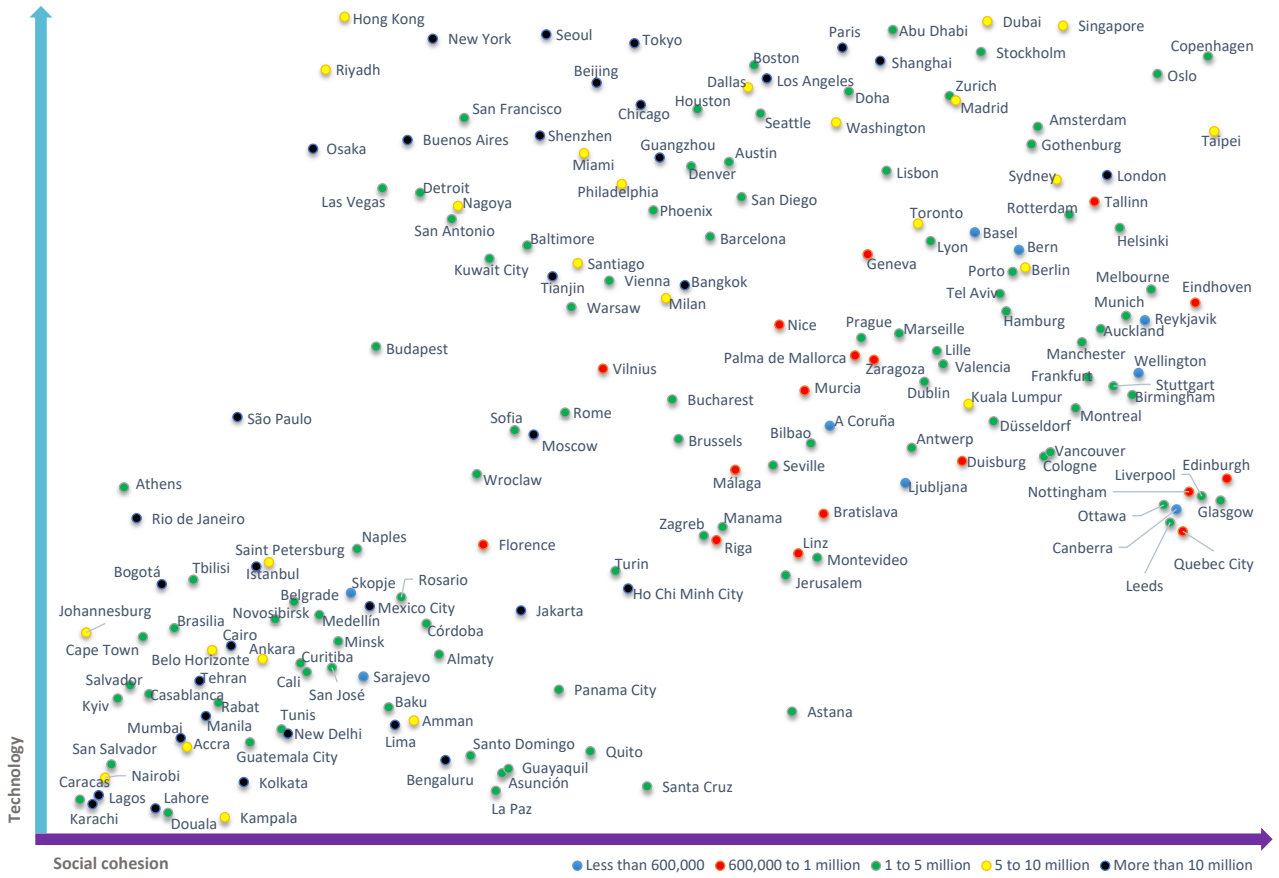


Figure 16 shows how the dimensions of economy and international profile are interrelated in cities globally. A clear trend can be observed: Cities tend to either excel in both economy and international profile or exhibit weak performance in both dimensions. This pattern suggests a significant correlation between a robust economy and a strong international presence.

After the disruptions caused by the pandemic and global conflicts, which temporarily altered this dynamic, the typical pattern has reemerged this year: Cities that excel in both dimensions are positioned in the upper-right corner of the figure. This group includes US cities such as Houston, New York, Los Angeles, San Francisco, Washington, and Dallas, as well as European cities such as London and Paris, which hold top positions in the ranking.

Cities that perform poorly in both the economy and international profile dimensions appear in the lower-left corner. This group includes Sarajevo, Santa Cruz, Rosario, Accra, and Lahore, most of which are in developing countries.

However, there are some exceptions to this trend. For instance, Buenos Aires stands out for its relatively strong international profile despite its economic limitations. Similarly, though to a lesser extent, Istanbul is positioned as a city with significant international influence despite having a less robust economy.

The figure highlights a strong correlation between economic development and international influence, though certain cases deviate from this pattern, emphasizing the importance of local context and the specific strategies each city adopts.

Figure 16. Cities plotted by the economy and international profile dimensions

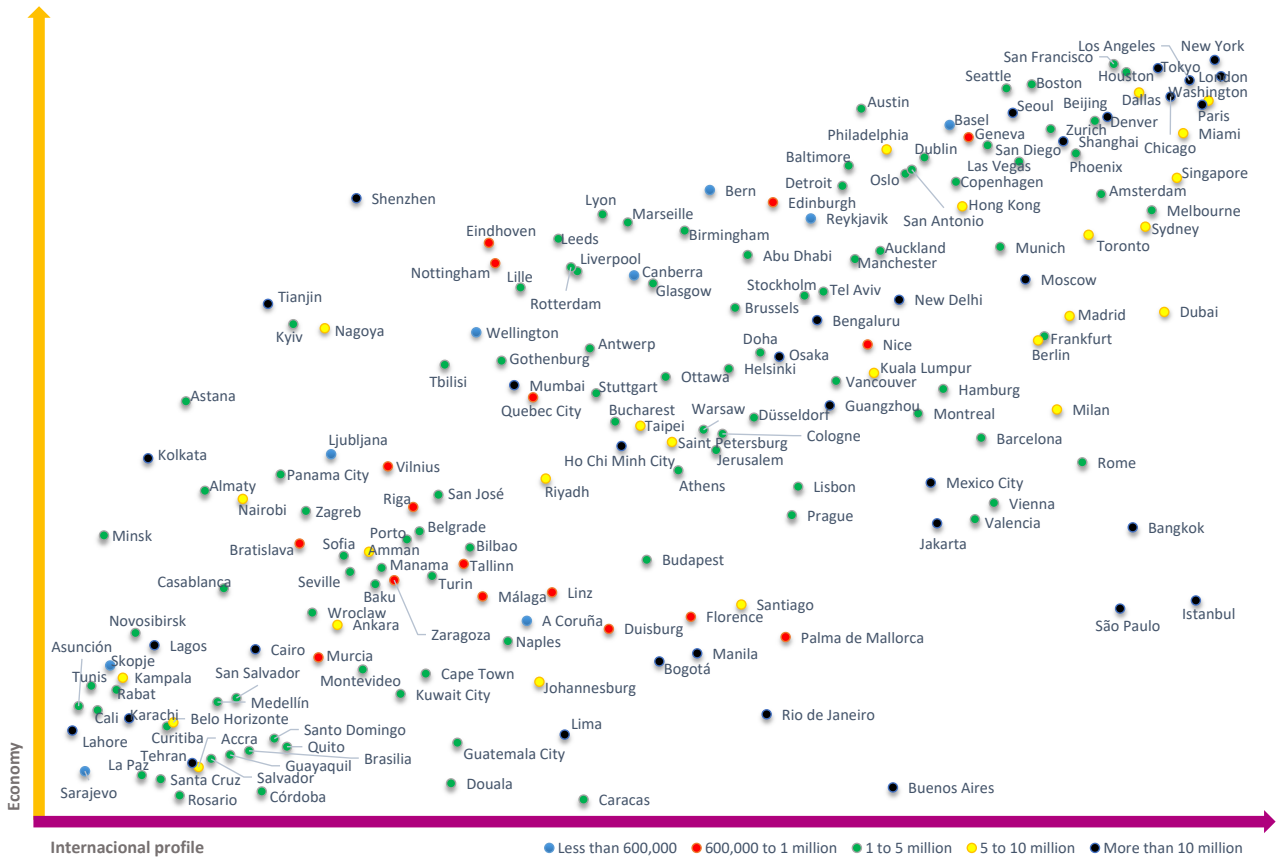


Figure 17 illustrates the relationship between the technology and environment dimensions, categorizing cities into four quadrants based on their performance.

In the upper-left quadrant are cities with high levels of technological development but significant environmental shortcomings. This group includes Los Angeles, Shanghai, Beijing, Doha, Dubai, and Abu Dhabi, which, despite their technological innovation, face challenges related to environmental sustainability.

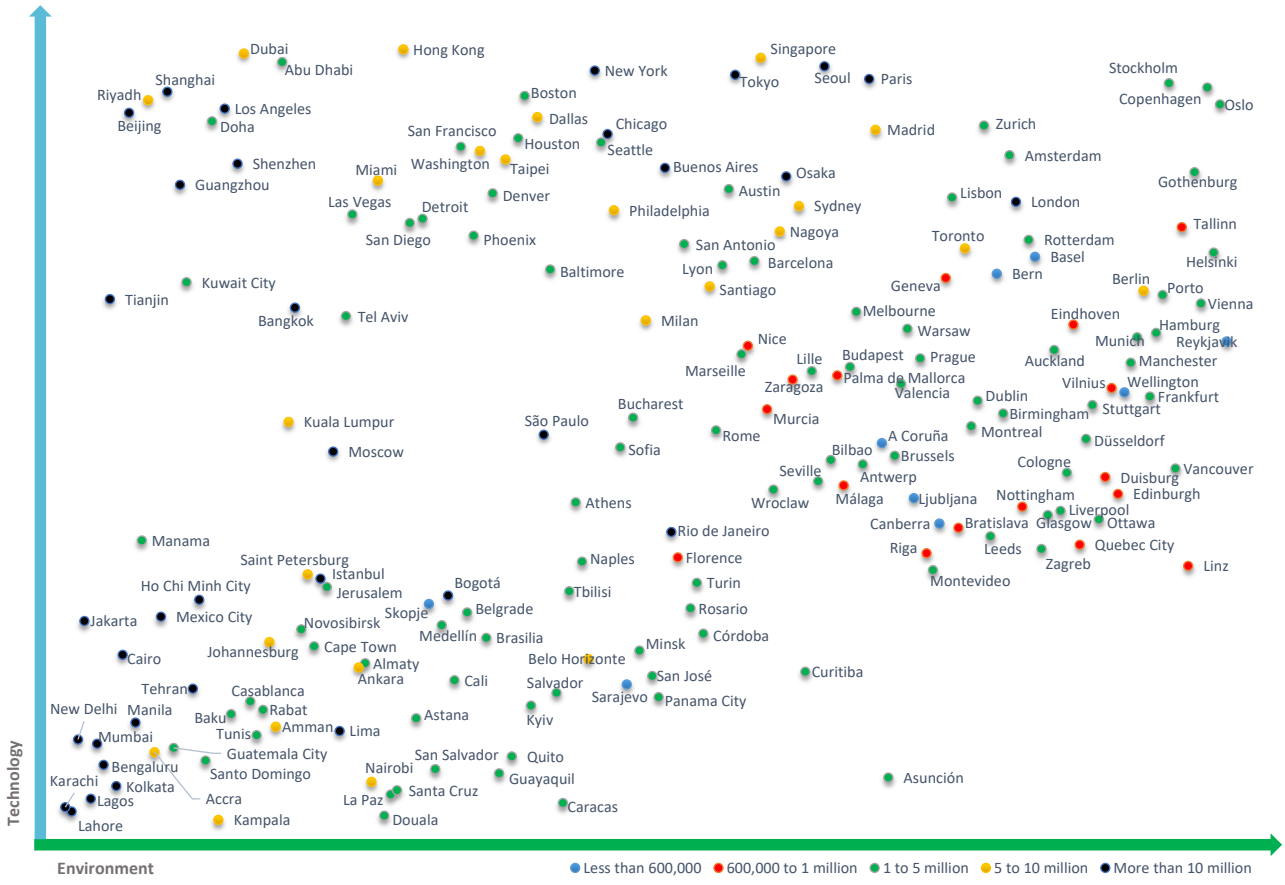
The lower-left quadrant contains cities that perform poorly in both the technology and environment dimensions. This group includes Lahore, Lagos, Karachi, Kolkata, and Kampala, many of which are in developing countries and face challenges in both areas.

In the upper-right quadrant we find cities that perform well in both dimensions, such as Amsterdam, Copenhagen, Stockholm, Zurich, and Gothenburg, which successfully combine technological innovation and sustainability.

Finally, in the lower-right quadrant, which includes cities with strong environmental performance but more limited technological development, are Asunción, Curitiba, and Montevideo, which stand out for their commitment to environmental sustainability despite their limited technological progress.

The figure illustrates how these two dimensions are interrelated and highlights the challenges and opportunities cities face as they strive to balance technology and environmental sustainability.

Figure 17. Cities plotted by the technology and environment dimensions



Cities in Motion. A dynamic analysis

In this section, to evaluate growth trends and the potential of the cities, we have created a figure that aims to capture these points. **Figure 18** shows the current position of each of the cities included in the **CIMI** index (x-axis) and their trend (y-axis).

We calculated the second value based on the change (in terms of positions) that the cities included in the ranking underwent from 2022 to 2024. The cities in the upper part of the chart are the ones that have gained positions; those in the bottom half are the ones that have fallen in the ranking. The cities around the middle level are the ones whose position in the ranking did not change significantly over the years analyzed.

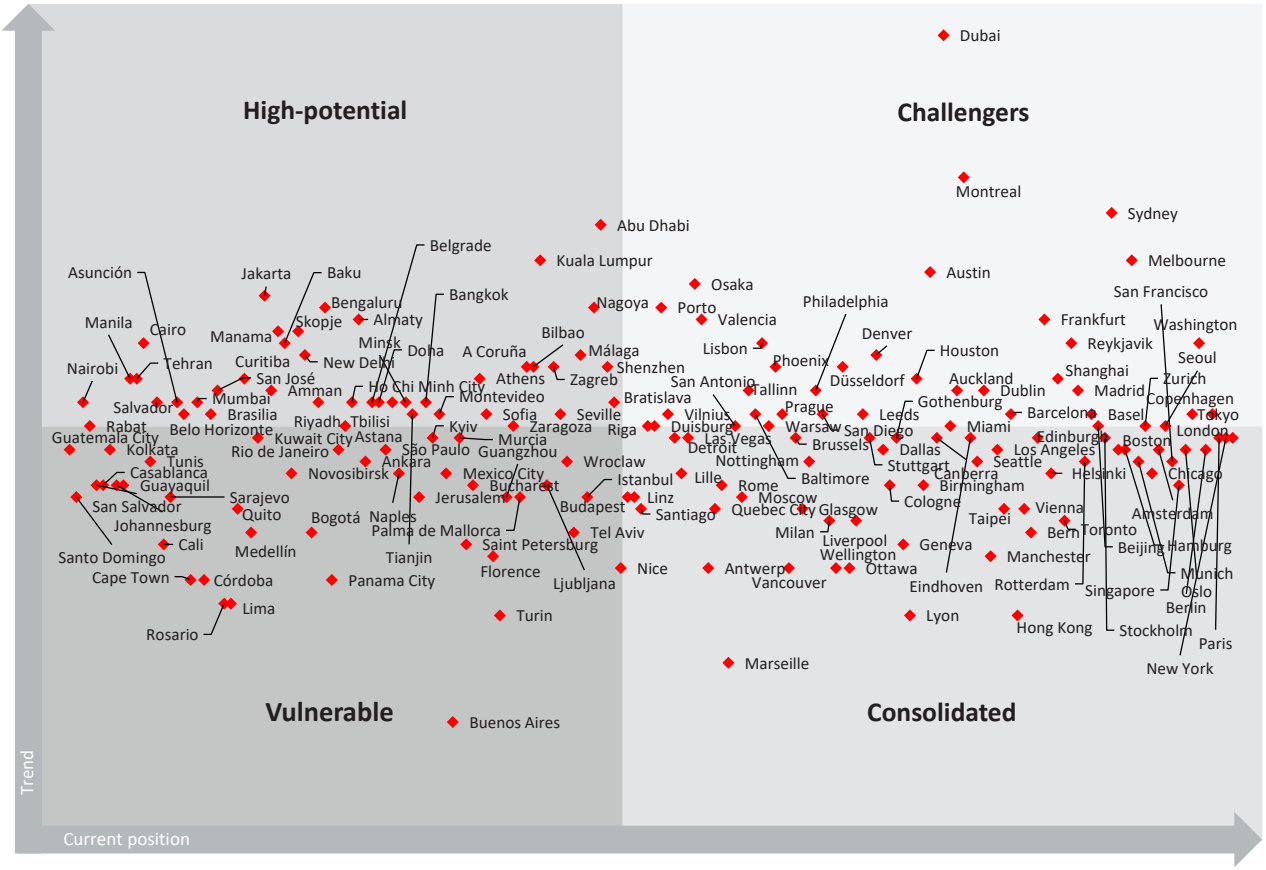
The area of the chart has been divided into four quadrants according to the type of city: consolidated, challengers, high-potential, and vulnerable.

The first group, the consolidated cities (lower-right quadrant), includes those that have a mid-to-high position in the overall ranking but either do not change over the period or drop one or more positions. This group is made up of cities from different geographic regions. Cities that dropped several positions in the ranking include Hong Kong, Lyon, and Marseille. The cities in the middle right area are those that are well placed in the ranking and maintain a fairly stable position. This is the case, for example, of London, Paris, Berlin, Helsinki, and Eindhoven (Europe); Beijing (Asia-Pacific); and New York and Chicago (North America).

The second group (upper-right quadrant) is made up of challenger cities—that is, cities that are rapidly improving their position and that already occupy a mid-to-high position in the ranking. Cities in this group include Montreal, Austin, and Munich.

The third group is made up of high-potential cities that currently hold a mid-to-low position in the index but are advancing very rapidly (upper-left quadrant). In this group, we find cities such as Jakarta and Bengaluru.

Figure 18. Cities by CIMI position and trend, 2022–2024



The last group includes cities that occupy a vulnerable position (lower-left quadrant), are growing at a slower pace than the rest, and hold mid-to-low positions in the ranking. This is the case of Rosario, Lima, Panama, and Buenos Aires, among others.

The information presented in the figure above is supplemented with an analysis of variance with respect to the dimensions considered. In other words, the aim is not only to understand how much cities have grown, but also how they have grown. To this end, the variance across the nine dimensions was calculated for each of the cities shown in **Figure 19** below. The cities at the bottom of the chart occupy similar positions in all the dimensions and therefore have a more homogeneous distribution, either because they are stalled or because they are balanced. In contrast, those at the top stand out in one or more dimensions but occupy a relatively low position in others. This information, combined with the position of each city, allows us to identify four categories: unbalanced, differentiated, stalled, and balanced.

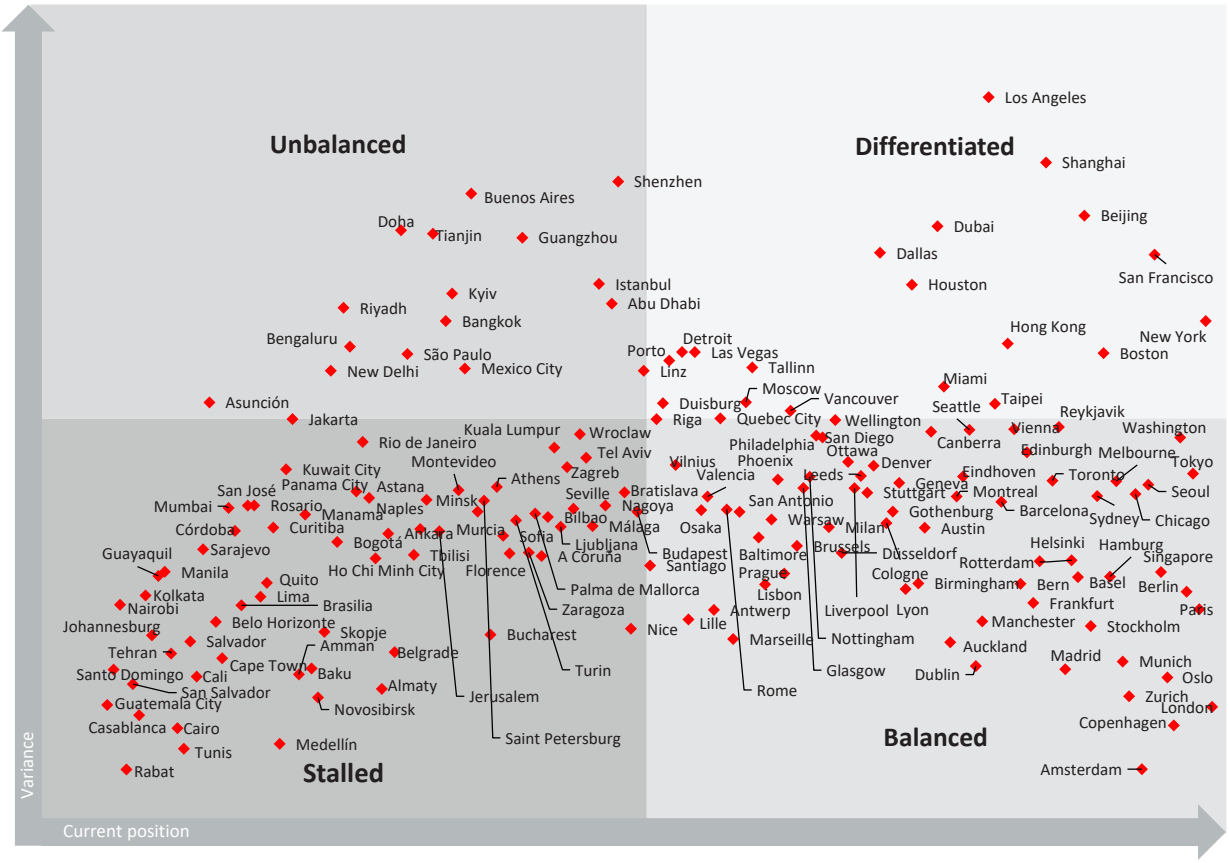
The first category (lower-right quadrant) is made up of what we call *balanced* cities—that is, cities positioned in the mid-upper part of the graph that present relatively high values in all the dimensions. This category includes Amsterdam, Copenhagen, Oslo, Zurich, Dublin, Manchester, London, and Stockholm.

The second category (upper-right quadrant) is made up of what we call *differentiated* cities—that is, cities that occupy high positions in the ranking and obtain very good results in several dimensions but relatively poor results in others. Los Angeles, for example, ranks among the top cities in economy, human capital, governance, international profile, and technology, but near the bottom in environment and mobility and transportation. It is the city with the greatest variability across dimensions. Another example is Shanghai, which ranks among the top cities in mobility and transportation, human capital, economy, international profile, and technology, but much lower in governance, environment, and urban planning. Other cities in this category include Dubai, Beijing, Houston, Dallas, San Francisco, and Hong Kong.

The third (upper-left) quadrant corresponds to cities that we call *unbalanced*—that is, cities that are at the bottom of the ranking but stand out in a particular dimension. This is the case of Tianjin, which, although it ranks below 100th in most dimensions, stands out in specific dimensions such as mobility and transportation, or Buenos Aires, which excels in urban planning and technology but performs particularly poorly in economy and social cohesion. Other cities in this category include Guangzhou and Doha.

Finally, the fourth group (lower-left quadrant) is made up of what we call *stalled* cities, which perform poorly in all, or almost all, of the dimensions analyzed. One example is Almaty, one of the most populated cities in Kazakhstan, which ranks below 100th position in all nine dimensions. Other examples include Medellín and Novosibirsk.

Figure 19. Cities by current position and variance



Recommendations and conclusions

The **CIMI 2025** report highlights the increasingly complex challenges cities face in an environment shaped by technological acceleration, climate change, and geopolitical tensions. This context demands innovative and collaborative approaches to ensure sustainability and quality of life. In this regard, the index results provide key insights into priority development areas and suggest strategic directions for addressing these challenges. Our main recommendations are outlined below:

1. Adaptive and participatory planning. The report shows that many cities have made significant progress in areas such as mobility and technology but still face challenges in the social cohesion and governance dimensions. This finding highlights the need for a planning approach that is both inclusive and adaptable. Therefore, cities should:

- Actively engage residents, businesses, and organizations in identifying local priorities and co-designing public policies.
- Establish mechanisms to adjust strategies in response to unforeseen global developments.

2. Sustainability as a core principle. The top-ranking cities stand out for their commitment to environmental sustainability and innovation in urban planning. However, many still need to integrate sustainable practices into their development. To this end, it is recommended that cities:

- Promote policies that reduce carbon emissions, such as adopting renewable energy and expanding green infrastructure, following the example of cities with low environmental performance, particularly those in the global emerging cities cluster.
- Develop urban strategies that consider both environmental impact and preparedness for extreme climate events. The recent wildfires in Los Angeles highlight the importance of preventive strategies.

3. Economic and social resilience. The index results show how recent global crises have exposed economic inequalities and a lack of social cohesion in many cities. To address these issues, cities should:

- Implement policies that foster economic equity, such as incentives for small businesses and job training programs that improve access to employment, particularly in the digital and sustainability sectors.
- Develop community support networks that strengthen the social fabric and promote the integration of vulnerable groups.

4. Inclusive technology. The report highlights growth in urban technology adoption but also identifies significant digital divides in many cities. To ensure effective inclusion, cities should:

- Develop a robust technological infrastructure that ensures connectivity across all urban areas and provides digital skills training for residents.
- Implement open data platforms that enhance transparency and encourage citizen participation in urban management.

5. International cooperation. The analysis highlights how cities can benefit from exchanging knowledge and best practices at the global level. To this end, cities should:

- Actively participate in international networks of cities to foster mutual learning and collaboration on joint projects.
- Leverage the **CIMI** indicators to identify common patterns and adapt successful solutions to local contexts.

6. Continuous measurement and strategic use of the CIMI. In addition to assessing cities' current performance, the report provides a basis for continuous improvement. Cities can:

- Develop their own performance dashboards with relevant indicators. In this regard, the CIMI can serve as an initial framework for identifying key dimensions and the most important indicators.
- Identify opportunities for improvement by benchmarking their performance against cities with similar characteristics.

As in previous years, the analysis presented in the **CIMI 2025** report provides key insights into the current state of cities and the challenges they face moving forward. While each city faces unique challenges based on its geographic, demographic, and socioeconomic characteristics, all share the need to balance economic development with environmental sustainability and social inclusion.

Appendix 1. Indicators

No.	Indicator	Description / Unit of measurement	Source	Dimension
1	Secondary and higher education	Proportion of population with secondary and higher education.	Euromonitor	Human Capital
2	Schools	Number of public and private schools in the city.	OpenStreetMap	Human Capital
3	Business schools	Number of business schools in the city included in the Financial Times TOP 100.	*Financial Times*	Human Capital
4	Coworking spaces	Coworking spaces in the city.	OpenStreetMap	Human Capital
5	Expenditure on education	Annual private expenditure on education per capita.	Euromonitor	Human Capital
6	Expenditure on leisure and recreation	Expenditure on leisure and recreation as a percentage of GDP.	Euromonitor	Human Capital
7	Expenditure on leisure and recreation per capita	Annual expenditure on leisure and recreation per capita.	Euromonitor	Human Capital
8	Student mobility	International flow of mobile students at the tertiary level: rate of outbound mobile students.	UNESCO	Human Capital
9	Museums and art galleries	Number of museums and art galleries in the city.	OpenStreetMap	Human Capital
10	Number of universities	Number of TOP 500 universities.	QS Top Universities	Human Capital
11	Theaters	Number of theaters in the city.	OpenStreetMap	Human Capital
12	Female-friendly	Indicates whether a city provides a friendly environment for women (on a scale of 1 to 5). Cities with a value of 1 have a more hostile environment for women; those with a value of 5 are very female-friendly.	Nomad List	Social Cohesion
13	Female leaders	Percentage of women in senior leadership, managerial, and executive positions in public administration.	University of Pittsburgh	Social Cohesion
14	Female safety	Women's safety index in the city, on a scale of 1 to 5, where 1 represents very unsafe and 5 represents very safe.	Nomad List	Social Cohesion
15	Hospitals	Number of public and private hospitals in the city. Includes health centers.	OpenStreetMap	Social Cohesion
16	Crime rate	Estimation of the general level of crime in a city.	Numbeo	Social Cohesion
17	Slavery Index	Estimated prevalence of modern slavery w(per 1,000 population).	Walk Free Foundation	Social Cohesion
18	Happiness index	An index of happiness in a country. Countries with a higher value are those where the level of overall happiness is higher.	World Happiness Index	Social Cohesion
19	Gini Index	Index values range from 0 to 100, where a value of 0 expresses perfect equality of income distribution, and 100, maximal inequality.	Euromonitor	Social Cohesion
20	Peace Index	This indicator (Global Peace Index) measures the level of peace and absence of violence in a country or region. Countries with a high level of violence rank lowest.	Centre for Peace and Conflict Studies, University of Sydney	Social Cohesion
21	Health Care Index	Estimation of the overall quality of the health care system, health care professionals, equipment, personnel, costs, etc.	Numbeo	Social Cohesion

Appendix 1. (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
22	LGBTQ+-friendly	Indicates whether a city provides a friendly environment for the LGBTQ+ community on a scale of 1 to 5. Cities rated 1 present a more hostile environment for the LGBTQ+ community, while those rated 5 are very LGBTQ+-friendly.	Nomad List	Social Cohesion
23	Property price	Property price as a percentage of income. Calculated as the ratio of the average apartment price to the average annual disposable household income.	Numbeo	Social Cohesion
24	Female employment rate	Percentage of women in public administration overall (percentage).	International Labor Organization	Social Cohesion
25	Death rate	Death rate per 100,000 city inhabitants.	Euromonitor	Social Cohesion
26	Unemployment rate	Number of unemployed/labor force.	Euromonitor	Social Cohesion
27	Murder rate	Murder rate per 100,000 city inhabitants.	Nomad List	Social Cohesion
28	Suicide rate	Suicide rate per 100,000 city inhabitants.	Nomad List	Social Cohesion
29	Terrorism	Number of terrorist incidents in the city in the last three years.	Global Terrorism Database, University of Maryland	Social Cohesion
30	Racial tolerance	Index of racial tolerance in the city.	Nomad List	Social Cohesion
31	Unicorn companies	Number of unicorn companies in the city.	CB Insight	Economy
32	Ease of starting a business	Top positions in the ranking for this indicator are held by cities that have a more favorable regulatory environment for setting up and operating a local business.	World Bank	Economy
33	Global Startup Ecosystem Index	An indicator that ranks start-up ecosystems.	StartupBlink	Economy
34	Mortgage	Percentage of a household's actual monthly mortgage cost relative to household income (lower values indicate better affordability).	Numbeo	Economy
35	Motivation of individuals to start in the early-stage of entrepreneurship	Percentage of opportunity-driven early-stage entrepreneurs divided by the percentage of necessity-driven early-stage entrepreneurs.	Global Entrepreneurship Monitor	Economy
36	Number of headquarters	Number of headquarters of publicly traded companies.	Globalization and World Cities (GaWC)	Economy
37	Number of Fortune 500 companies	Number of Fortune 500 companies in the city.	Fortune 500	Economy
38	GDP	Gross domestic product in millions of USD.	Euromonitor	Economy
39	Estimated GDP	Projected GDP growth for the next year.	Euromonitor	Economy
40	GDP per capita	Gross domestic product per capita.	Euromonitor	Economy
41	Purchasing power	Purchasing power in buying goods and services in the city (based on the average salary), compared to that of New York City residents. If local purchasing power is 40, this means that residents with an average salary can afford to buy 60% less goods and services than New York City residents with an average salary.	Numbeo	Economy

Appendix 1. (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
42	Productivity	Labor productivity calculated as GDP/employed population (in thousands).	Euromonitor	Economy
43	Hourly wage in USD	Hourly wage in the city in USD.	Euromonitor	Economy
44	Time required to start a business	Number of calendar days needed to complete the procedures to legally operate a business.	World Bank	Economy
45	Legal status of Bitcoin	Indicator that assesses whether Bitcoin is legal in the city.	Nomad List	Governance
46	ISO 37120 certification	Indicator that assesses whether a city holds ISO 37120 certification. Certified cities are committed to improving urban services and quality of life. Coded from 0 to 6, with the highest value assigned to cities that have been certified the longest, while a value of 0 is given to those that lack this certification.	World Council on City Data (WCCD)	Governance
47	Government buildings	Number of government buildings and premises in the city.	OpenStreetMap	Governance
48	Embassies	Number of embassies in the city.	OpenStreetMap	Governance
49	Public sector employment	Percentage of employed population working in public administration and defense; education; health; community, social and personal service activities; and other activities.	Euromonitor	Governance
50	E-Participation Index	This index supplements the EGDI and focuses on the use of online services by governments to provide information to citizens, share data electronically, interact with stakeholders, conduct electronic consultations, and participate in decision-making processes or e-decision-making.	United Nations	Governance
51	Human Capital Index	An indicator from the E-Government Development Index (EGDI), a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity.	United Nations	Governance
52	Strength of legal rights index	Measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders, thereby facilitating lending. Scores range from 0 (weak) to 12 (strong), with higher scores indicating that laws are better designed to expand access to credit.	World Bank	Governance
53	Governance Index	The cities topping this ranking have a higher number of institutions that protect residents' rights and promote political stability.	Oxford Economics	Governance
54	Telecommunication Infrastructure Index	An indicator from the EDGI, a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity.	United Nations	Governance
55	Corruption Perceptions Index	Ranks countries by their perceived levels of public sector corruption. Countries with values close to 0 are perceived as very corrupt and those with values close to 100 are perceived as very transparent.	Transparency International	Governance

Appendix 1. (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
56	Online Service Index	This indicator reflects the scope and quality of e-government services. From the EDGI, a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity.	United Nations	Governance
57	Research centers	Number of research and technology offices in the city.	OpenStreetMap	Governance
58	Open data platform	Indicates whether or not the city has an open data system.	CTIC Foundation and Open World Bank	Governance
59	Democracy Index	The top-ranked countries are the ones considered most democratic.	Economist Intelligence Unit	Governance
60	Reserves	An indicator that measures total reserves in millions of current USD. Calculated at city level based on population.	World Bank	Governance
61	Reserves per capita	An indicator that measures reserves in millions of current USD. Calculated at city level based on population.	World Bank	Governance
62	TMN	Number of municipal government memberships in transnational municipal environmental networks per city.	Institute for Global Sustainable Enterprise, University of Michigan	Governance
63	Green space per capita	Green space per person (m^2/inhabitant).	United Nations	Environment
64	CO_2 emissions	Carbon dioxide emissions stemming from the burning of fossil fuels and the manufacture of cement, measured in kilotons (kt).	World Bank	Environment
65	Methane emissions	Emissions of this greenhouse gas resulting from human activities such as agriculture and industrial production, measured in kilotons (kt) of CO_2 equivalent.	World Bank	Environment
66	Environmental Performance Index	This indicator assesses environmental performance on a scale from 1 (poor) to 100 (excellent).	Yale University	Environment
67	CO_2 Emission Index	Indicator of CO_2 emissions.	Numbeo	Environment
68	Pollution Index	Indicator measuring the level of pollution in the city.	Numbeo	Environment
69	PM_{10}	An indicator that measures the amount of particles in the air with a diameter of 10 µm or less. Annual mean.	Global Residence Index	Environment
70	$PM_{2.5}$	An indicator that measures the amount of particles in the air with a diameter of 2.5 µm or less. Annual mean.	IQAir	Environment
71	Percentage of population with access to water supply	Percentage of the population with reasonable access to an adequate amount of water from an improved source of this essential good.	World Bank	Environment
72	Average green space in the city/urban areas (%)	Average proportion of green space in cities and urban areas.	United Nations	Environment
73	Renewable water resources	Renewable water sources per capita.	FAO	Environment
74	Renewable energy usage	Percentage of the city's energy derived from renewable sources.	Energy Institute – Statistical Review of World Energy	Environment
75	Climate vulnerability	The risk a city faces due to climate change.	National Geographic	Environment
76	Bicycle, moped, and e-scooter rental service	Indicator assessing whether the city offers rental services for bikes, mopeds, or e-scooters.	NUMO	Mobility and Transportation

Appendix 1. (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
77	Bike sharing	Number of shared bicycles in the city.	Bike-Sharing World Map	Mobility and Transportation
78	Metro stations	Number of metro stations in the city.	Metrobits	Mobility and Transportation
79	Traffic Inefficiency Index	Indicator that estimates traffic inefficiencies. High values represent high driving inefficiencies, such as long travel times.	Numbeo	Mobility and Transportation
80	Commute time index	Indicator measuring the average number of minutes spent traveling to work.	Numbeo	Mobility and Transportation
81	Exponential traffic time index	This indicator estimates the time spent in traffic, assuming that dissatisfaction with commute times increases exponentially for journeys exceeding 25 minutes.	Numbeo	Mobility and Transportation
82	Metro lines	Number of metro lines in the city.	Metrobits	Mobility and Transportation
83	Length of metro system	Length of the metro system in a city.	Metrobits	Mobility and Transportation
84	Bicycle ownership per household	Bicycle ownership per household.	Euromonitor	Mobility and Transportation
85	High-speed train	Binary variable that shows whether the city has a high-speed train or not.	OpenRailwayMap	Mobility and Transportation
86	Commercial vehicles	Number of commercial vehicles in the city.	Euromonitor	Mobility and Transportation
87	Flights	Number of inbound flights (air routes) in the city.	OpenFlights	Mobility and Transportation
88	Bicycles	Number of bike-rental or bike-sharing points, based on docking stations where they can be picked up and dropped off.	OpenStreetMap	Urban Planning
89	Bike Advance	Indicator assessing whether the city has a bike-sharing system.	The Bike Share Map	Urban Planning
90	Buildings	Indicator that counts the number of completed buildings in the city. Includes structures such as high-rises, towers, and low-rise buildings, but excludes various structures and buildings of different statuses (under construction, proposed, etc.).	Skyscraper Source Media	Urban Planning
91	Electric charging stations	Electric car charging points in the city.	OpenStreetMap	Urban Planning
92	Percentage of urban population with convenient access to public transit	Percentage of the urban population that can access a public transit stop within a walking distance of 500 meters (for low-capacity public transit systems) and/or within 1,000 meters (for high-capacity systems) along the street network.	United Nations	Urban Planning
93	Percentage of the urban population with adequate sanitation services	Percentage of the urban population that uses at least basic sanitation services—that is, improved sanitation facilities that are not shared with other households.	World Bank	Urban Planning
94	Artificial intelligence projects	Whether or not the city has artificial intelligence projects.	AI Localism	Urban Planning
95	Percentage of high-rises	Percentage of buildings classified as high-rises (structures with at least 12 floors or a height of 35 meters [115 feet]).	Skyscraper Source Media	Urban Planning
96	Road traffic death rate	Number of fatalities from road traffic accidents per 100,000 inhabitants.	World Health Organization	Urban Planning

Appendix 1. (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
97	Number of passengers per airport	Annual number of passengers per airport in thousands.	Euromonitor	International Profile
98	Hotels	Number of hotels per capita.	OpenStreetMap	International Profile
99	Restaurant price index	Indicator comparing the cost of meals and drinks in the city's restaurants and bars relative to those in New York City.	Numbeo	International Profile
100	McDonald´s	Number of McDonald's establishments in the city.	OpenStreetMap	International Profile
101	Mobile broadband	Active mobile broadband subscriptions.	International Telecommunication Union	Technology
102	Population coverage by 4G mobile network technology	Percentage of the population covered by 4G mobile network technology.	International Telecommunication Union	Technology
103	Population coverage by 5G mobile network technology	Percentage of the population covered by 5G mobile network technology.	International Telecommunication Union	Technology
104	Innovation Cities Index	This indicator ranks leading cities in innovation.	2Thinknow	Technology
105	Internet	Percentage of households with Internet access.	Euromonitor	Technology
106	Computers/PCs	Percentage of households with a computer/PC.	Euromonitor	Technology
107	Percentage of fixed-broadband subscriptions	Percentage the population with a fixed-broadband subscription.	International Telecommunication Union	Technology
108	Mobile phone penetration rate	Number of mobile phones per 100 inhabitants.	International Telecommunication Union	Technology
109	Social media	Number of registered LinkedIn members in the city.	LinkedIn	Technology
110	Broadband subscriptions	Broadband subscriptions per 100 inhabitants.	International Telecommunication Union	Technology
111	Fixed Internet speed	Fixed network speed in megabytes per second in the city.	Speedtest Global Index	Technology
112	Mobile speed	Mobile speed in megabytes per second in the city.	Speedtest Global Index	Technology
113	Population	Number of inhabitants.	Euromonitor	Cluster

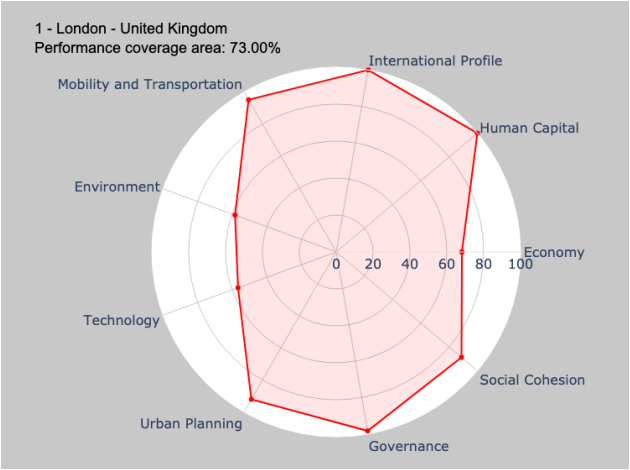
Appendix 2.
Graphical analysis of the profiles of the 183 cities

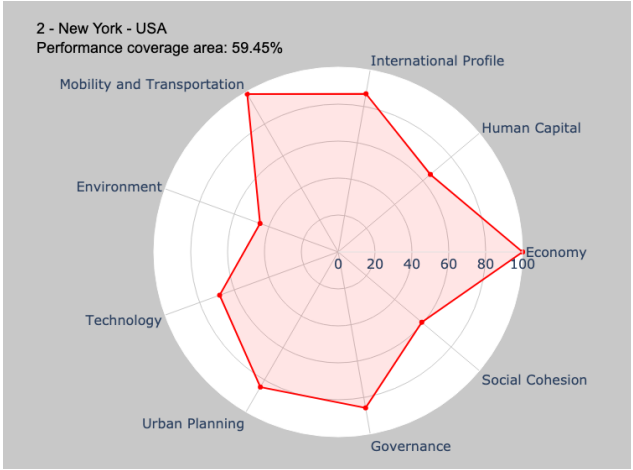
Below we present a graphical analysis of the 183 cities included in the **CIMI,** based on the nine key dimensions. These radar charts, ordered according to each city's position in the ranking, are intended to facilitate interpretation of the profile of each city by showing the values for each dimension. They also enable comparison of two or more cities at a glance.

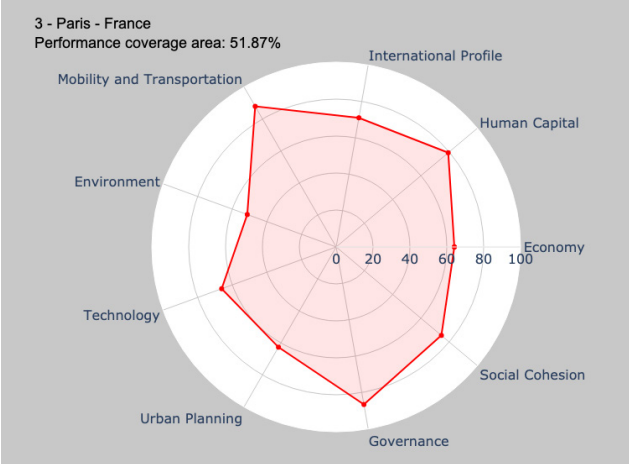
Last year, we introduced an indicator that reflects each city's current performance and future growth potential. This indicator, called the *performance coverage area,*[1] visually represents the area covered within a nonagon (a nine-sided polygon) based on a city's rank in each of the dimensions evaluated.

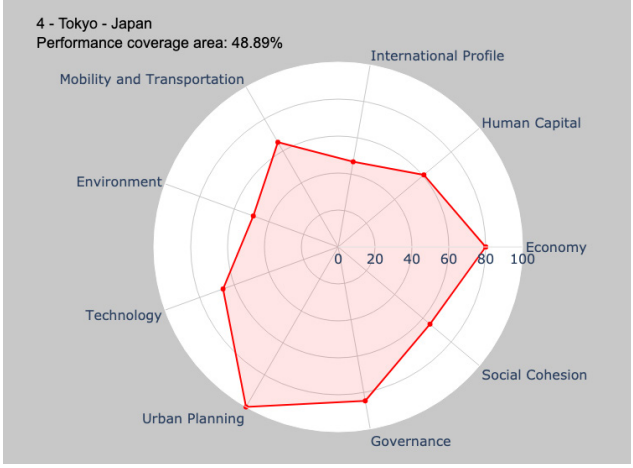
In an ideal scenario, a perfect city that ranks first in every dimension would be represented on a radar chart by radii reaching the chart's outermost edge, forming a complete nonagon filled in red. Such a city would score 100% for this indicator. However, since no city is perfect and all have areas for improvement, we interpret the percentage that each city needs to gain to reach the 100% ideal score as its growth potential. For example, if London has a performance coverage area of 73%, this means that it has a growth margin of 27% to reach theoretical perfection in the nonagon model.

[1] This indicator is not directly comparable to each city's position in the ranking, as the radar chart assigns equal weight to each dimension, whereas the methodology used to calculate the CIMI assigns different weights. See *IESE Cities in Motion Index: Metodología y modelización, Índice 2014*.

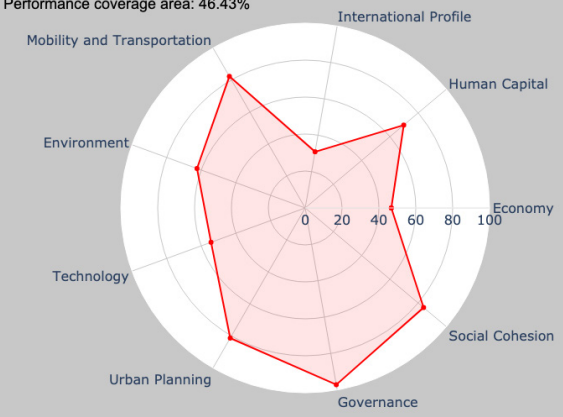




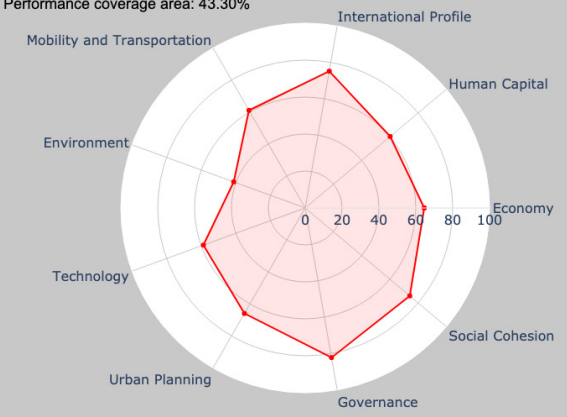




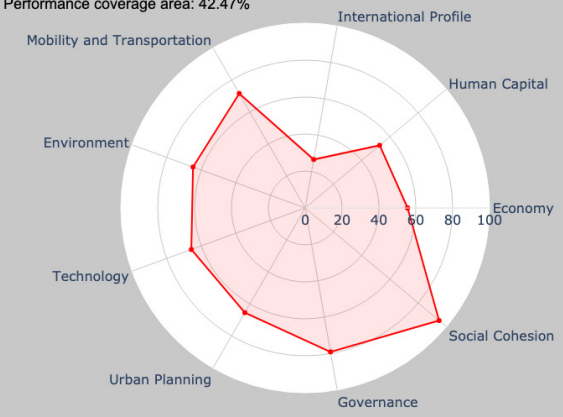
5 - Berlin - Germany
Performance coverage area: 46.43%



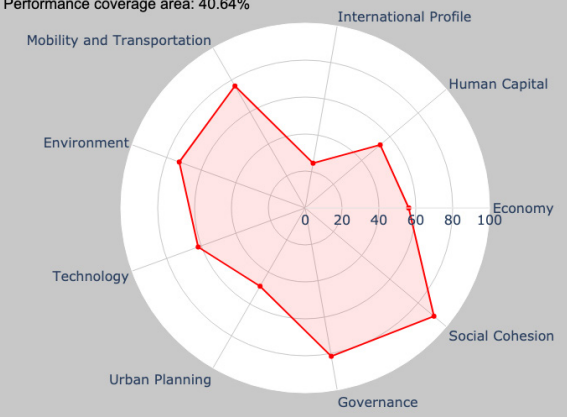
6 - Washington - USA
Performance coverage area: 43.30%



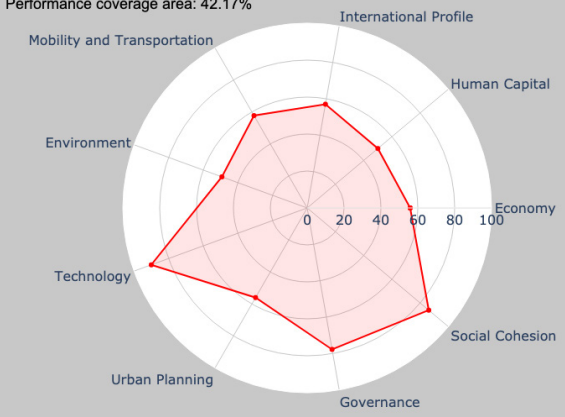
7 - Copenhagen - Denmark
Performance coverage area: 42.47%



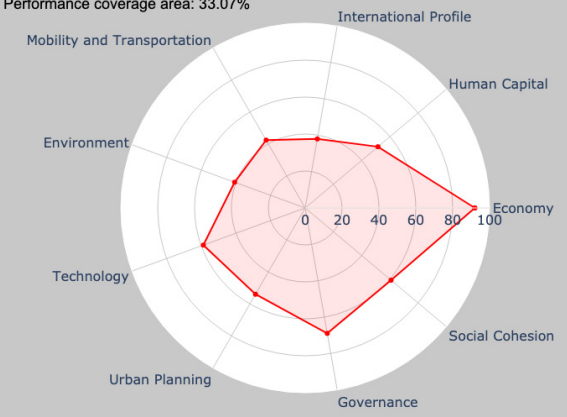
8 - Oslo - Norway
Performance coverage area: 40.64%



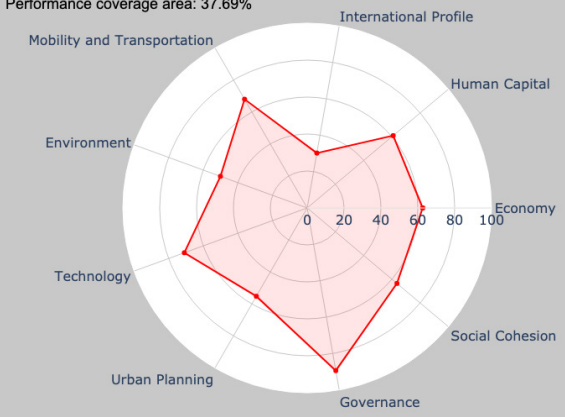
9 - Singapore - Singapore
Performance coverage area: 42.17%



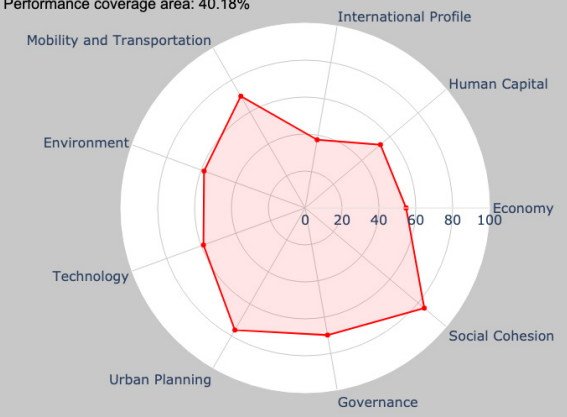
10 - San Francisco - USA
Performance coverage area: 33.07%

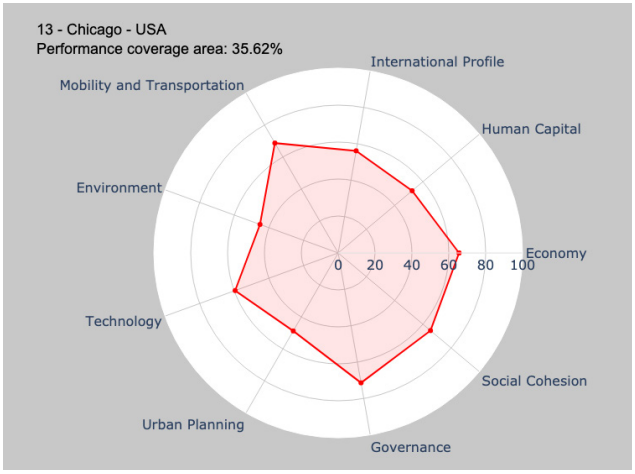


11 - Seoul - South Korea
Performance coverage area: 37.69%



12 - Amsterdam - Netherlands
Performance coverage area: 40.18%




13 - Chicago - USA
Performance coverage area: 35.62%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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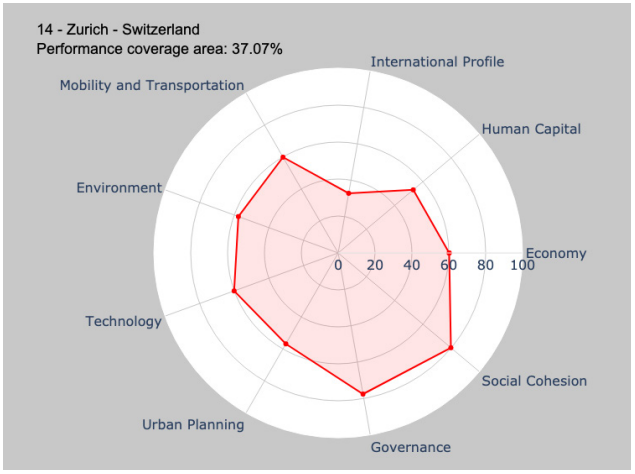
14 - Zurich - Switzerland
Performance coverage area: 37.07%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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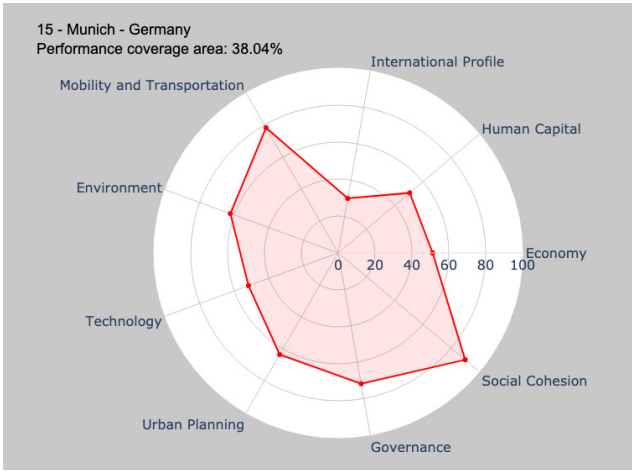
15 - Munich - Germany
Performance coverage area: 38.04%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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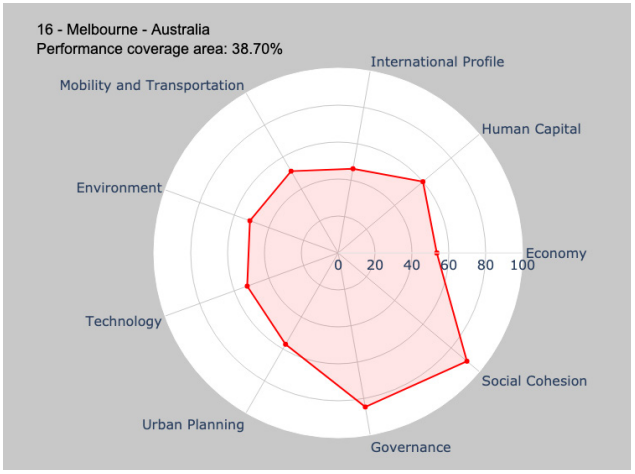
16 - Melbourne - Australia
Performance coverage area: 38.70%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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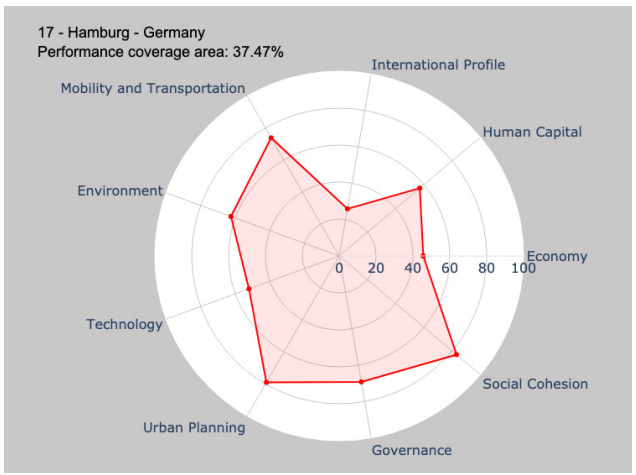
17 - Hamburg - Germany
Performance coverage area: 37.47%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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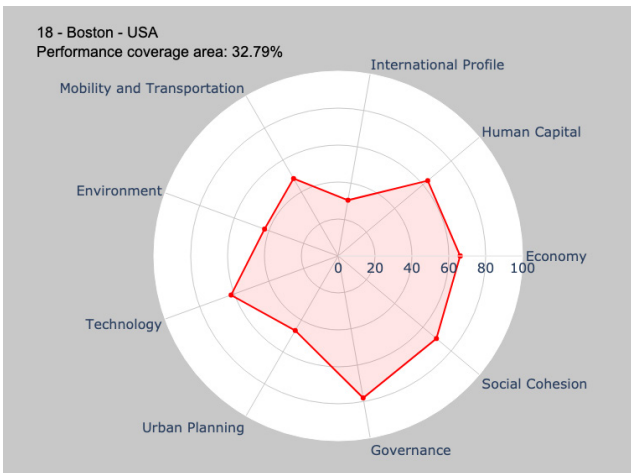
18 - Boston - USA
Performance coverage area: 32.79%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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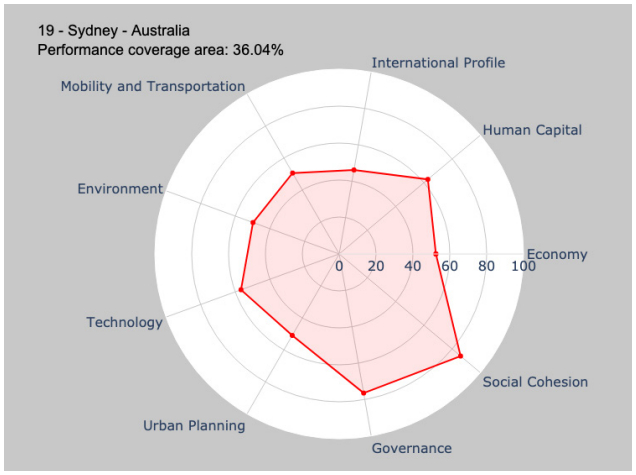
19 - Sydney - Australia
Performance coverage area: 36.04%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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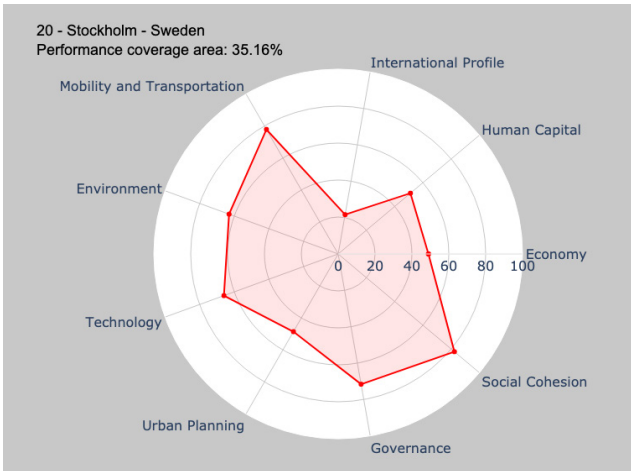
20 - Stockholm - Sweden
Performance coverage area: 35.16%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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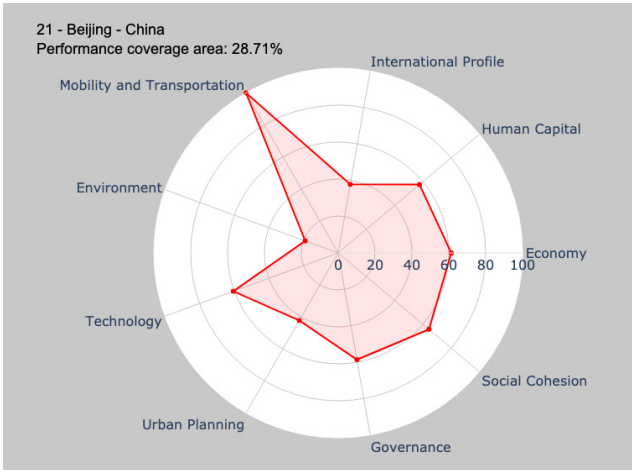
21 - Beijing - China
Performance coverage area: 28.71%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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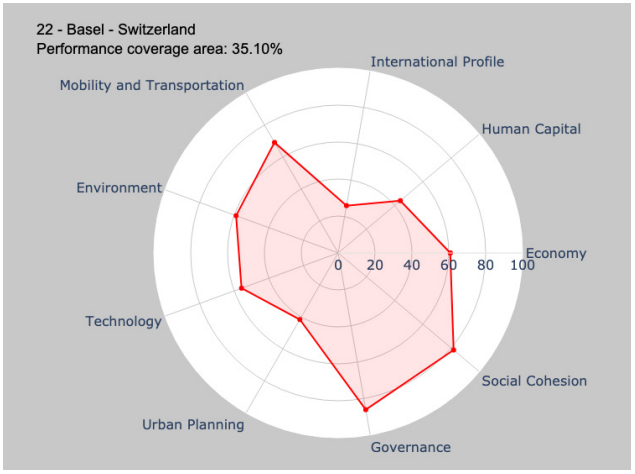
22 - Basel - Switzerland
Performance coverage area: 35.10%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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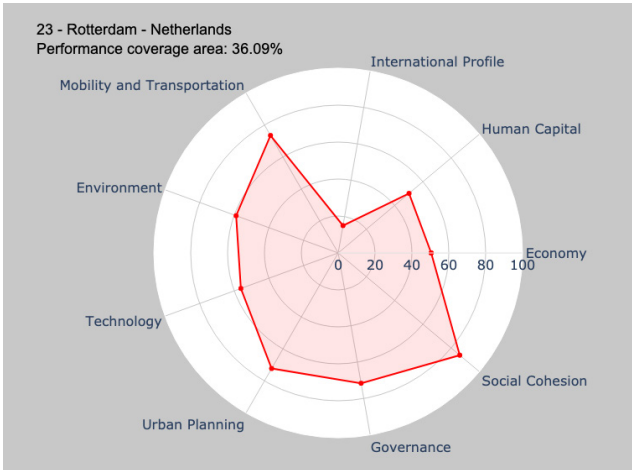
23 - Rotterdam - Netherlands
Performance coverage area: 36.09%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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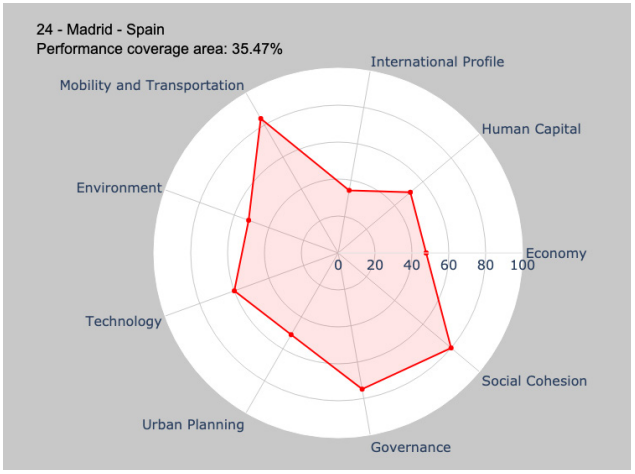
24 - Madrid - Spain
Performance coverage area: 35.47%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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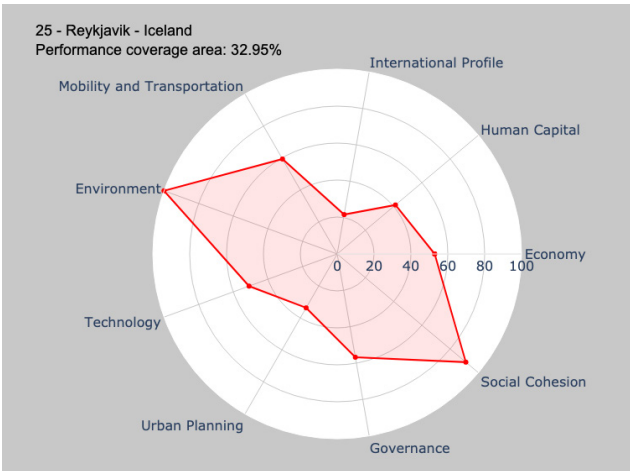
25 - Reykjavik - Iceland
Performance coverage area: 32.95%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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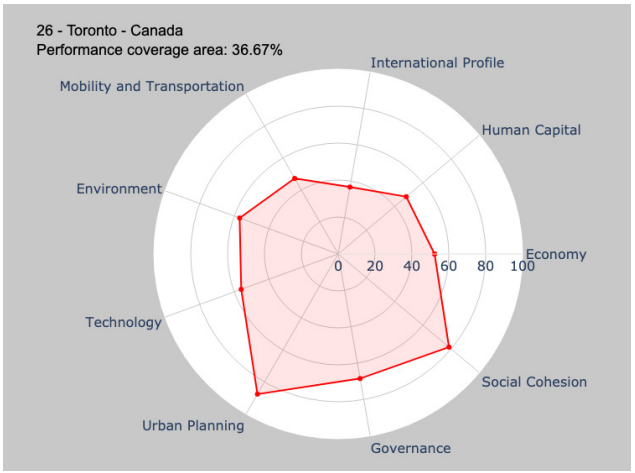
26 - Toronto - Canada
Performance coverage area: 36.67%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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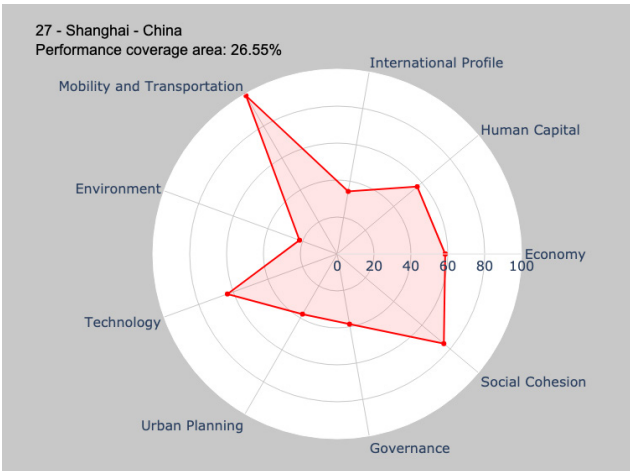
27 - Shanghai - China
Performance coverage area: 26.55%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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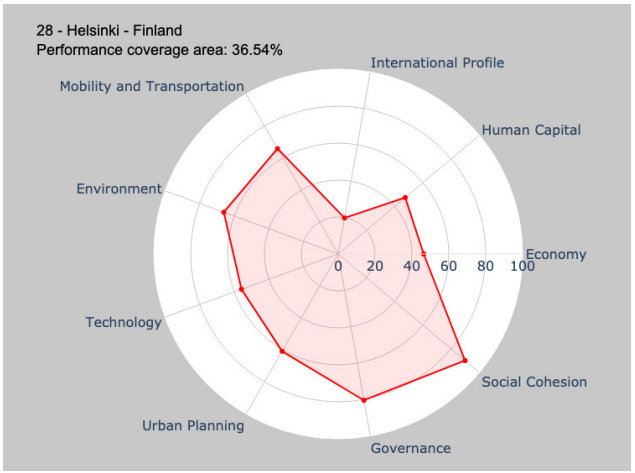
28 - Helsinki - Finland
Performance coverage area: 36.54%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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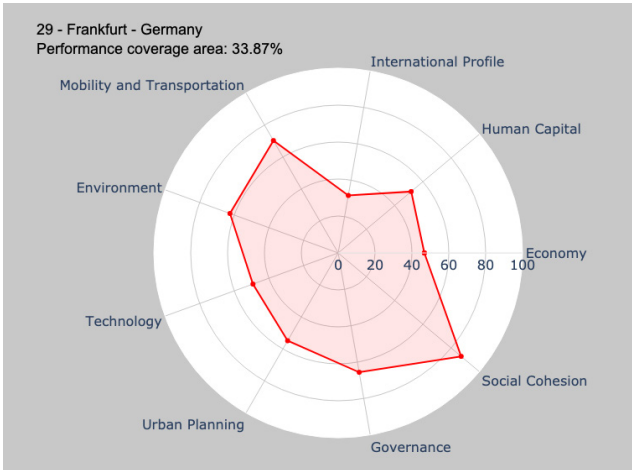
29 - Frankfurt - Germany
Performance coverage area: 33.87%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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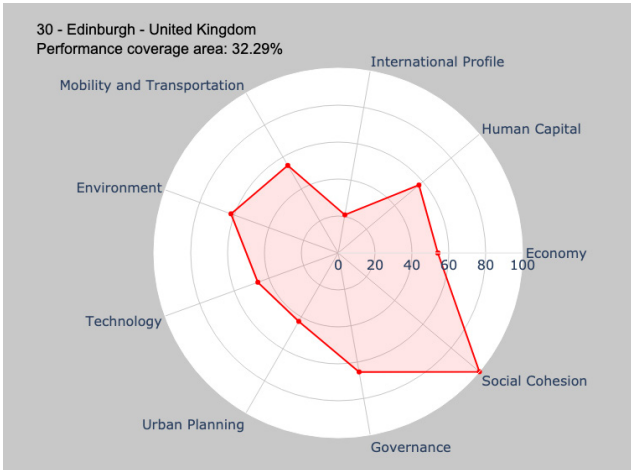
30 - Edinburgh - United Kingdom
Performance coverage area: 32.29%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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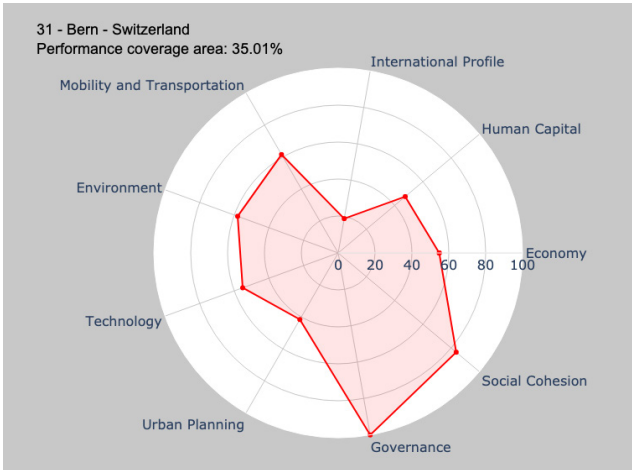
31 - Bern - Switzerland
Performance coverage area: 35.01%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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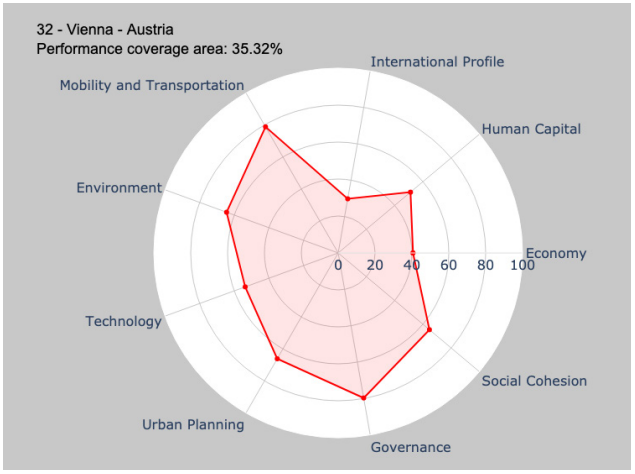
32 - Vienna - Austria
Performance coverage area: 35.32%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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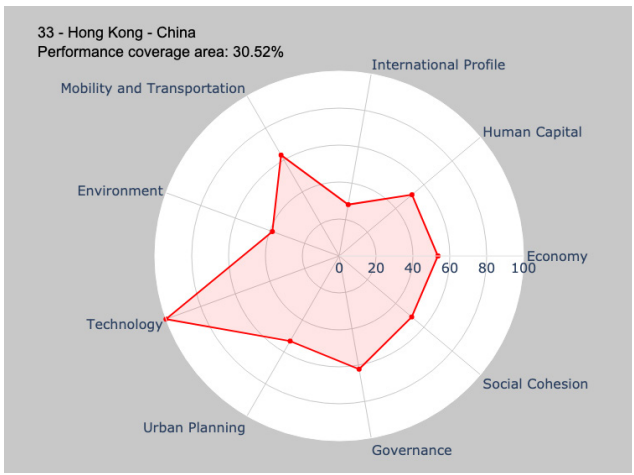
33 - Hong Kong - China
Performance coverage area: 30.52%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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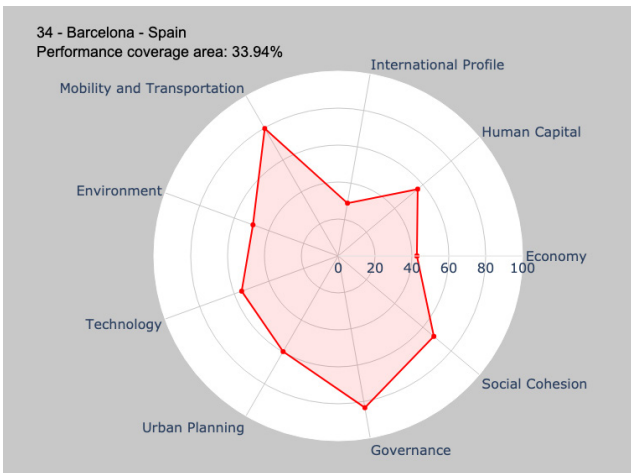
34 - Barcelona - Spain
Performance coverage area: 33.94%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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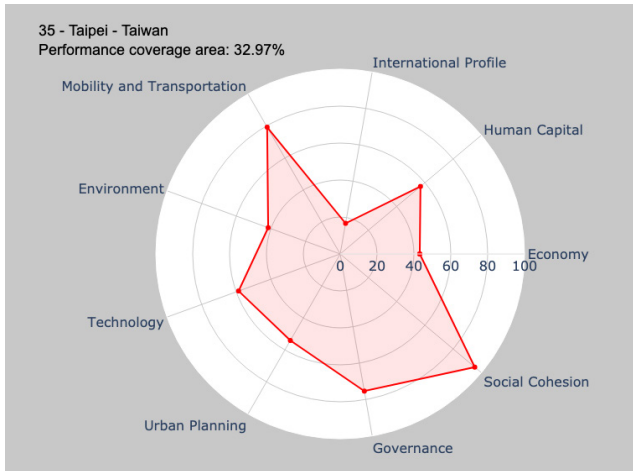
35 - Taipei - Taiwan
Performance coverage area: 32.97%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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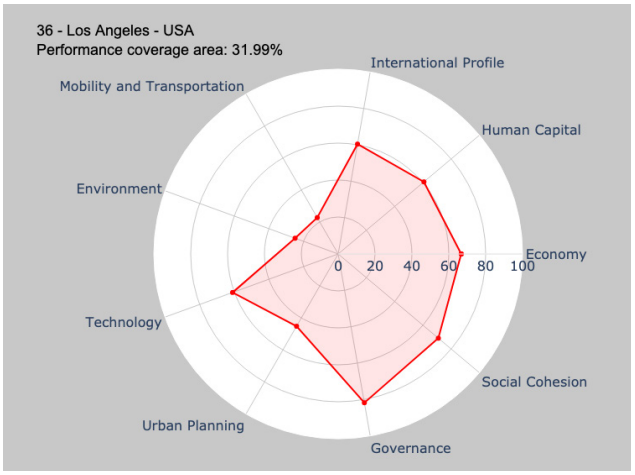
36 - Los Angeles - USA
Performance coverage area: 31.99%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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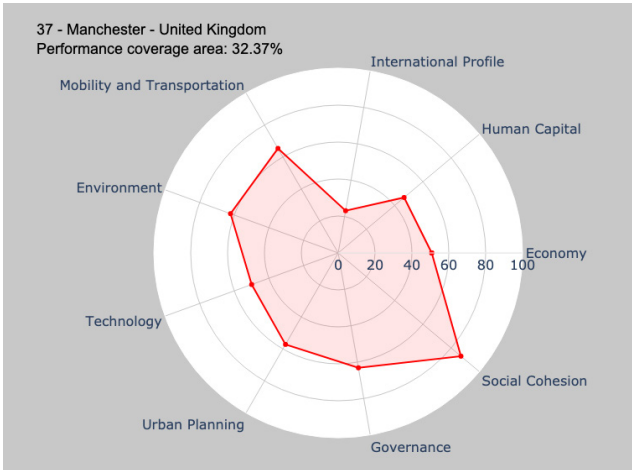
37 - Manchester - United Kingdom
Performance coverage area: 32.37%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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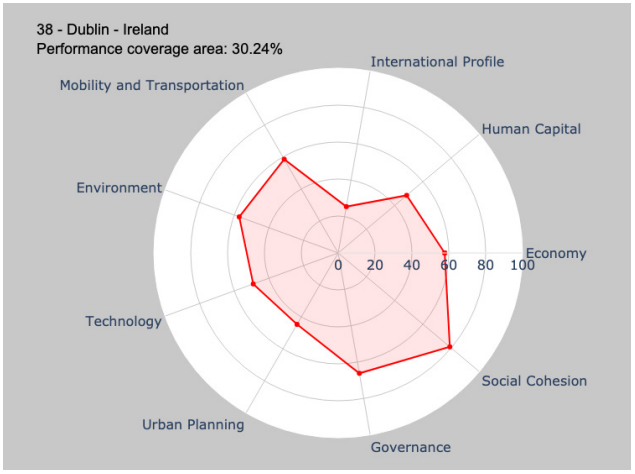
38 - Dublin - Ireland
Performance coverage area: 30.24%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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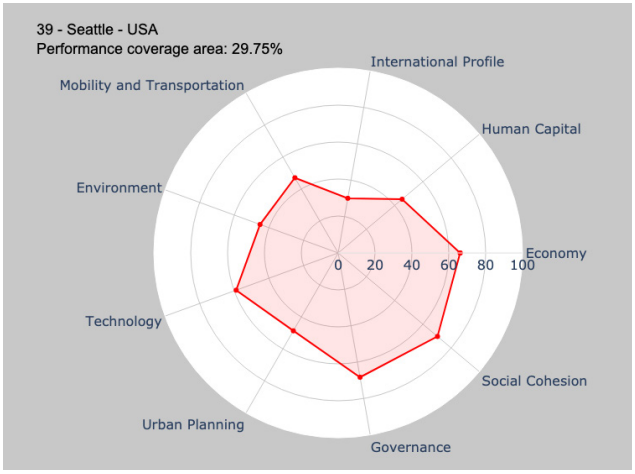
39 - Seattle - USA
Performance coverage area: 29.75%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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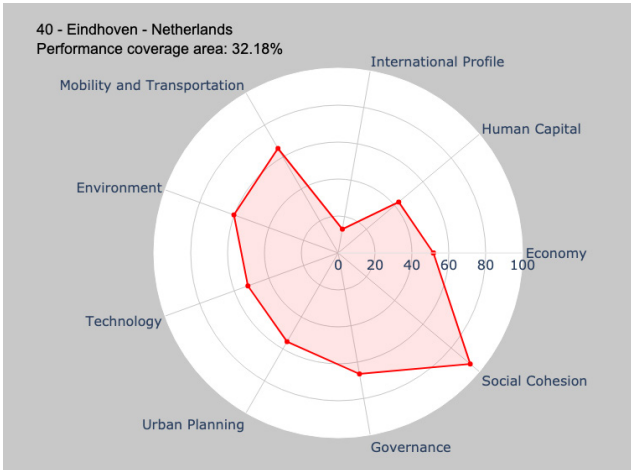
40 - Eindhoven - Netherlands
Performance coverage area: 32.18%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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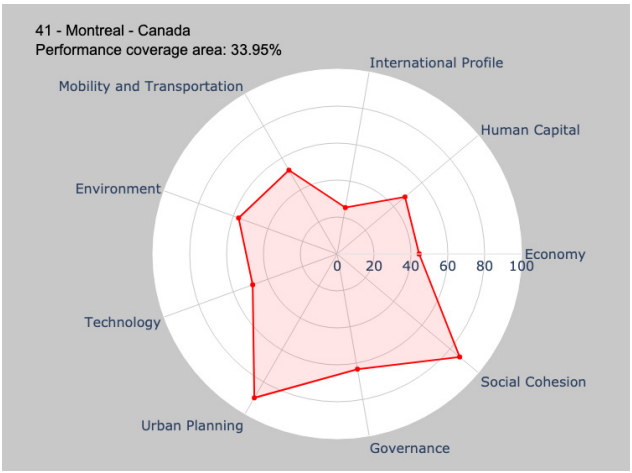
41 - Montreal - Canada
Performance coverage area: 33.95%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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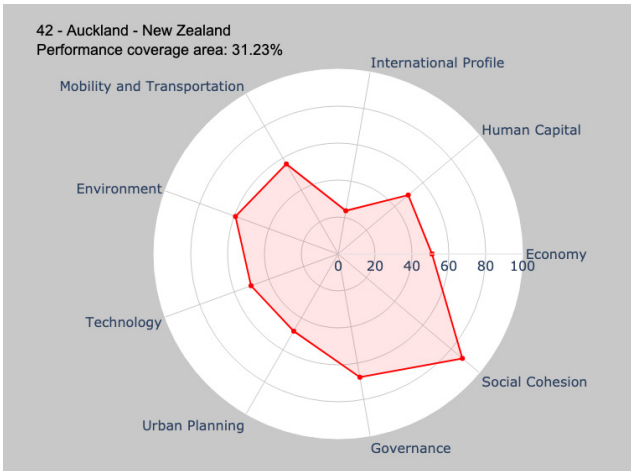
42 - Auckland - New Zealand
Performance coverage area: 31.23%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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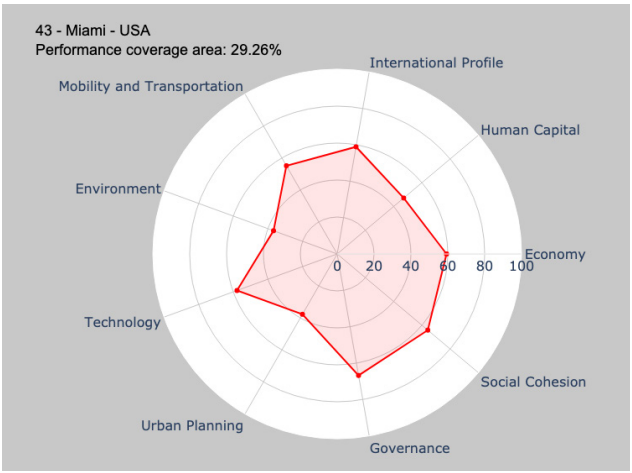
43 - Miami - USA
Performance coverage area: 29.26%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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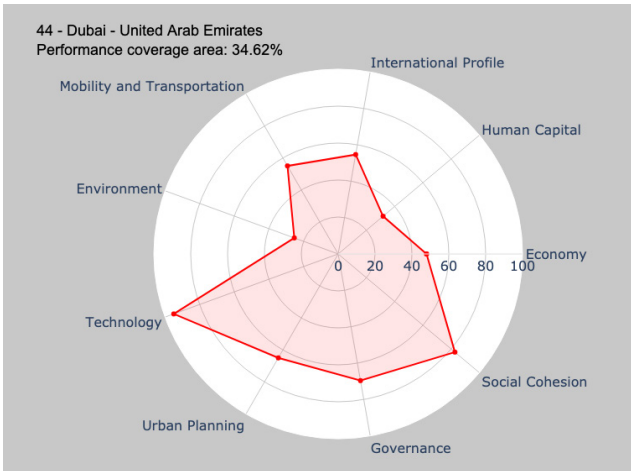
44 - Dubai - United Arab Emirates
Performance coverage area: 34.62%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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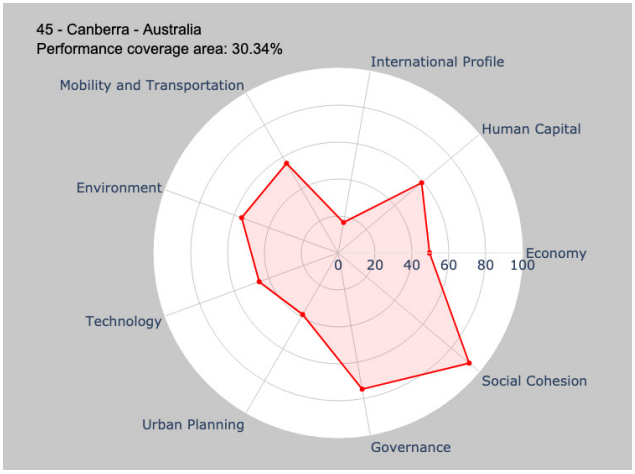
45 - Canberra - Australia
Performance coverage area: 30.34%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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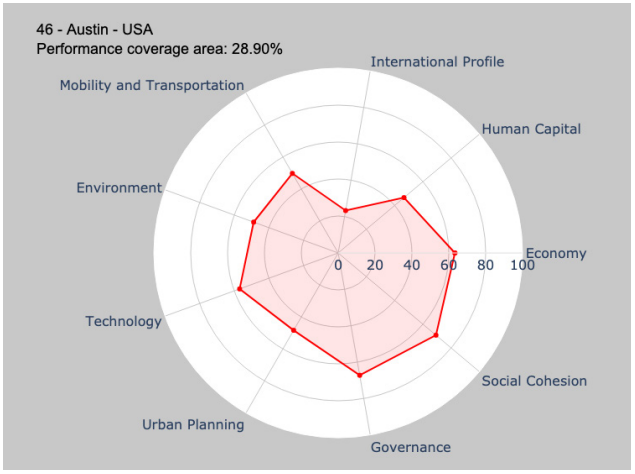
46 - Austin - USA
Performance coverage area: 28.90%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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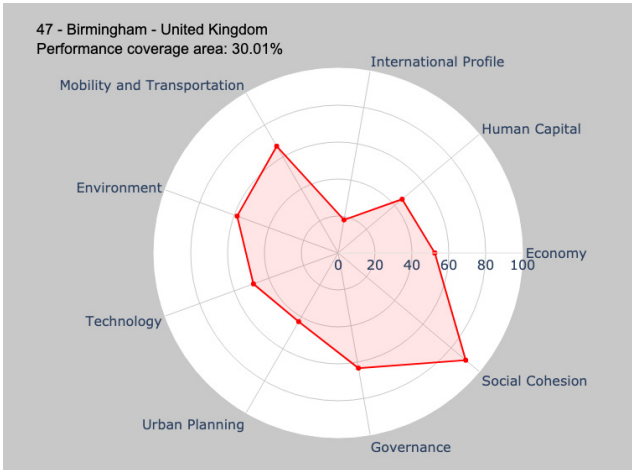
47 - Birmingham - United Kingdom
Performance coverage area: 30.01%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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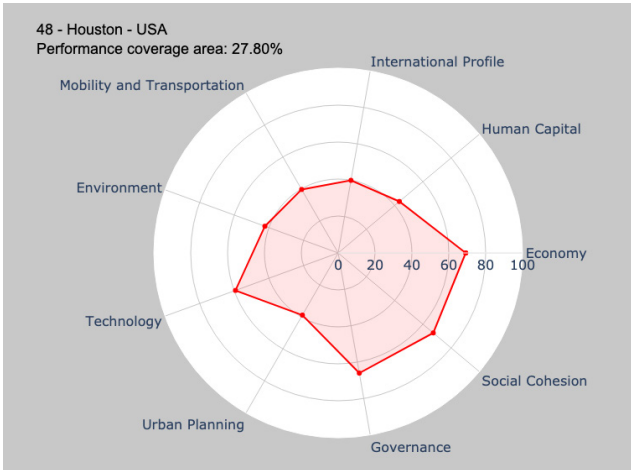
48 - Houston - USA
Performance coverage area: 27.80%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
20
40
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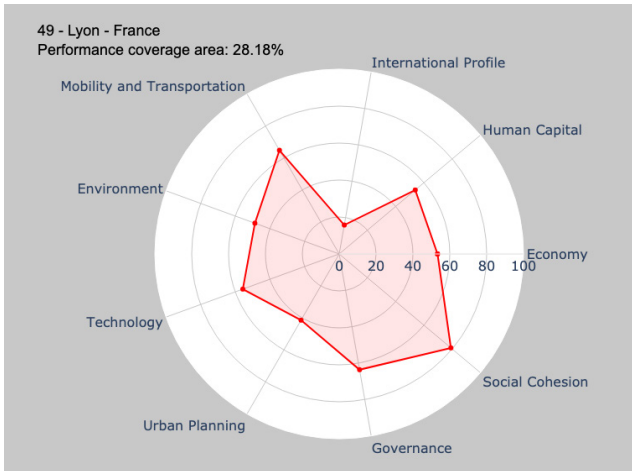
49 - Lyon - France
Performance coverage area: 28.18%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
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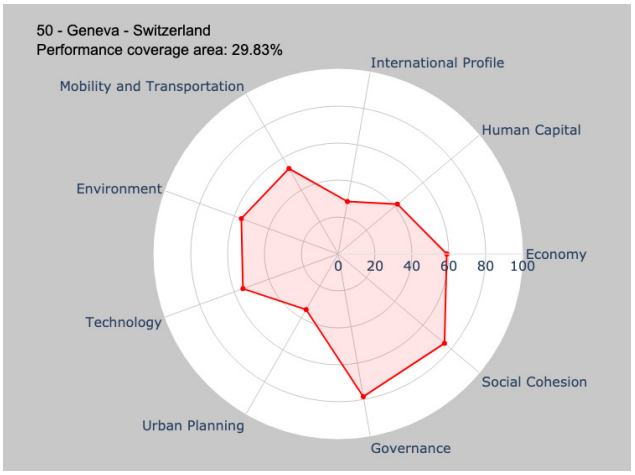
100


50 - Geneva - Switzerland
Performance coverage area: 29.83%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
20
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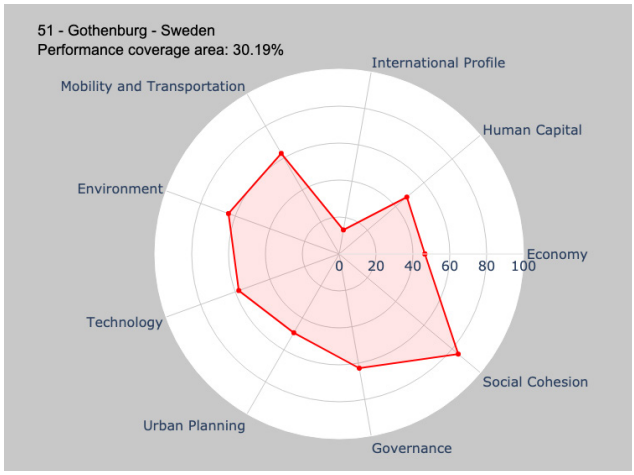
51 - Gothenburg - Sweden
Performance coverage area: 30.19%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
20
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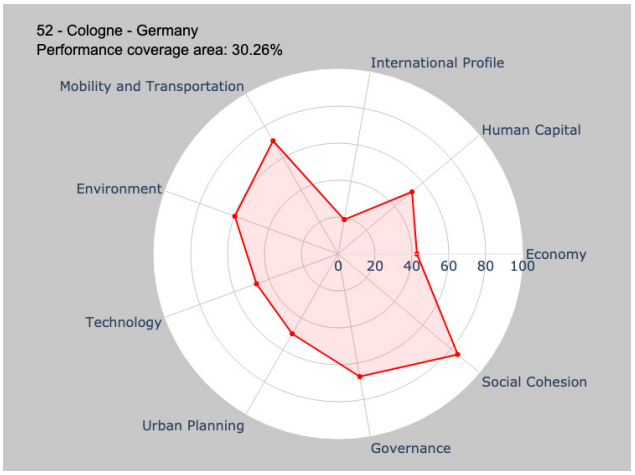
52 - Cologne - Germany
Performance coverage area: 30.26%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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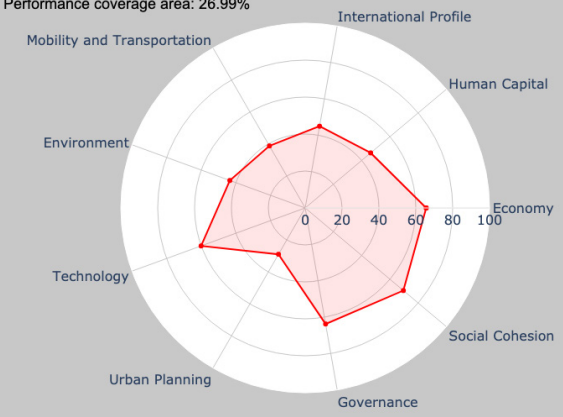
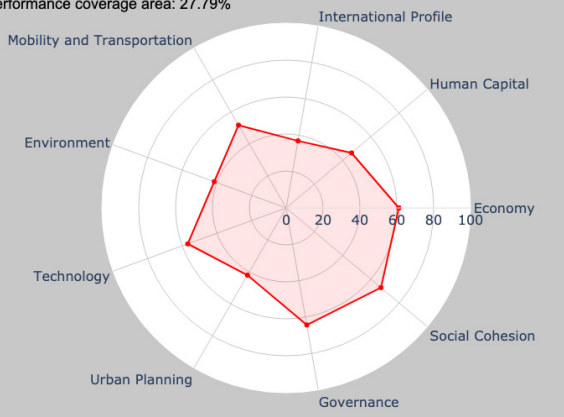
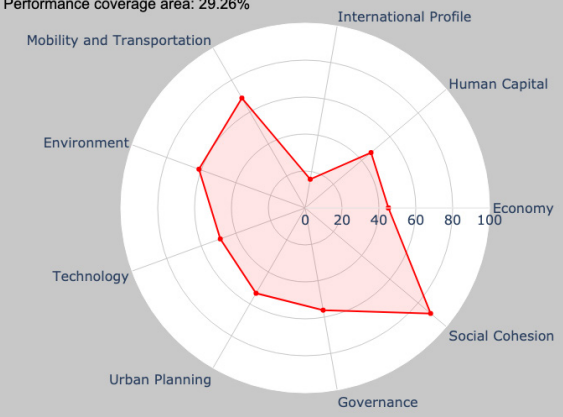
53 - Dallas - USA
Performance coverage area: 26.99%



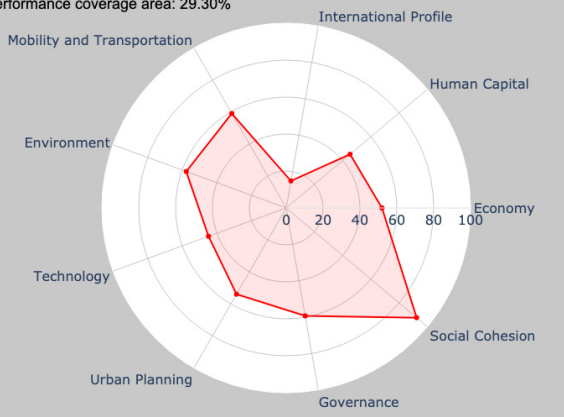
54 - Denver - USA
Performance coverage area: 27.79%



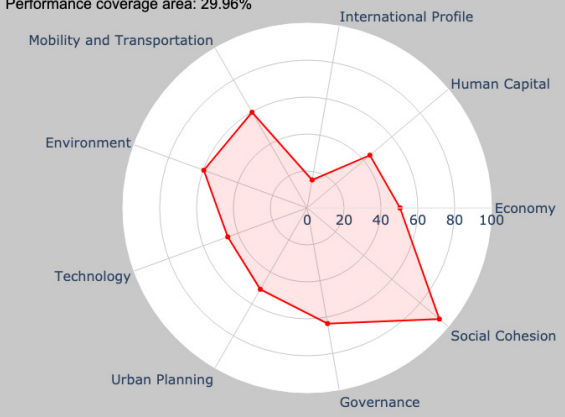
55 - Stuttgart - Germany
Performance coverage area: 29.26%



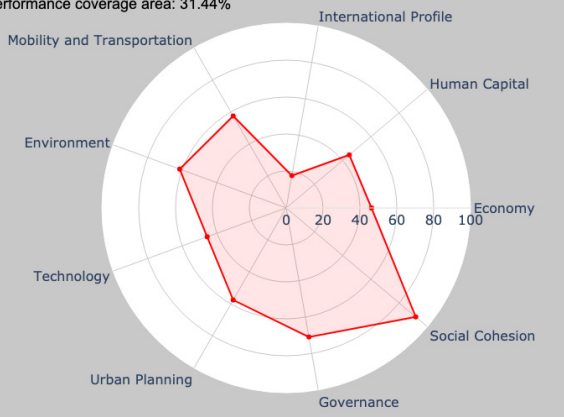
56 - Leeds - United Kingdom
Performance coverage area: 29.30%



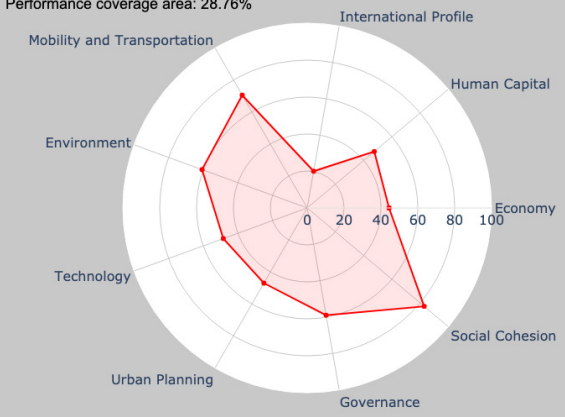
57 - Liverpool - United Kingdom
Performance coverage area: 29.96%



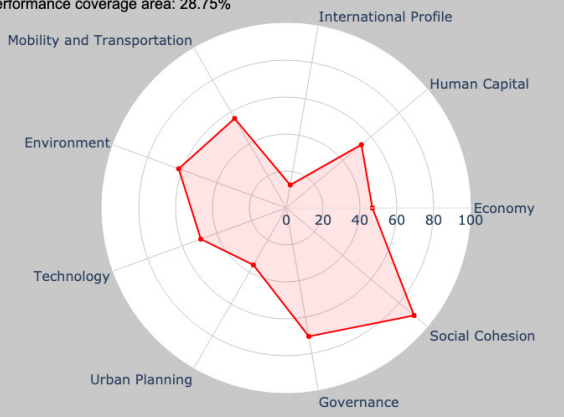
58 - Ottawa - Canada
Performance coverage area: 31.44%



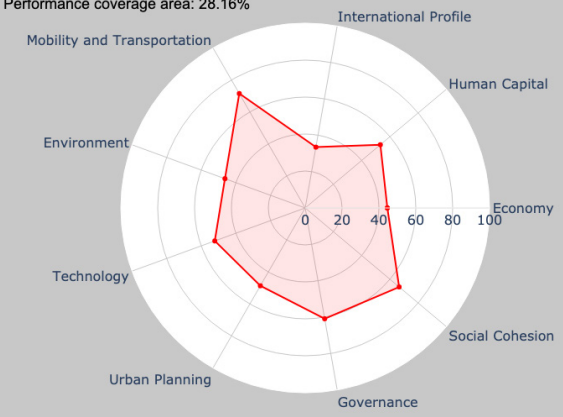
59 - Düsseldorf - Germany
Performance coverage area: 28.76%



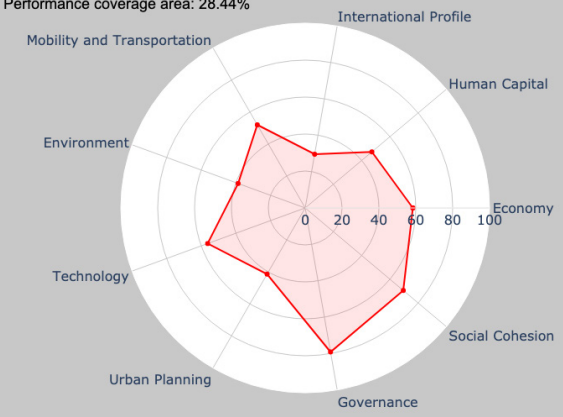
60 - Wellington - New Zealand
Performance coverage area: 28.75%



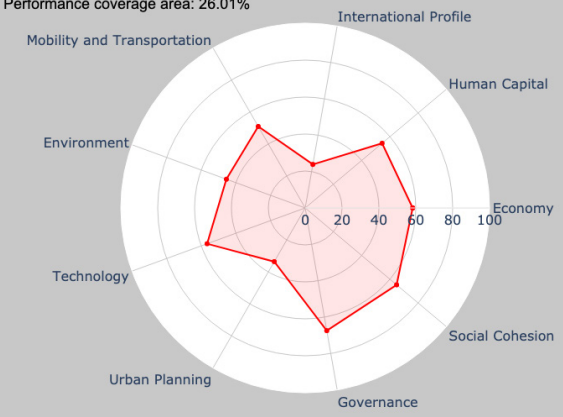
61 - Milan - Italy
Performance coverage area: 28.16%



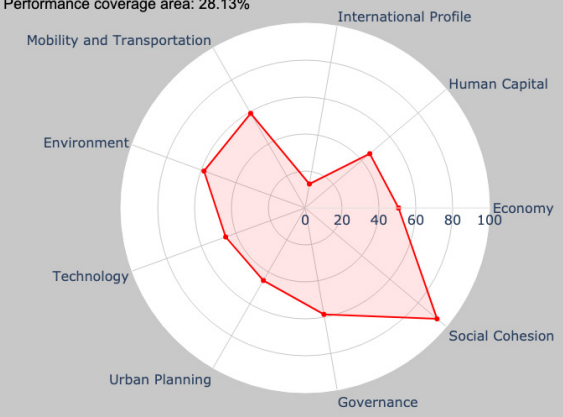
62 - San Diego - USA
Performance coverage area: 28.44%



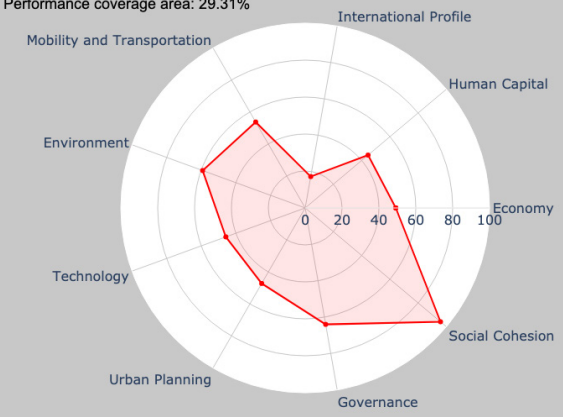
63 - Philadelphia - USA
Performance coverage area: 26.01%



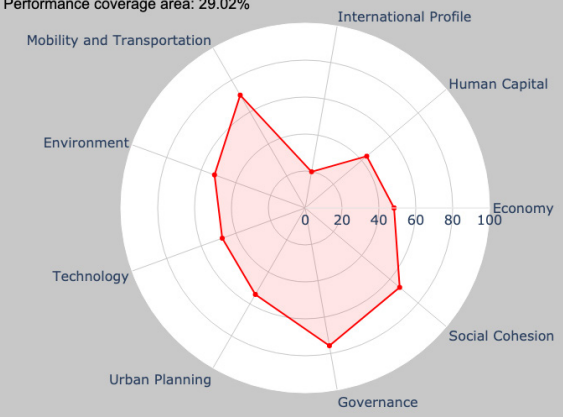
64 - Nottingham - United Kingdom
Performance coverage area: 28.13%



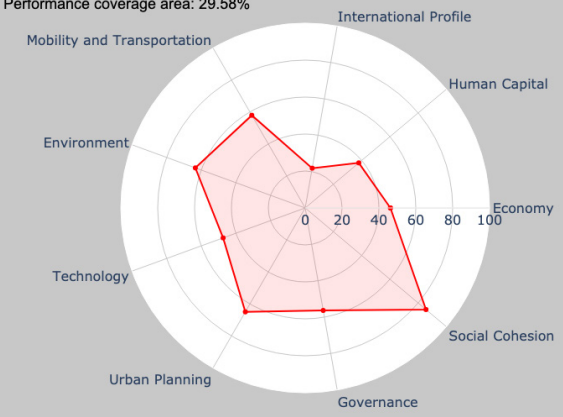
65 - Glasgow - United Kingdom
Performance coverage area: 29.31%



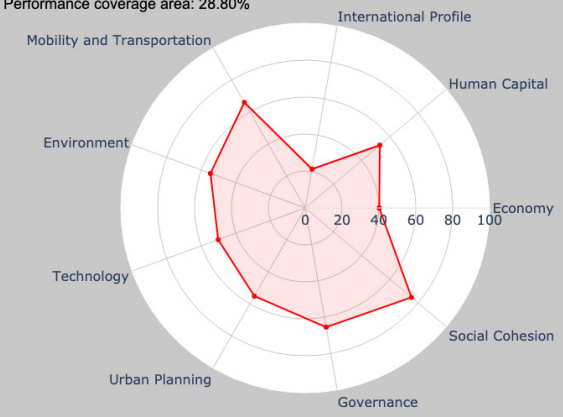
66 - Brussels - Belgium
Performance coverage area: 29.02%



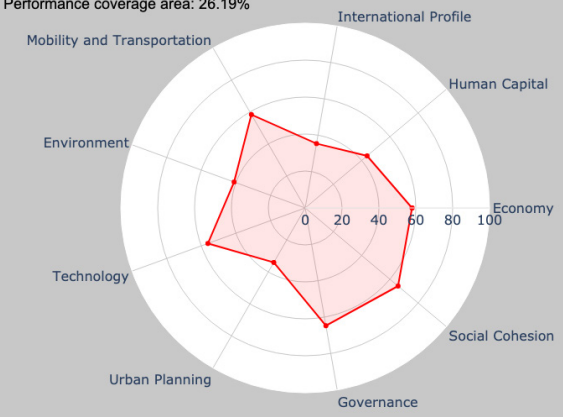
67 - Vancouver - Canada
Performance coverage area: 29.58%



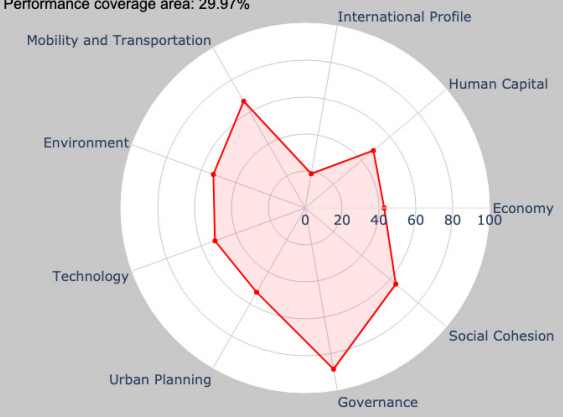
68 - Prague - Czech Republic
Performance coverage area: 28.80%



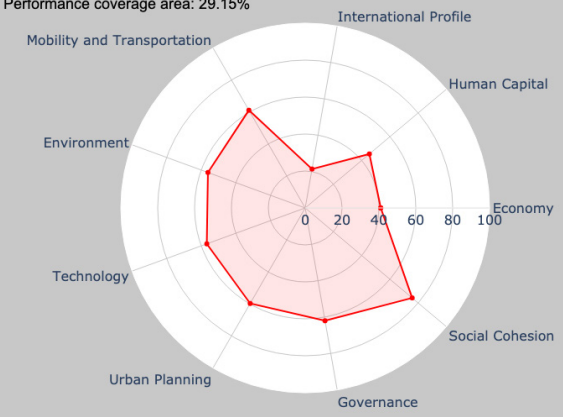
69 - Phoenix - USA
Performance coverage area: 26.19%



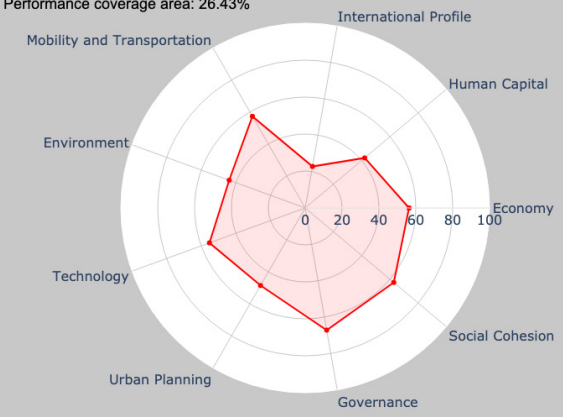
70 - Warsaw - Poland
Performance coverage area: 29.97%



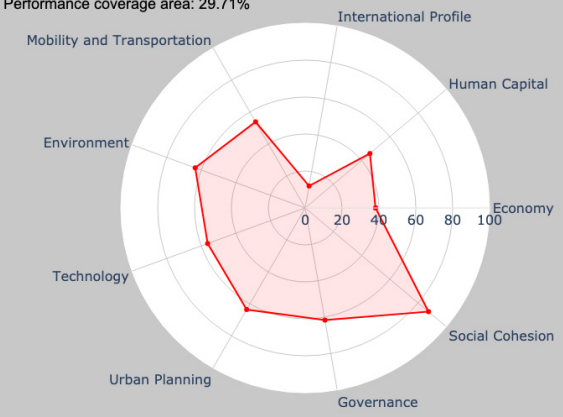
71 - Lisbon - Portugal
Performance coverage area: 29.15%



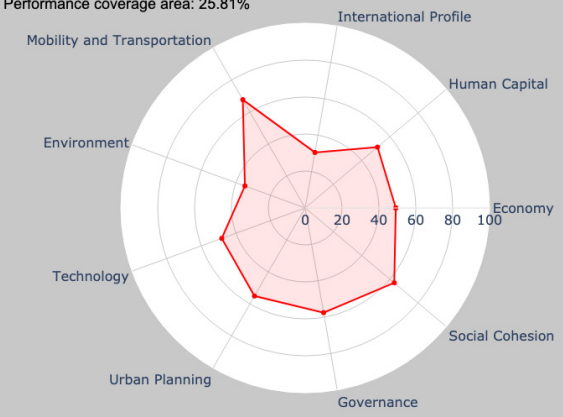
72 - Baltimore - USA
Performance coverage area: 26.43%



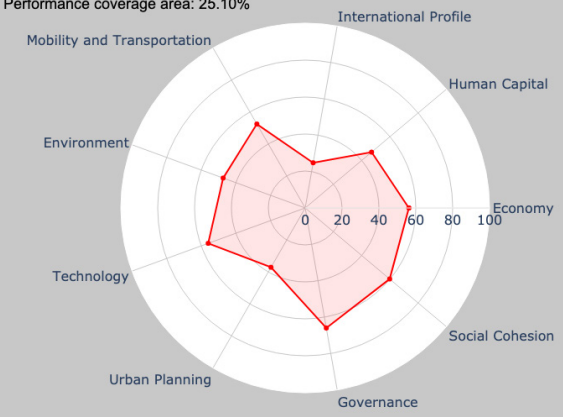
73 - Tallinn - Estonia
Performance coverage area: 29.71%



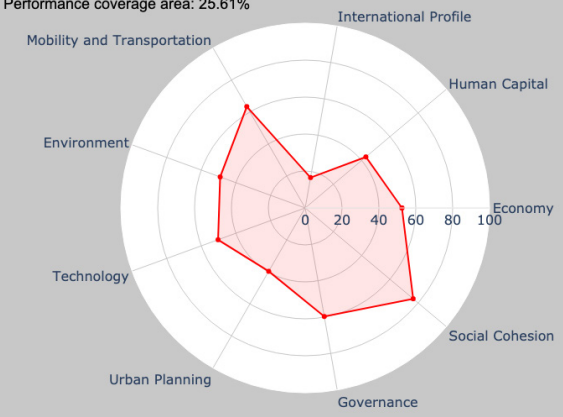
74 - Moscow - Russia
Performance coverage area: 25.81%



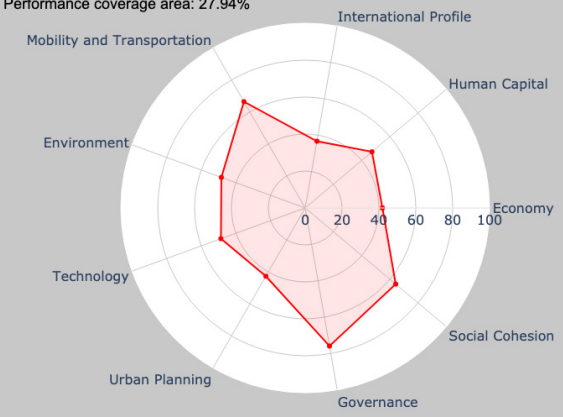
75 - San Antonio - USA
Performance coverage area: 25.10%



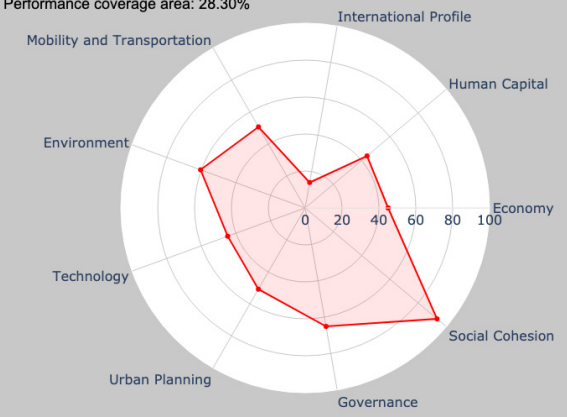
76 - Marseille - France
Performance coverage area: 25.61%



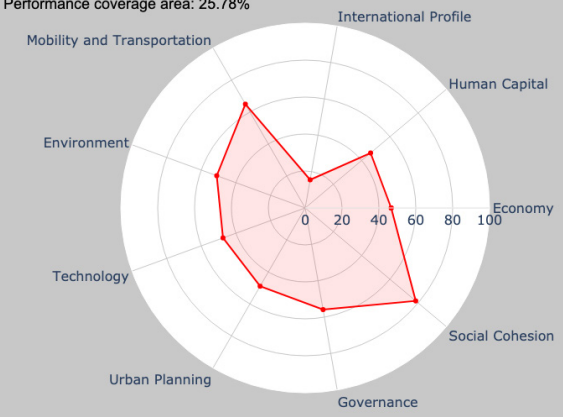
77 - Rome - Italy
Performance coverage area: 27.94%



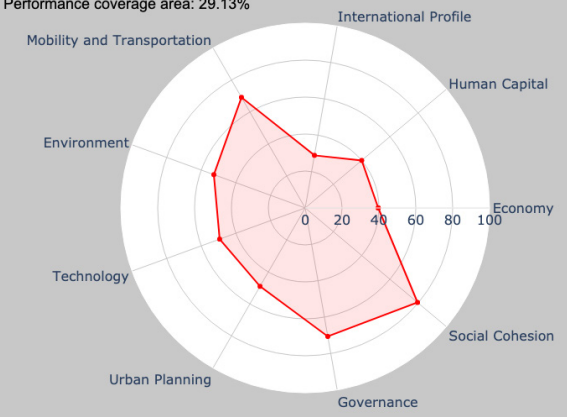
78 - Quebec City - Canada
Performance coverage area: 28.30%



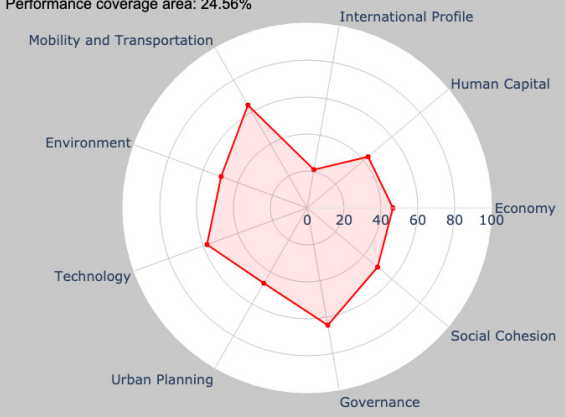
79 - Antwerp - Belgium
Performance coverage area: 25.78%



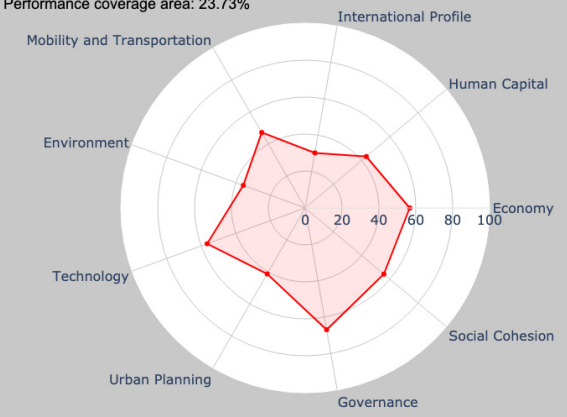
80 - Valencia - Spain
Performance coverage area: 29.13%



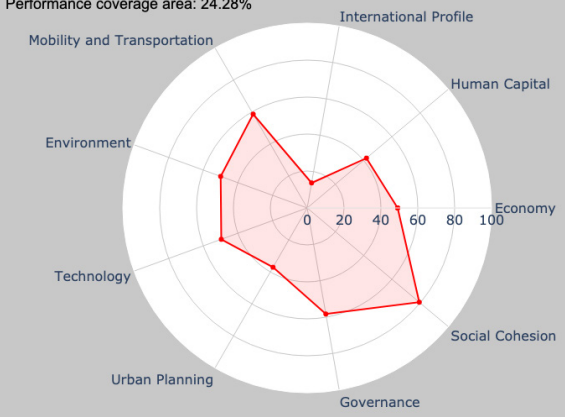
81 - Osaka - Japan
Performance coverage area: 24.56%



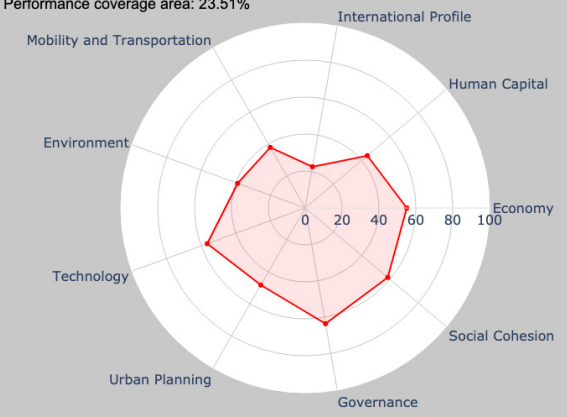
82 - Las Vegas - USA
Performance coverage area: 23.73%

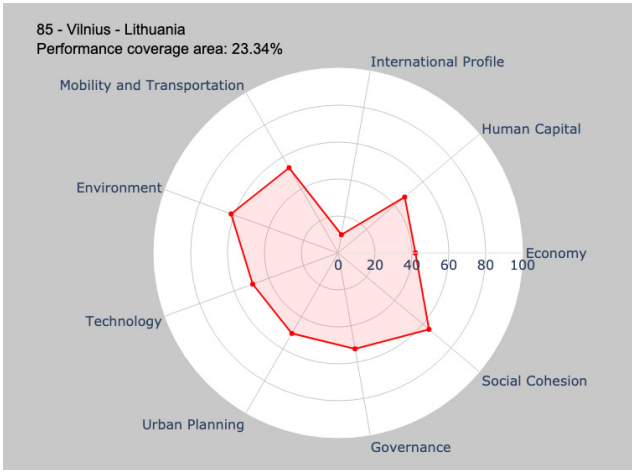


83 - Lille - France
Performance coverage area: 24.28%



84 - Detroit - USA
Performance coverage area: 23.51%




85 - Vilnius - Lithuania
Performance coverage area: 23.34%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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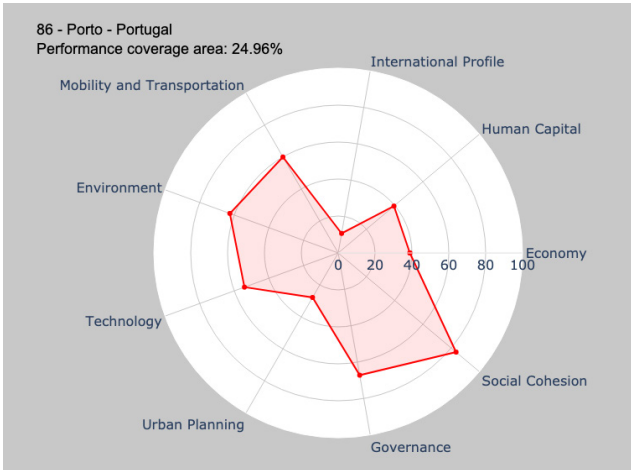
86 - Porto - Portugal
Performance coverage area: 24.96%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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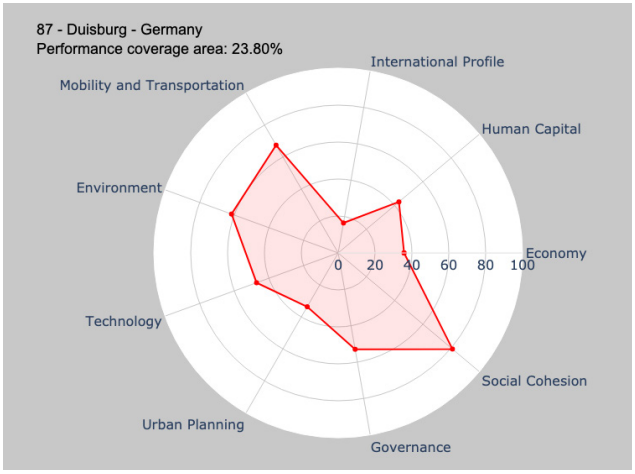
87 - Duisburg - Germany
Performance coverage area: 23.80%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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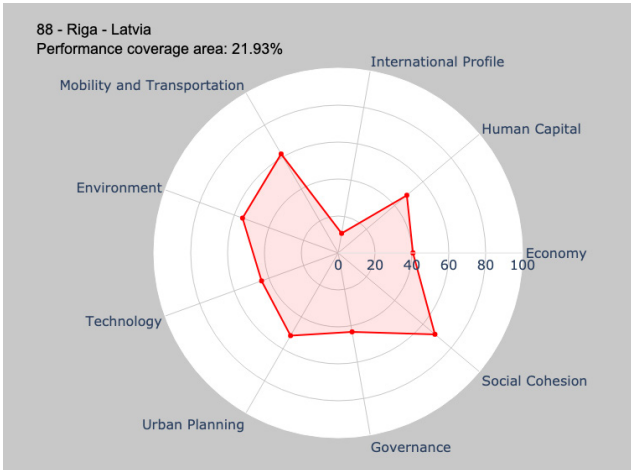
88 - Riga - Latvia
Performance coverage area: 21.93%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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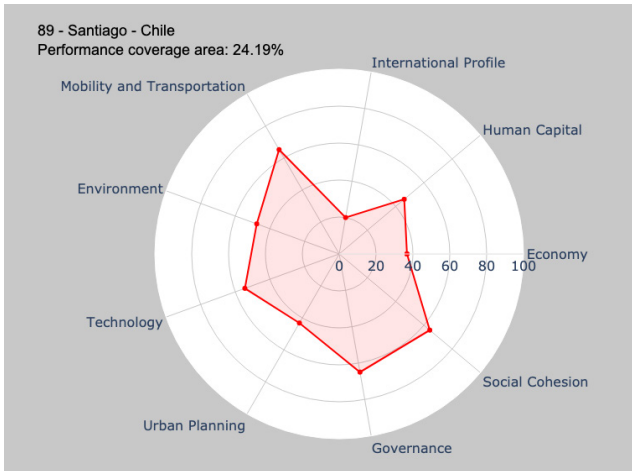
89 - Santiago - Chile
Performance coverage area: 24.19%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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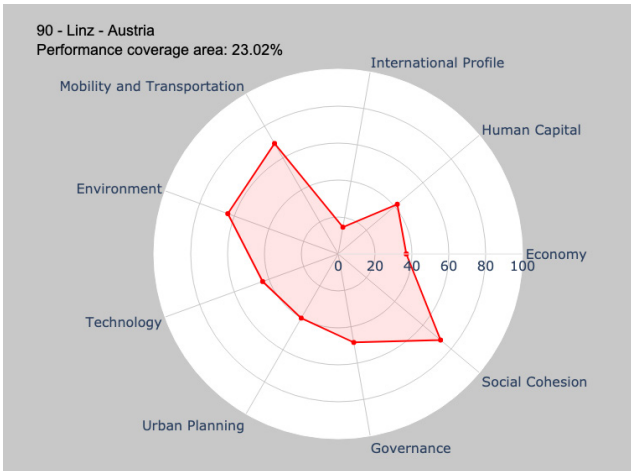
90 - Linz - Austria
Performance coverage area: 23.02%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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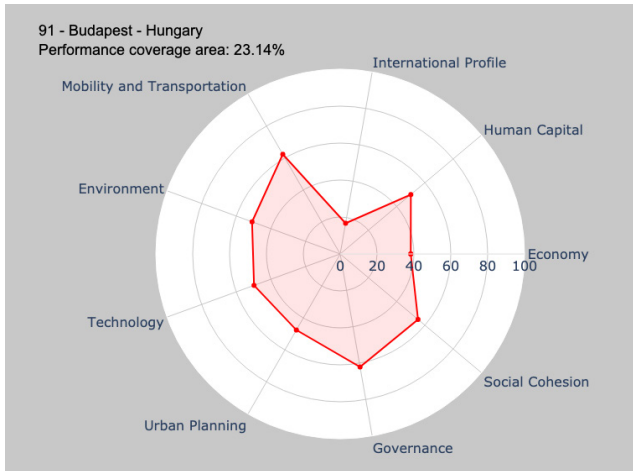
91 - Budapest - Hungary
Performance coverage area: 23.14%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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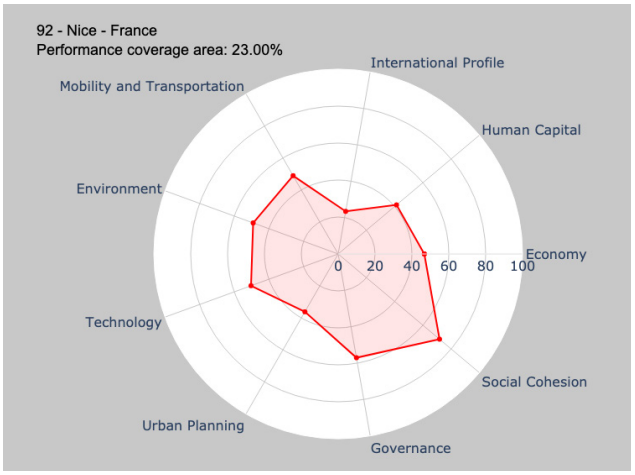
92 - Nice - France
Performance coverage area: 23.00%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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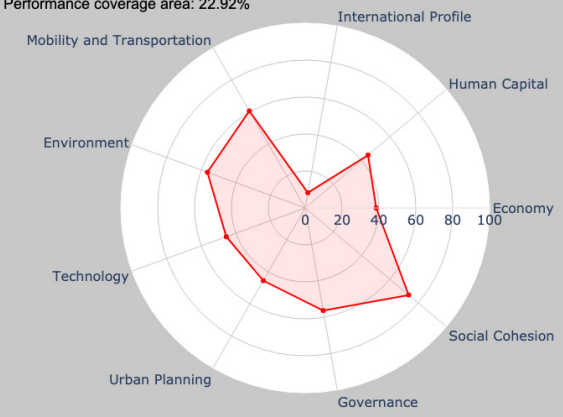
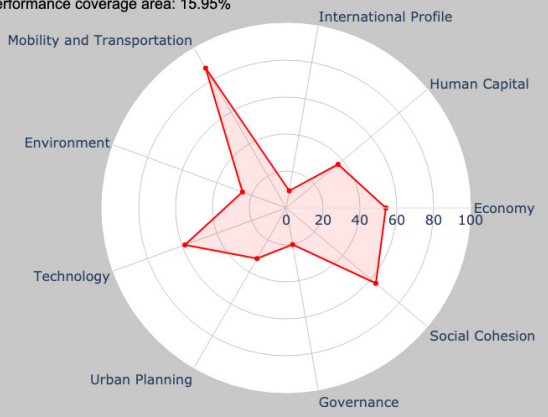
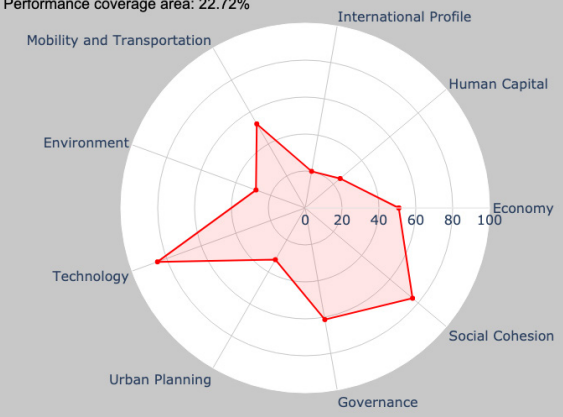
93 - Bratislava - Slovakia
Performance coverage area: 22.92%



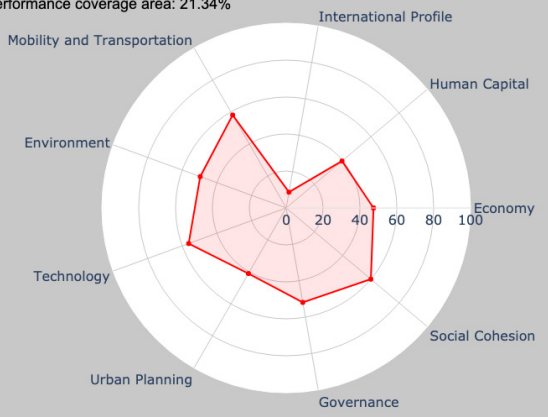
94 - Shenzhen - China
Performance coverage area: 15.95%



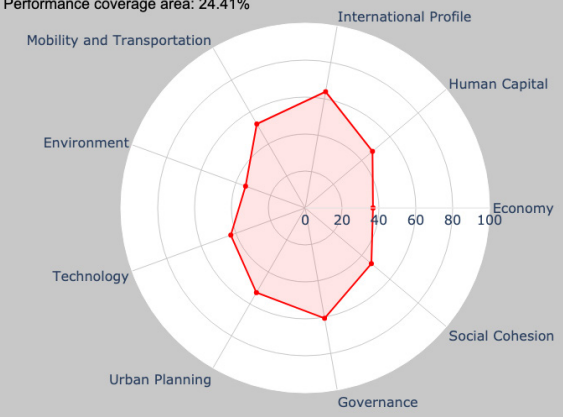
95 - Abu Dhabi - United Arab Emirates
Performance coverage area: 22.72%



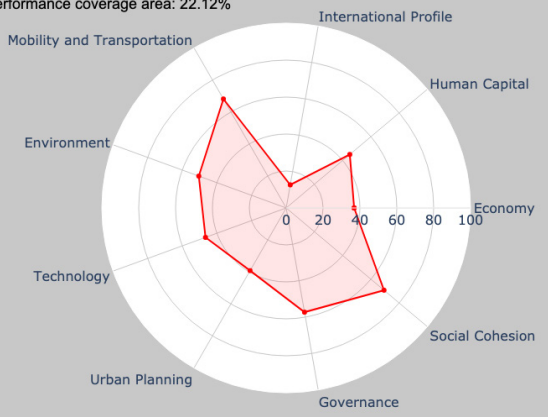
96 - Nagoya - Japan
Performance coverage area: 21.34%



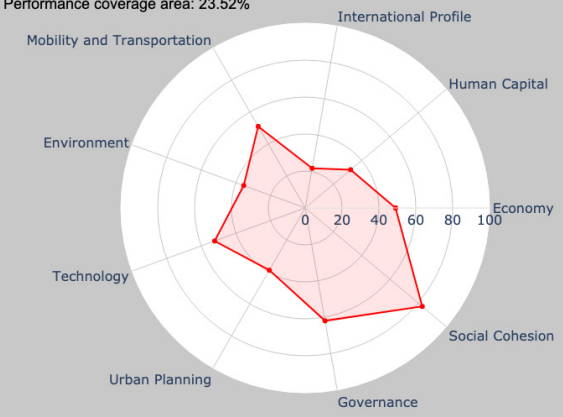
97 - Istanbul - Turkey
Performance coverage area: 24.41%



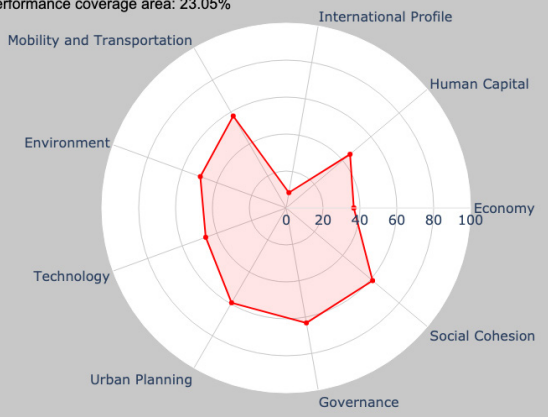
98 - Málaga - Spain
Performance coverage area: 22.12%

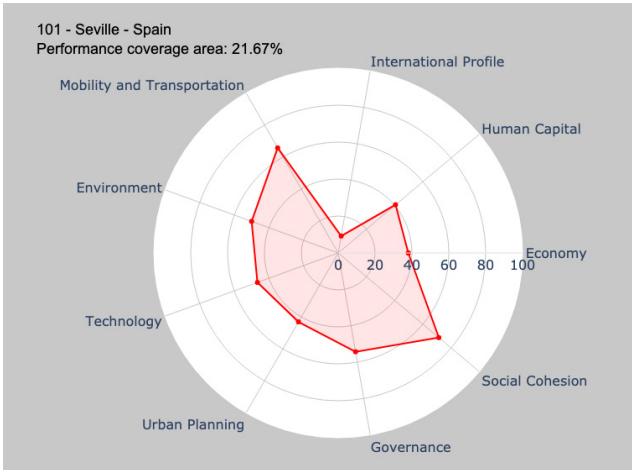


99 - Tel Aviv - Israel
Performance coverage area: 23.52%



100 - Wroclaw - Poland
Performance coverage area: 23.05%




101 - Seville - Spain
Performance coverage area: 21.67%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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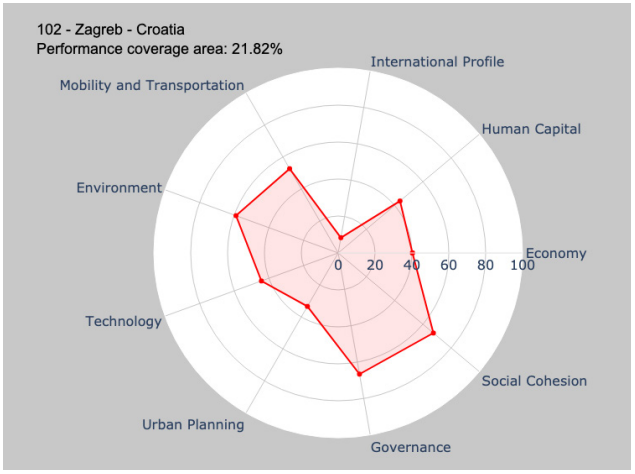
102 - Zagreb - Croatia
Performance coverage area: 21.82%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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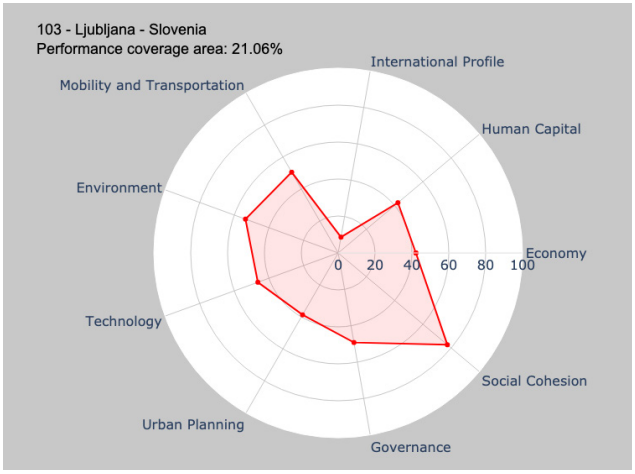
103 - Ljubljana - Slovenia
Performance coverage area: 21.06%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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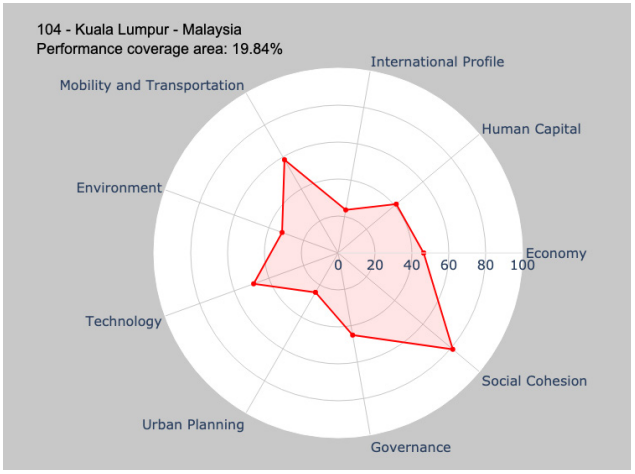
104 - Kuala Lumpur - Malaysia
Performance coverage area: 19.84%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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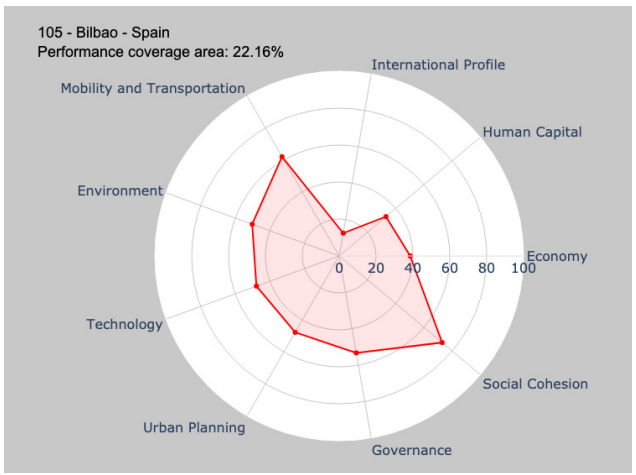
105 - Bilbao - Spain
Performance coverage area: 22.16%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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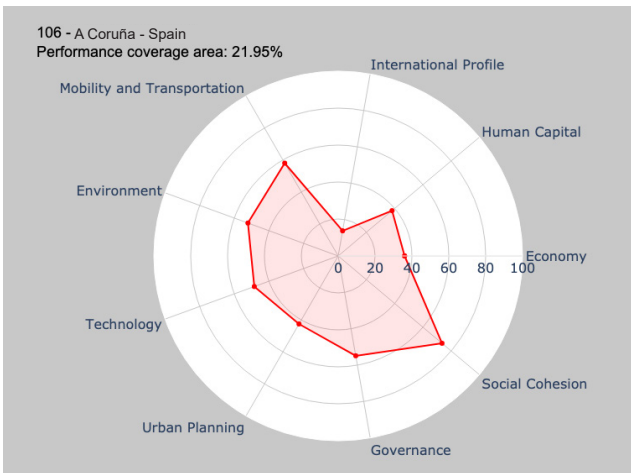
106 - A Coruña - Spain
Performance coverage area: 21.95%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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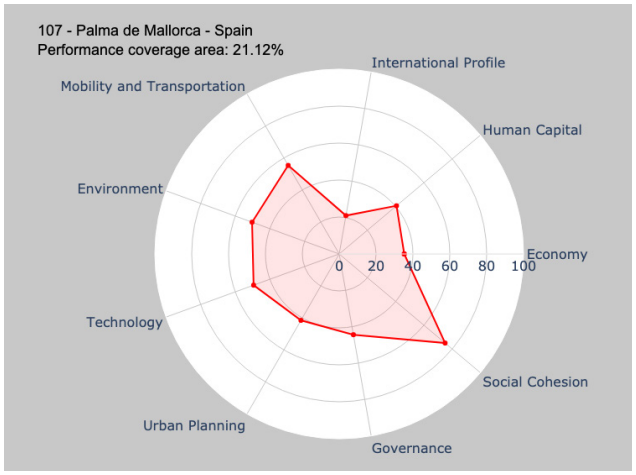
107 - Palma de Mallorca - Spain
Performance coverage area: 21.12%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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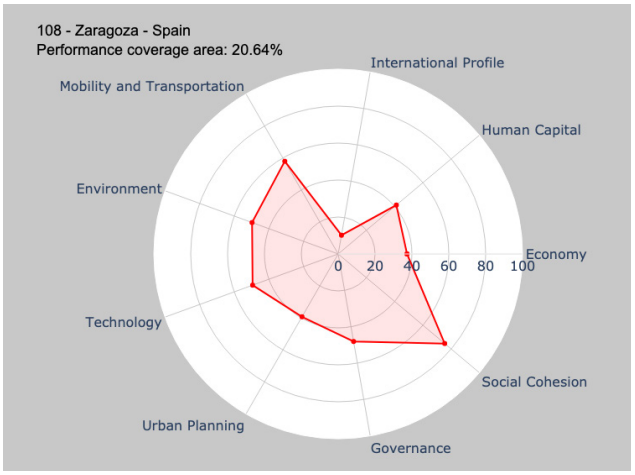
108 - Zaragoza - Spain
Performance coverage area: 20.64%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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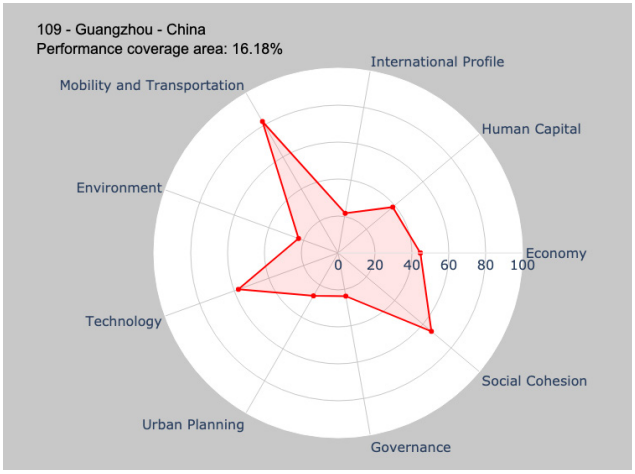
109 - Guangzhou - China
Performance coverage area: 16.18%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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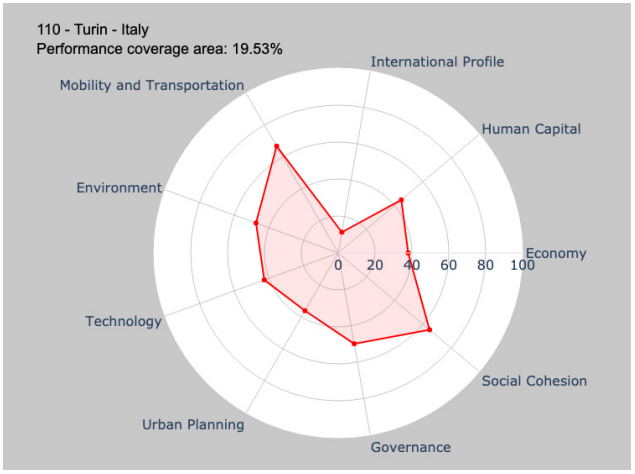
110 - Turin - Italy
Performance coverage area: 19.53%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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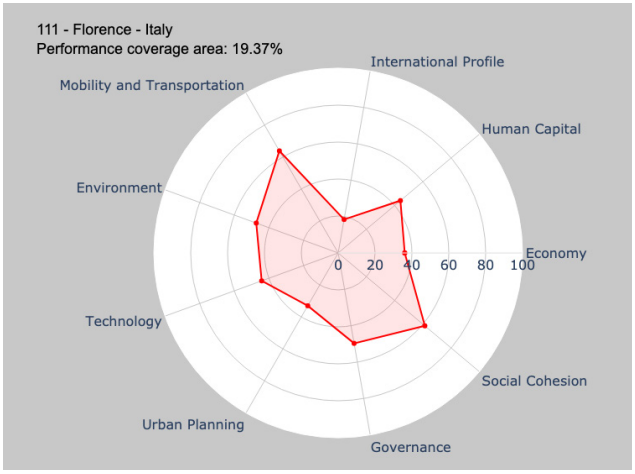
111 - Florence - Italy
Performance coverage area: 19.37%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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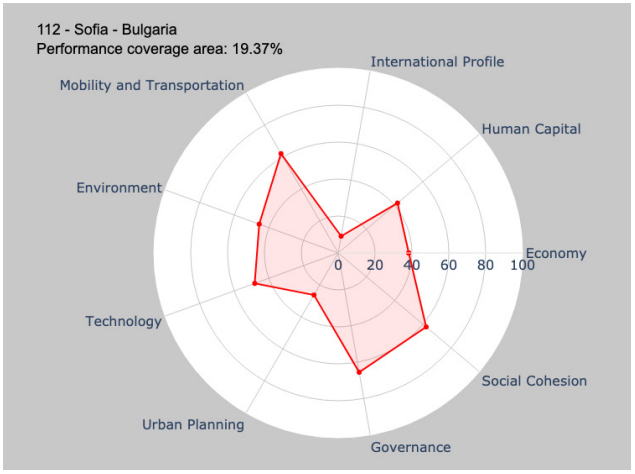
112 - Sofia - Bulgaria
Performance coverage area: 19.37%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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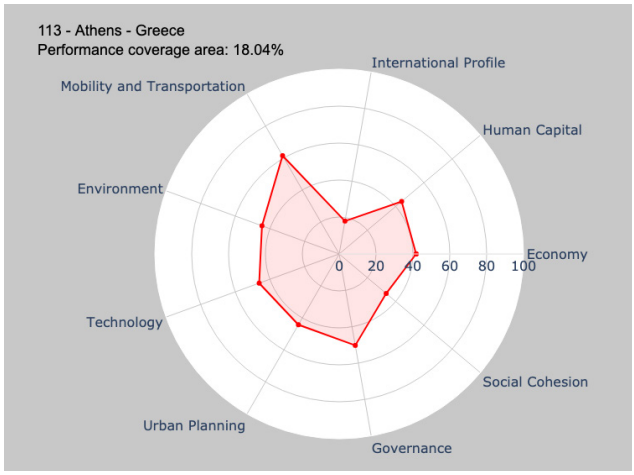
113 - Athens - Greece
Performance coverage area: 18.04%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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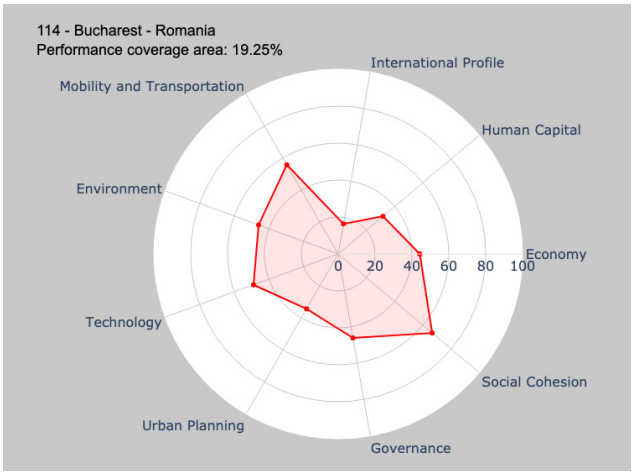
114 - Bucharest - Romania
Performance coverage area: 19.25%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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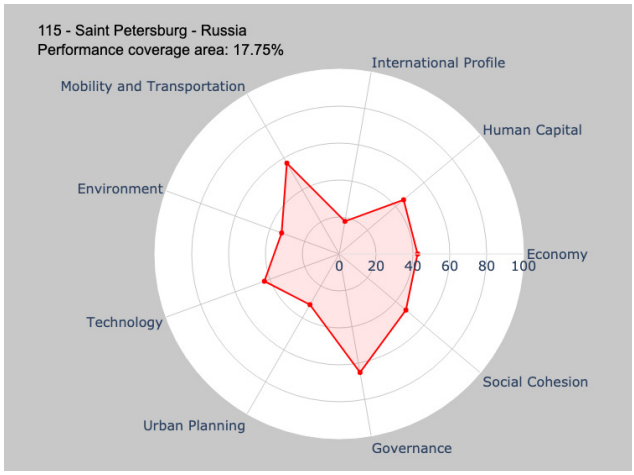
115 - Saint Petersburg - Russia
Performance coverage area: 17.75%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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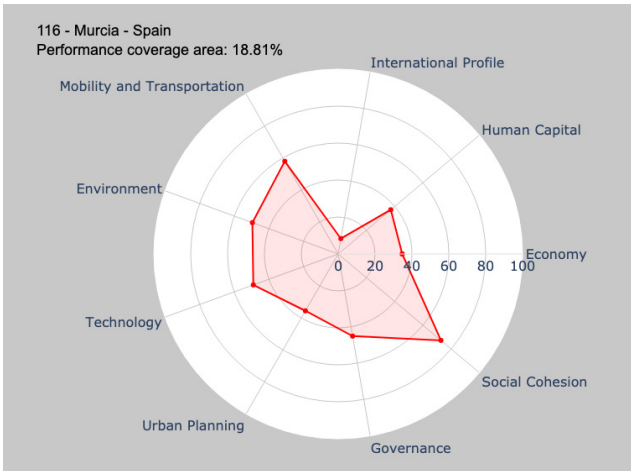
116 - Murcia - Spain
Performance coverage area: 18.81%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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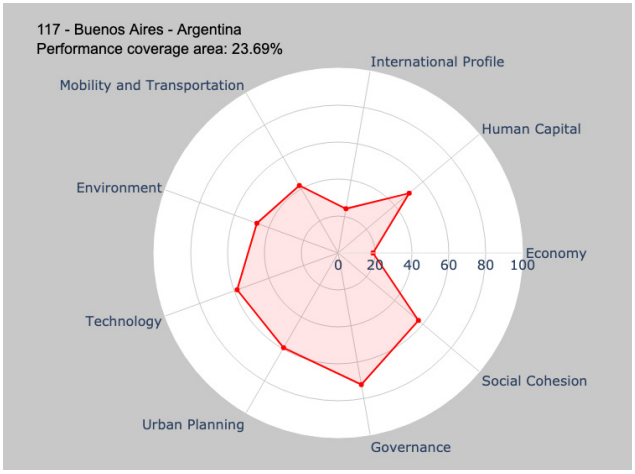
117 - Buenos Aires - Argentina
Performance coverage area: 23.69%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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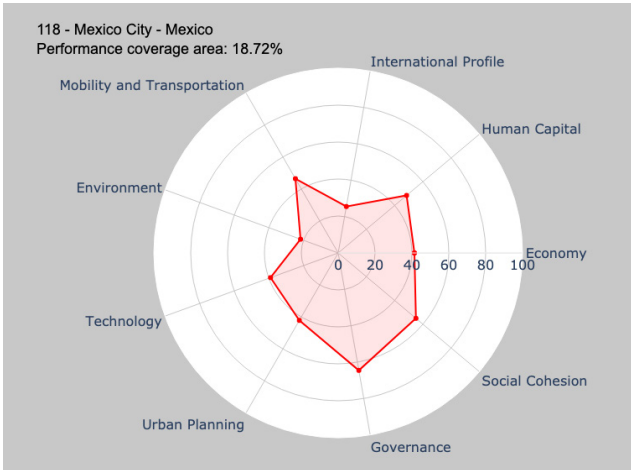
118 - Mexico City - Mexico
Performance coverage area: 18.72%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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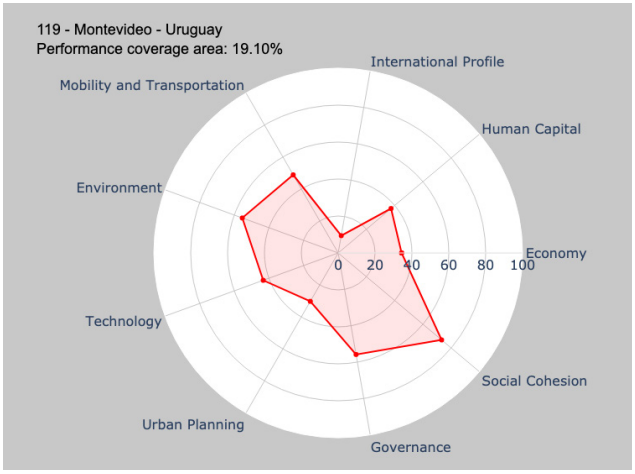
119 - Montevideo - Uruguay
Performance coverage area: 19.10%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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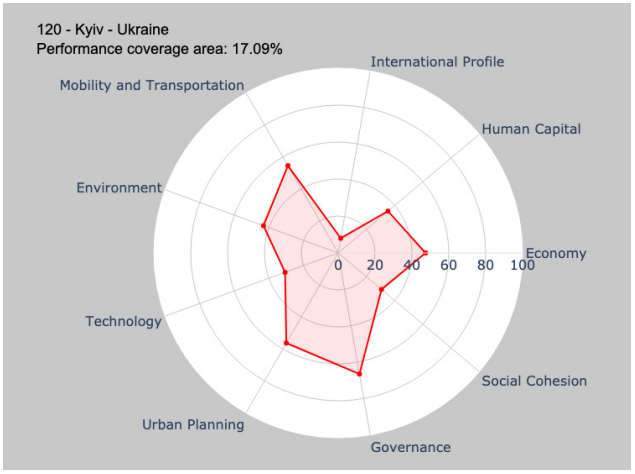
120 - Kyiv - Ukraine
Performance coverage area: 17.09%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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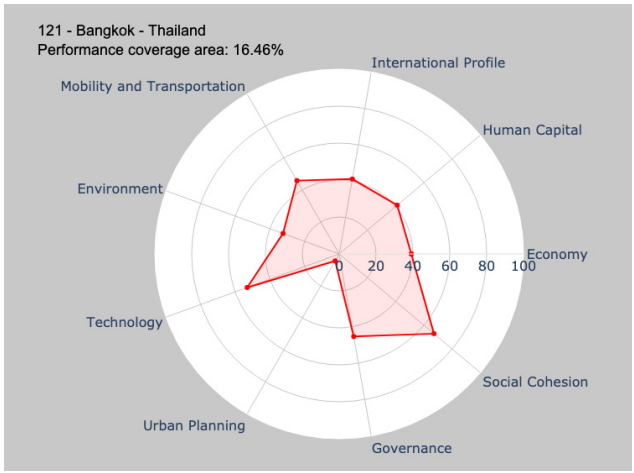
121 - Bangkok - Thailand
Performance coverage area: 16.46%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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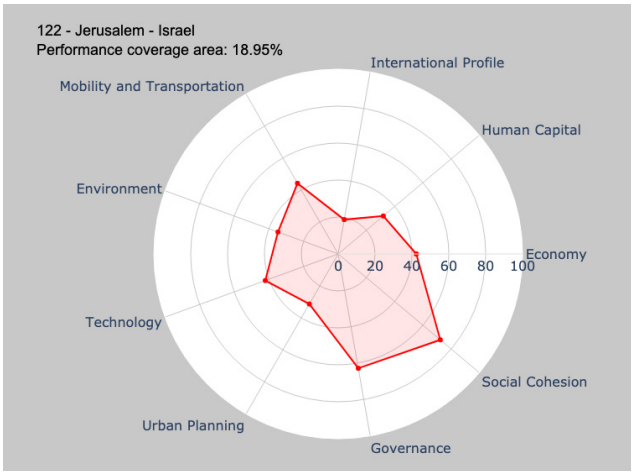
122 - Jerusalem - Israel
Performance coverage area: 18.95%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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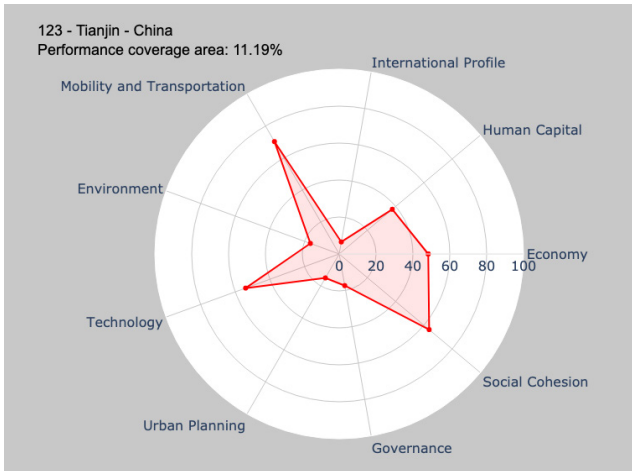
123 - Tianjin - China
Performance coverage area: 11.19%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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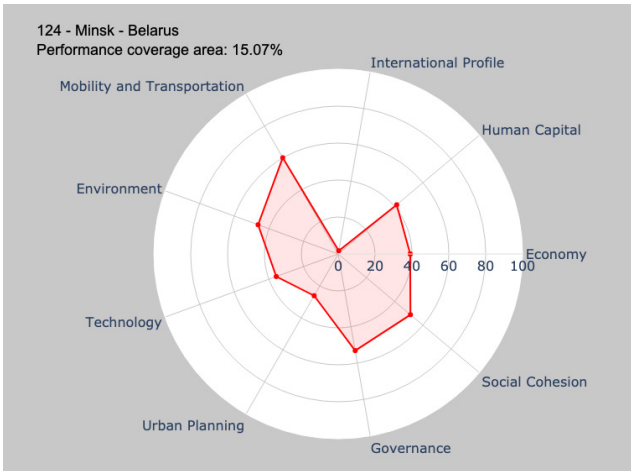
124 - Minsk - Belarus
Performance coverage area: 15.07%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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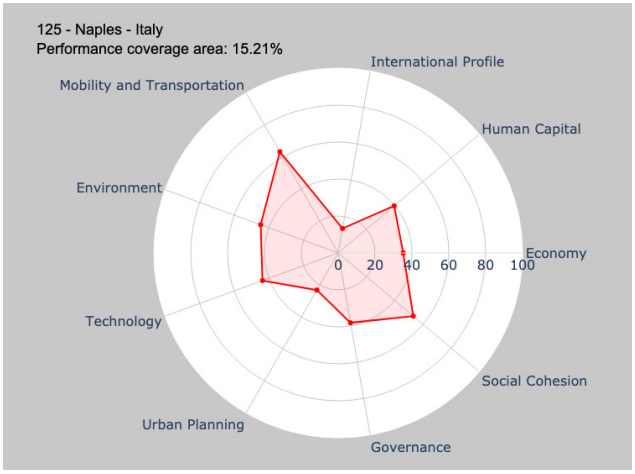
125 - Naples - Italy
Performance coverage area: 15.21%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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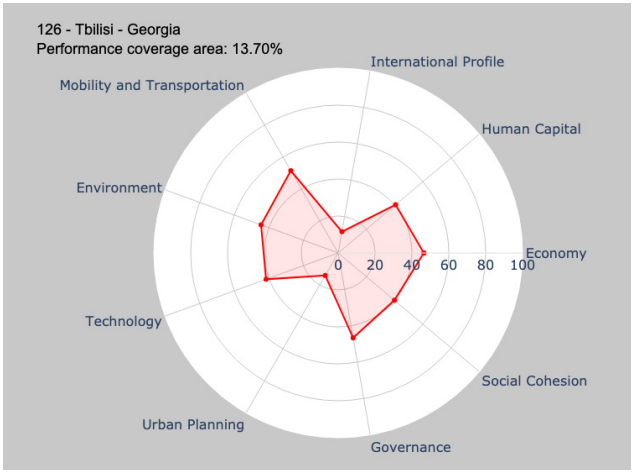
126 - Tbilisi - Georgia
Performance coverage area: 13.70%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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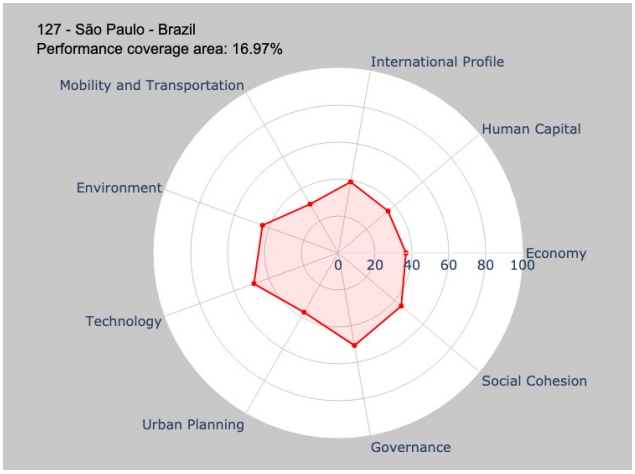
127 - São Paulo - Brazil
Performance coverage area: 16.97%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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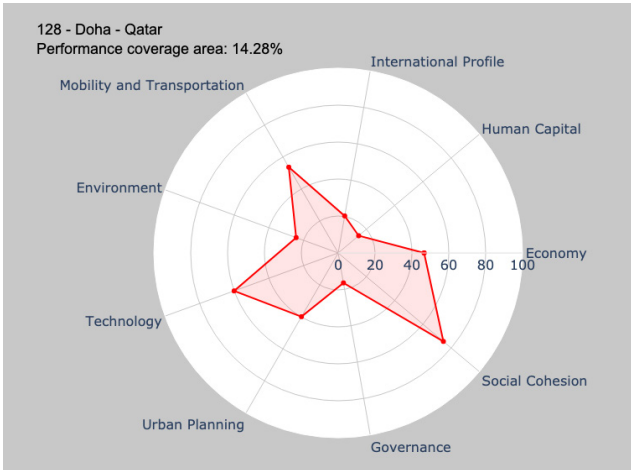
128 - Doha - Qatar
Performance coverage area: 14.28%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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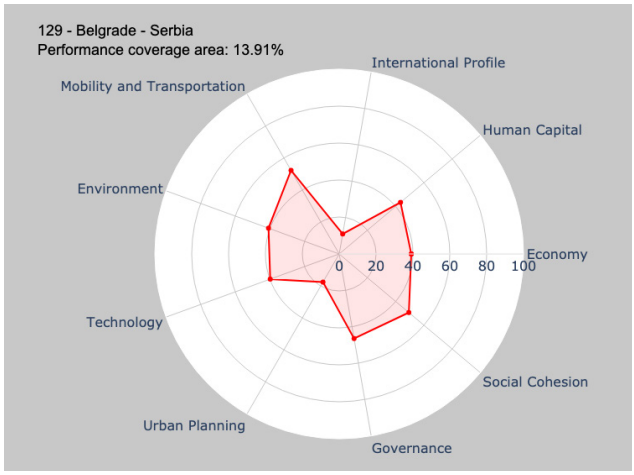
129 - Belgrade - Serbia
Performance coverage area: 13.91%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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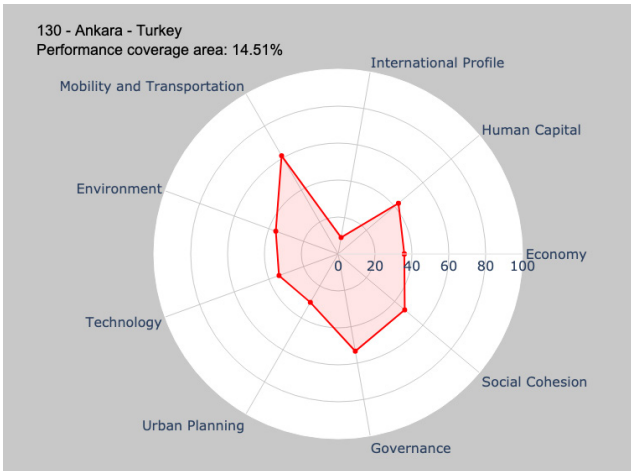
130 - Ankara - Turkey
Performance coverage area: 14.51%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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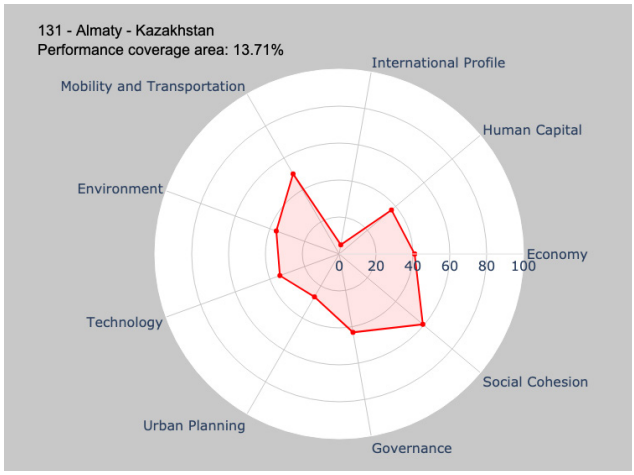
131 - Almaty - Kazakhstan
Performance coverage area: 13.71%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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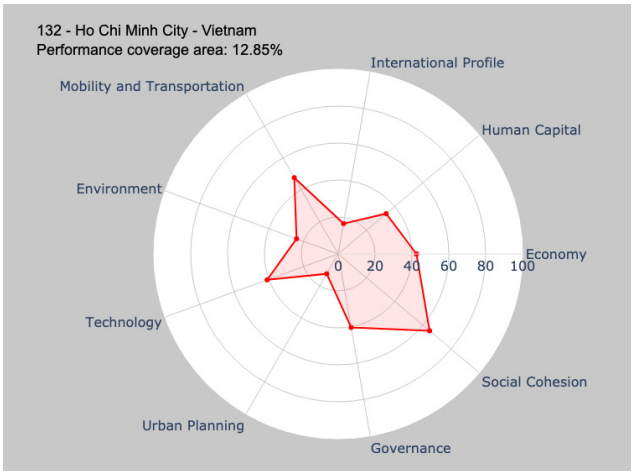
132 - Ho Chi Minh City - Vietnam
Performance coverage area: 12.85%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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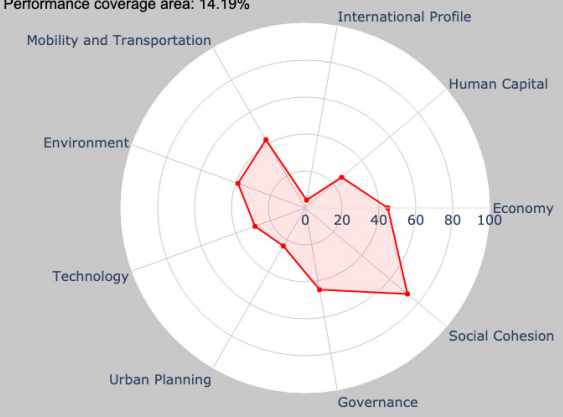
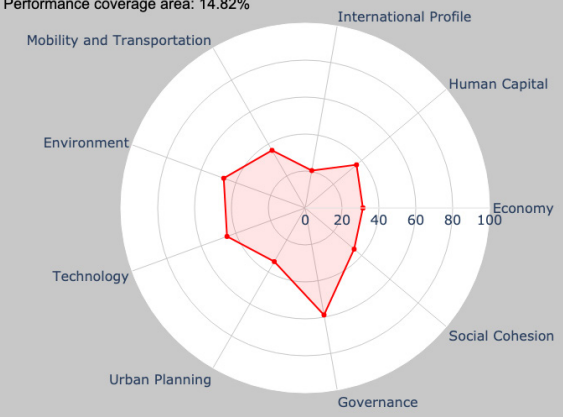
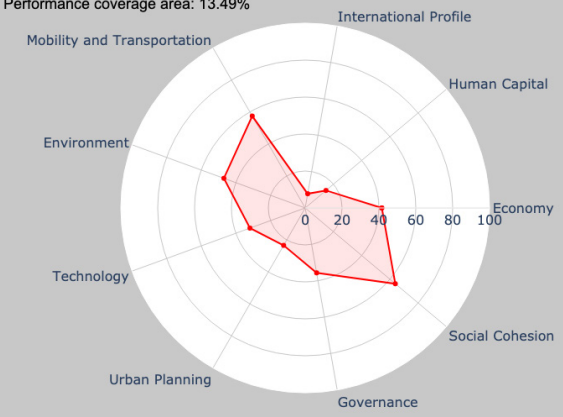
133 - Astana - Kazakhstan
Performance coverage area: 14.19%



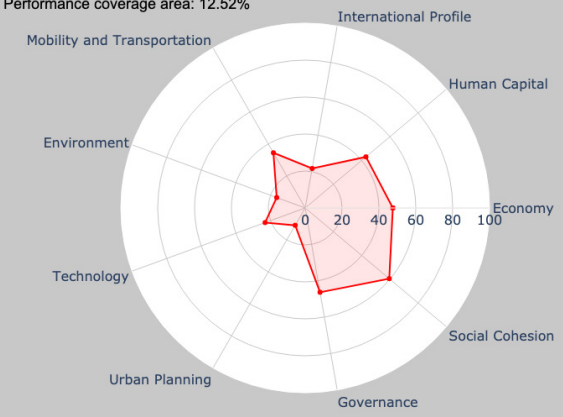
134 - Rio de Janeiro - Brazil
Performance coverage area: 14.82%



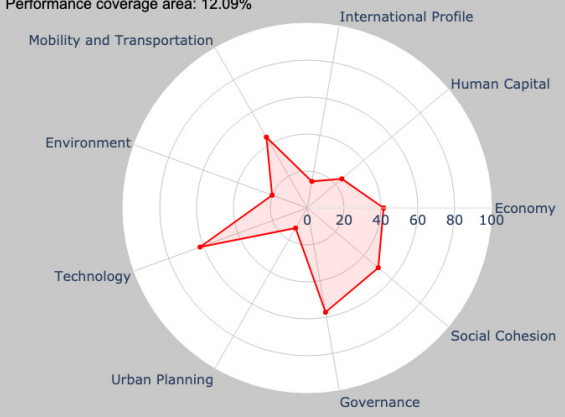
135 - Panama City - Panama
Performance coverage area: 13.49%



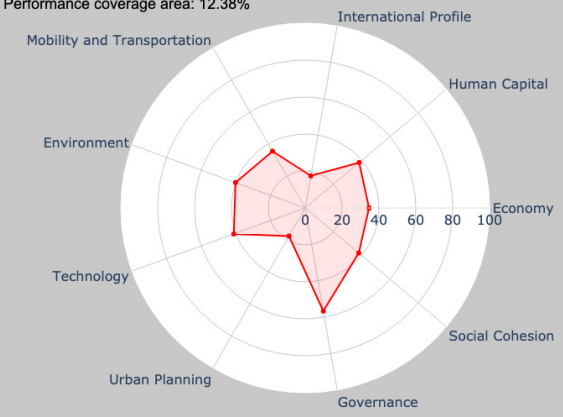
136 - Bengaluru - India
Performance coverage area: 12.52%



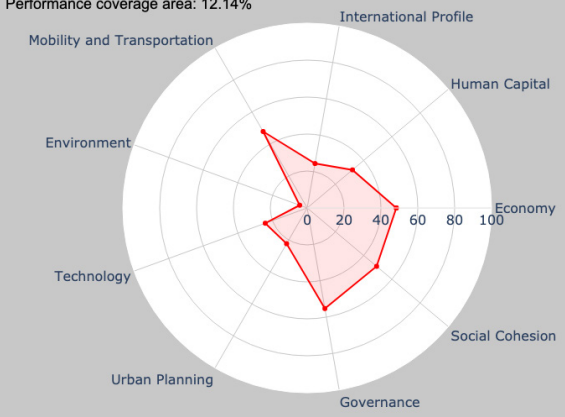
137 - Riyadh - Saudi Arabia
Performance coverage area: 12.09%



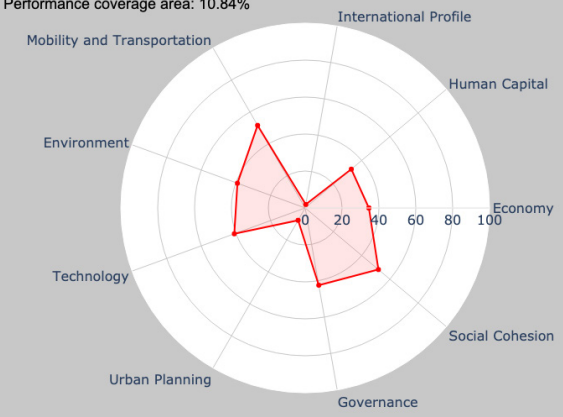
138 - Bogotá - Colombia
Performance coverage area: 12.38%



139 - New Delhi - India
Performance coverage area: 12.14%



140 - Skopje - Macedonia
Performance coverage area: 10.84%




141 - Novosibirsk - Russia
Performance coverage area: 11.13%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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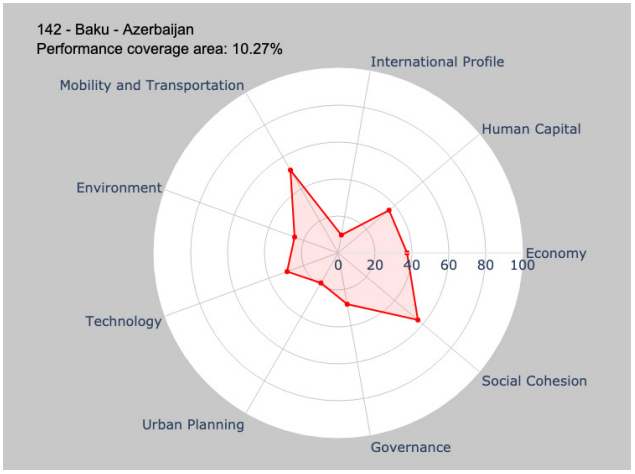
142 - Baku - Azerbaijan
Performance coverage area: 10.27%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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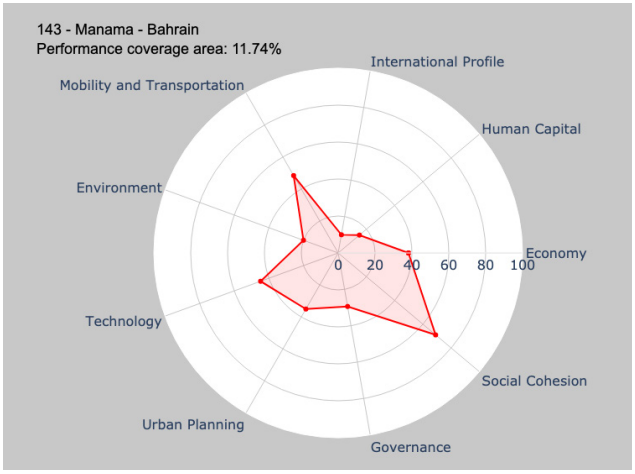
143 - Manama - Bahrain
Performance coverage area: 11.74%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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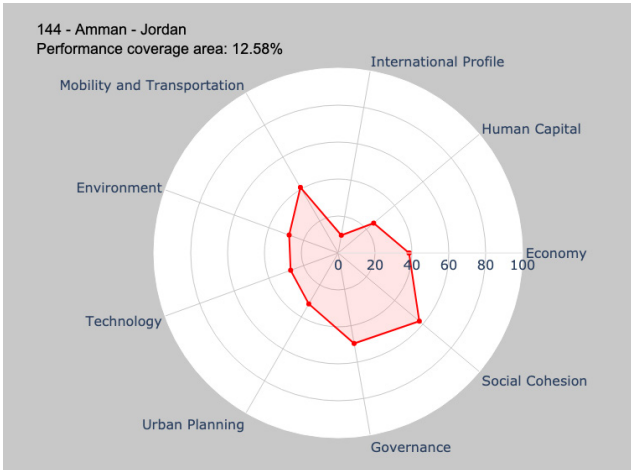
144 - Amman - Jordan
Performance coverage area: 12.58%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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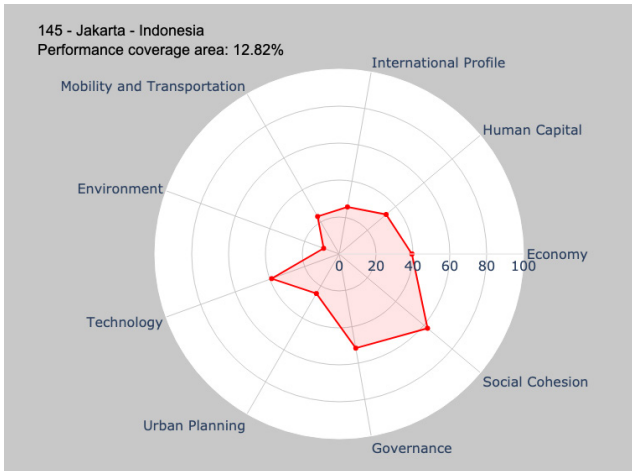
145 - Jakarta - Indonesia
Performance coverage area: 12.82%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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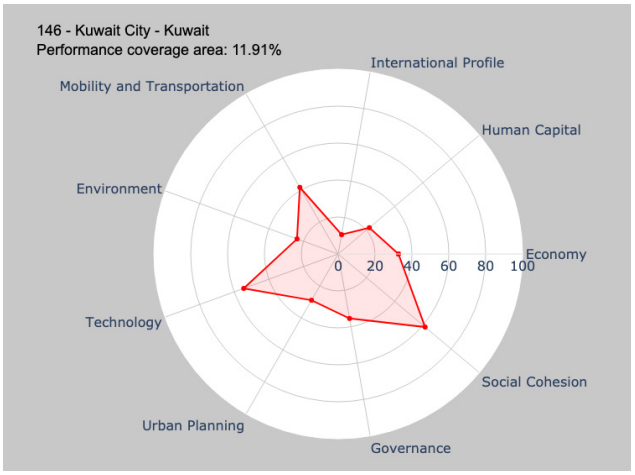
146 - Kuwait City - Kuwait
Performance coverage area: 11.91%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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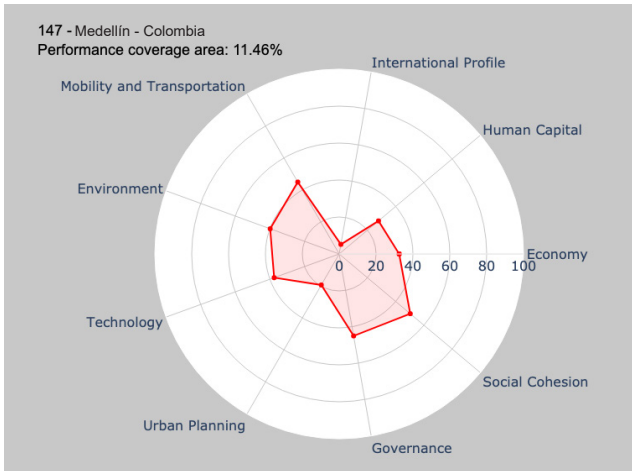
147 - Medellín - Colombia
Performance coverage area: 11.46%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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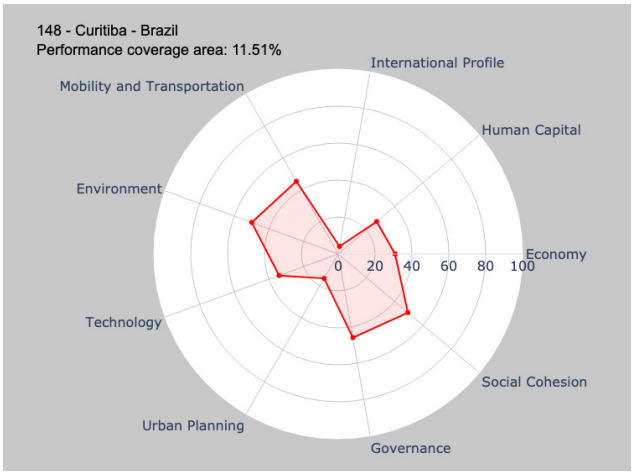
148 - Curitiba - Brazil
Performance coverage area: 11.51%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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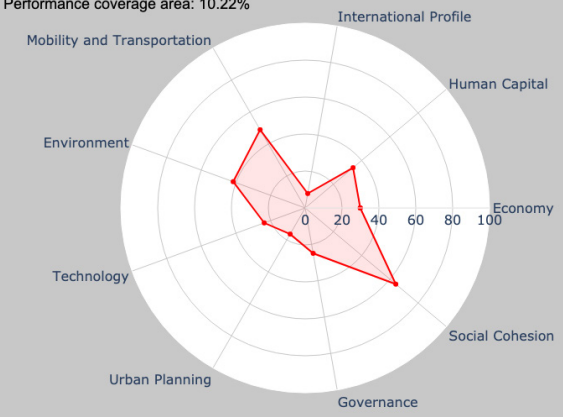
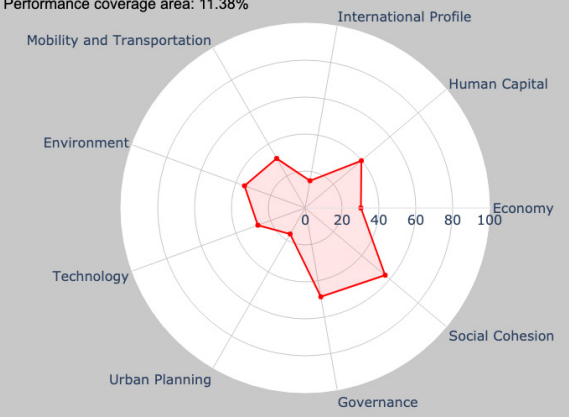
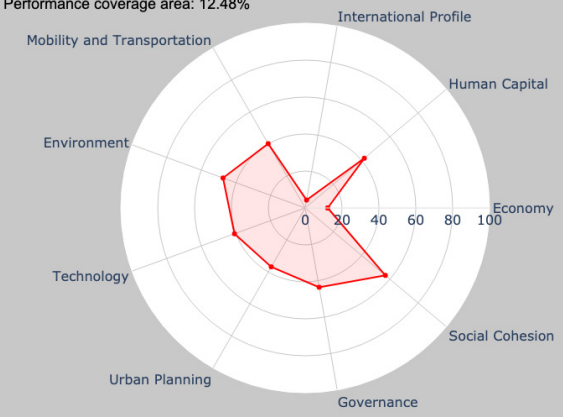
149 - Quito - Ecuador
Performance coverage area: 10.22%



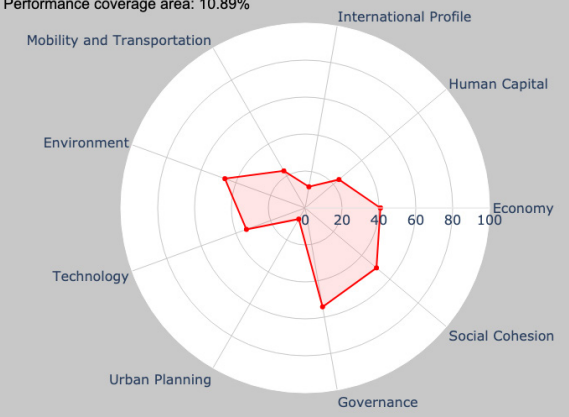
150 - Lima - Peru
Performance coverage area: 11.38%



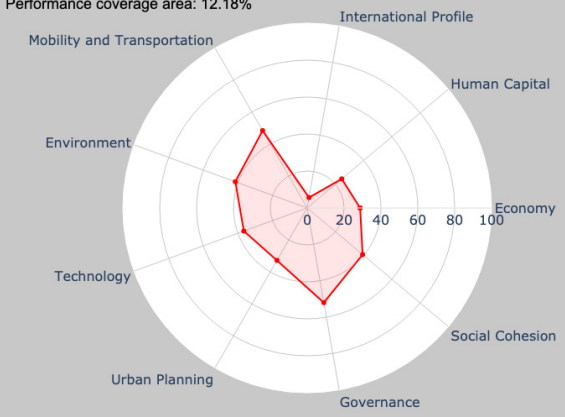
151 - Rosario - Argentina
Performance coverage area: 12.48%



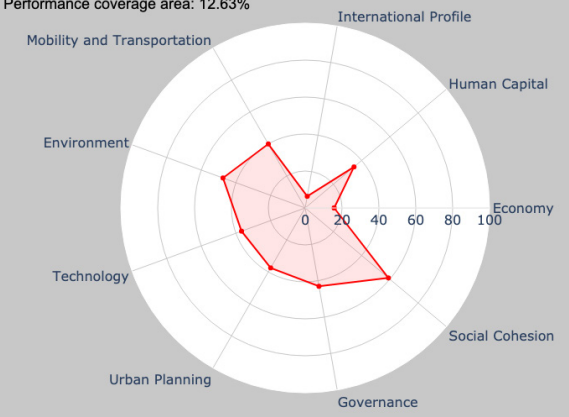
152 - San José - Costa Rica
Performance coverage area: 10.89%



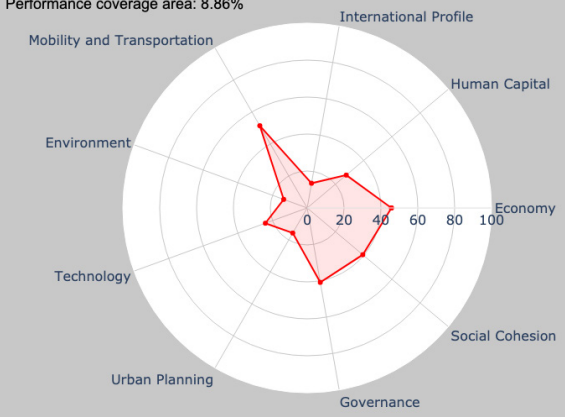
153 - Brasilia - Brazil
Performance coverage area: 12.18%



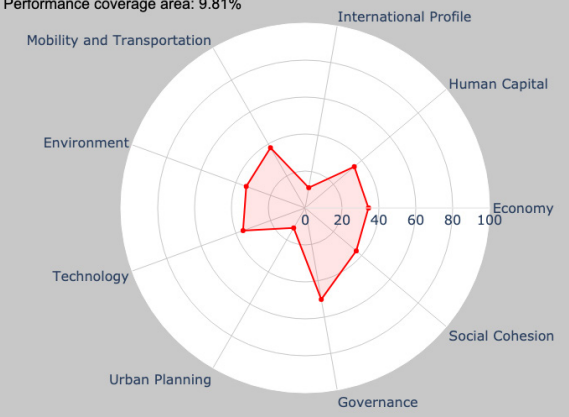
154 - Córdoba - Argentina
Performance coverage area: 12.63%

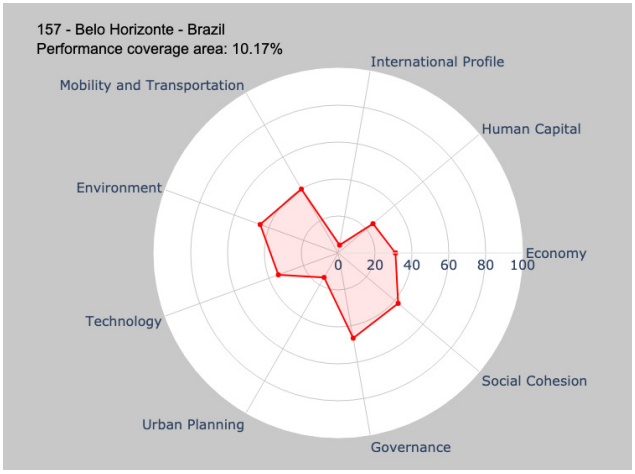


155 - Mumbai - India
Performance coverage area: 8.86%



156 - Cape Town - South Africa
Performance coverage area: 9.81%




157 - Belo Horizonte - Brazil
Performance coverage area: 10.17%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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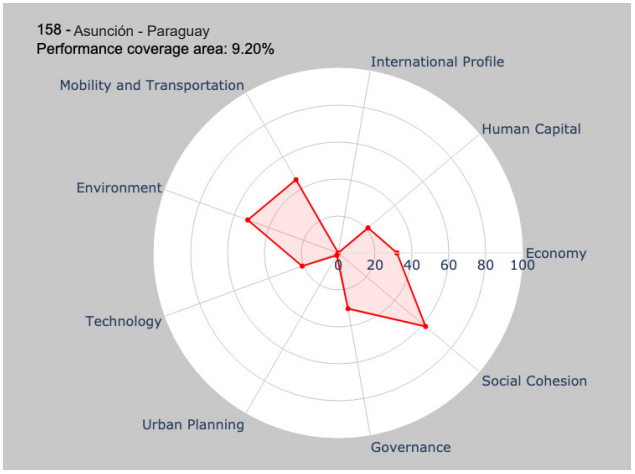
158 - Asunción - Paraguay
Performance coverage area: 9.20%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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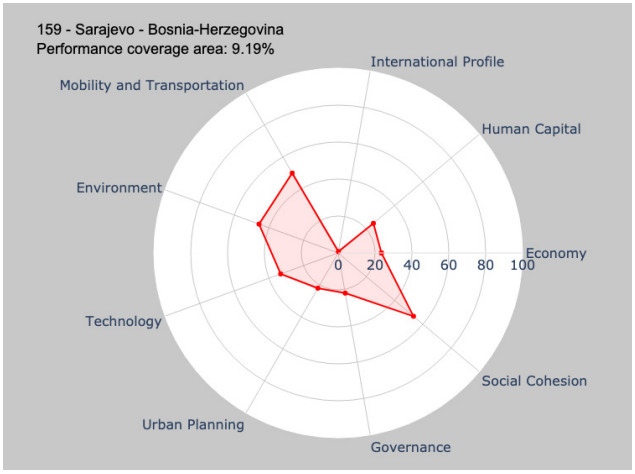
159 - Sarajevo - Bosnia-Herzegovina
Performance coverage area: 9.19%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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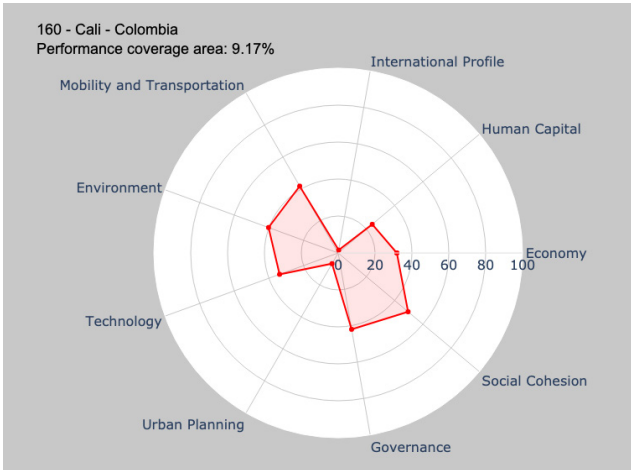
160 - Cali - Colombia
Performance coverage area: 9.17%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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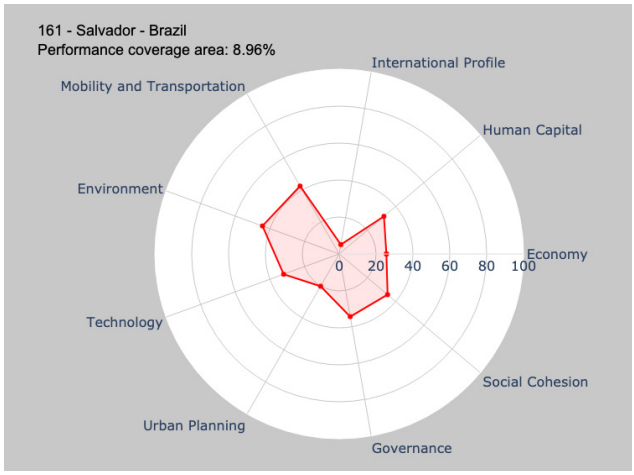
161 - Salvador - Brazil
Performance coverage area: 8.96%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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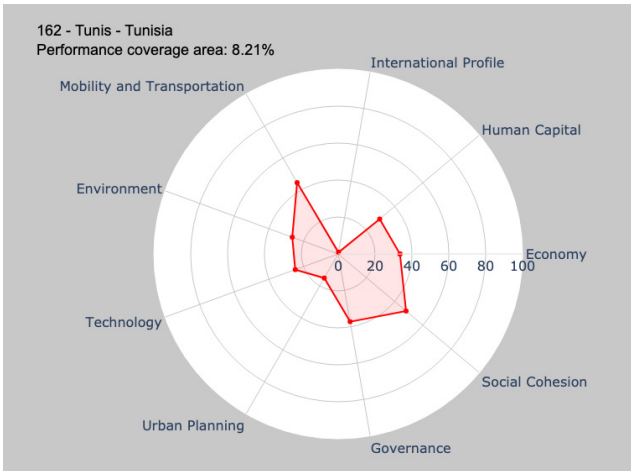
162 - Tunis - Tunisia
Performance coverage area: 8.21%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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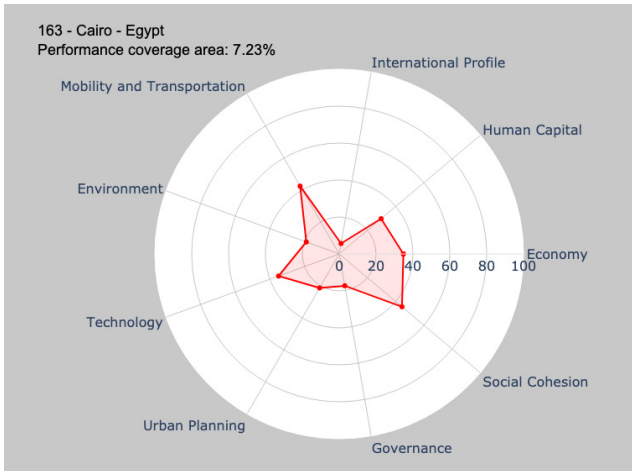
163 - Cairo - Egypt
Performance coverage area: 7.23%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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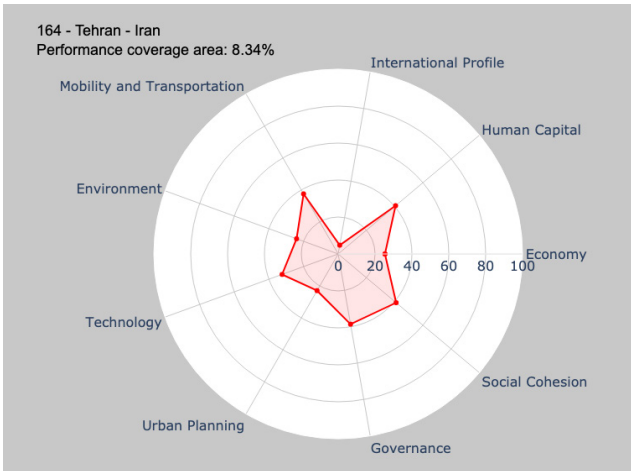
164 - Tehran - Iran
Performance coverage area: 8.34%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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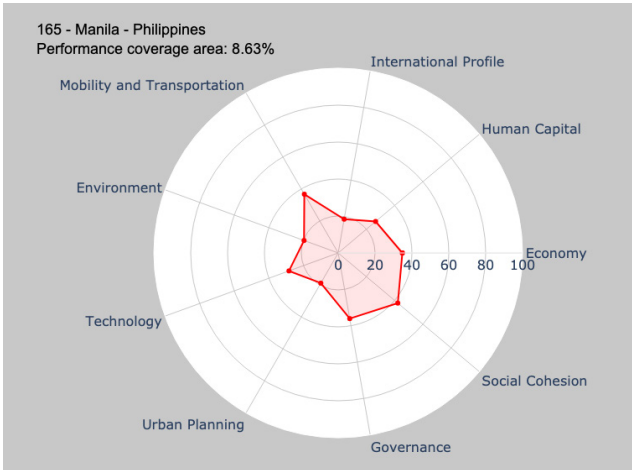
165 - Manila - Philippines
Performance coverage area: 8.63%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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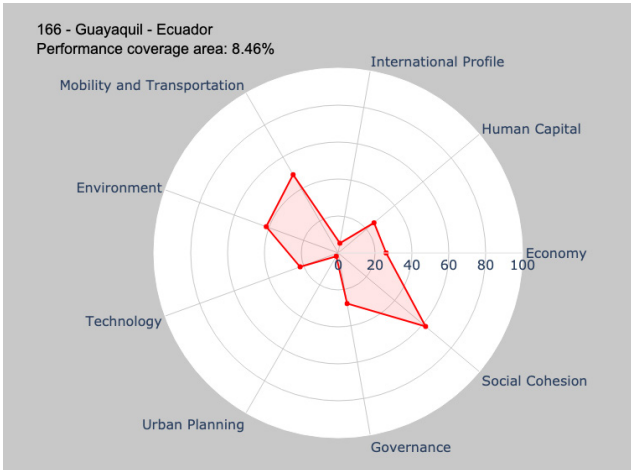
166 - Guayaquil - Ecuador
Performance coverage area: 8.46%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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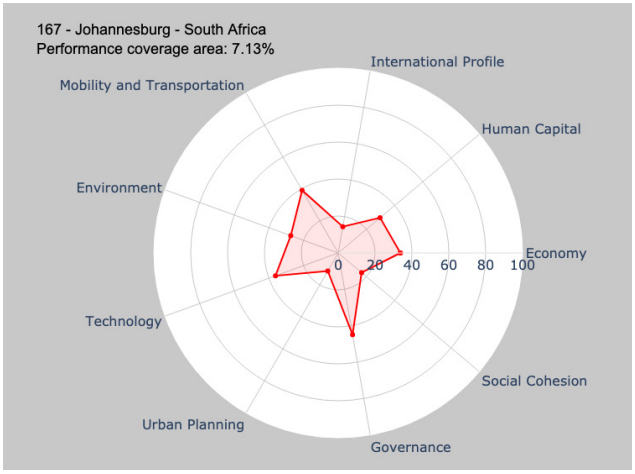
167 - Johannesburg - South Africa
Performance coverage area: 7.13%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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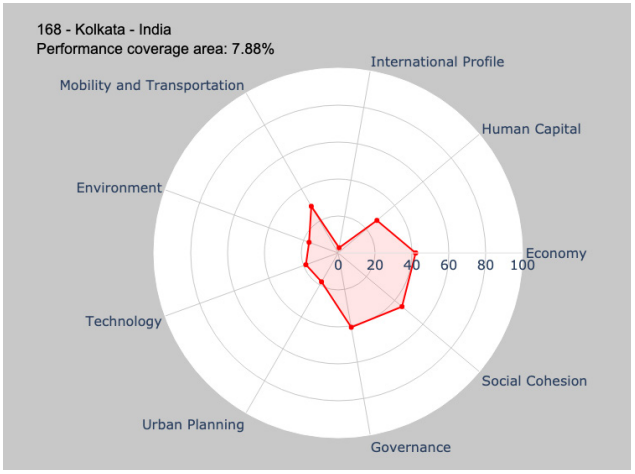
168 - Kolkata - India
Performance coverage area: 7.88%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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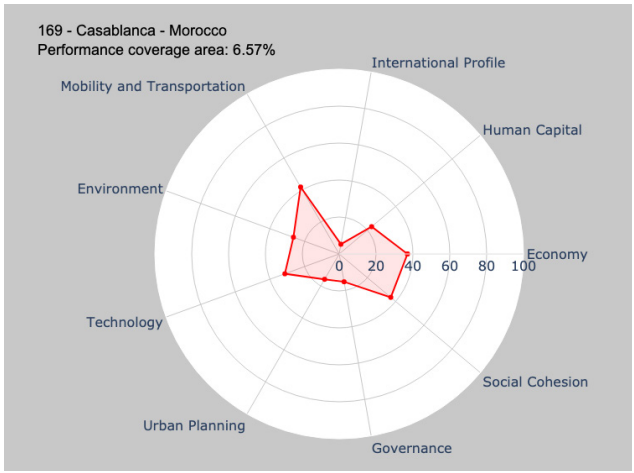
169 - Casablanca - Morocco
Performance coverage area: 6.57%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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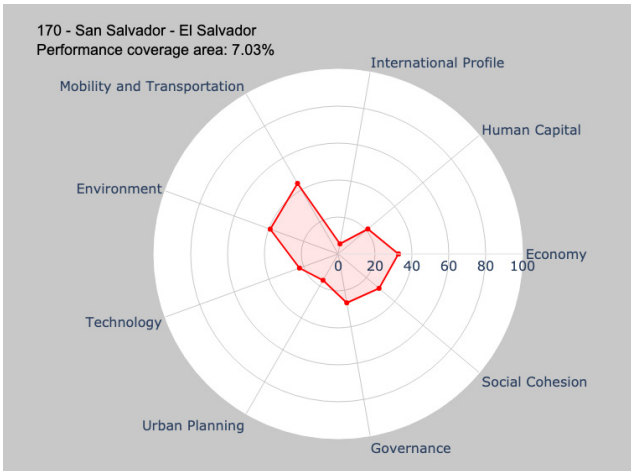
170 - San Salvador - El Salvador
Performance coverage area: 7.03%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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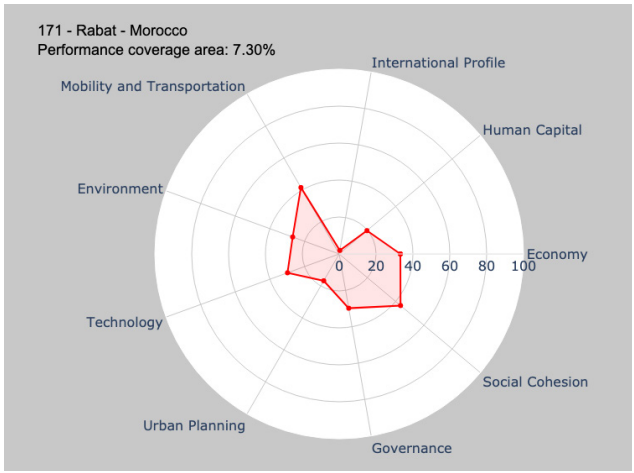
171 - Rabat - Morocco
Performance coverage area: 7.30%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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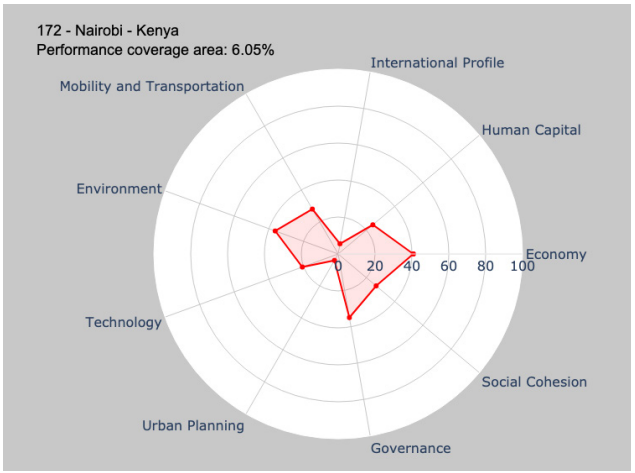
172 - Nairobi - Kenya
Performance coverage area: 6.05%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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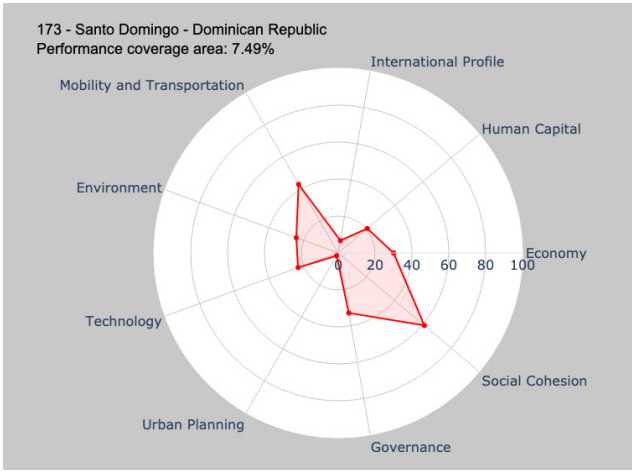
173 - Santo Domingo - Dominican Republic
Performance coverage area: 7.49%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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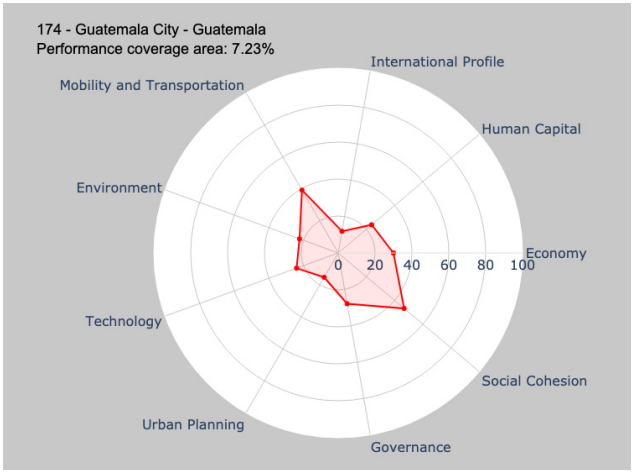
174 - Guatemala City - Guatemala
Performance coverage area: 7.23%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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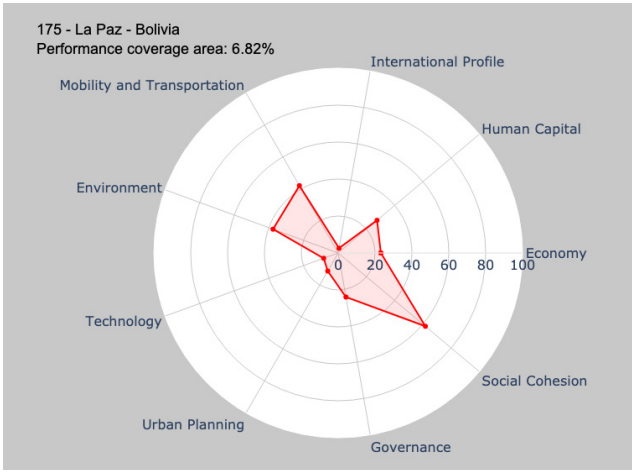
175 - La Paz - Bolivia
Performance coverage area: 6.82%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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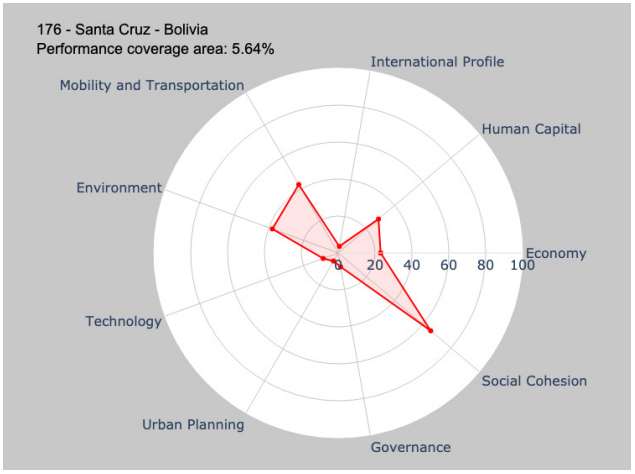
176 - Santa Cruz - Bolivia
Performance coverage area: 5.64%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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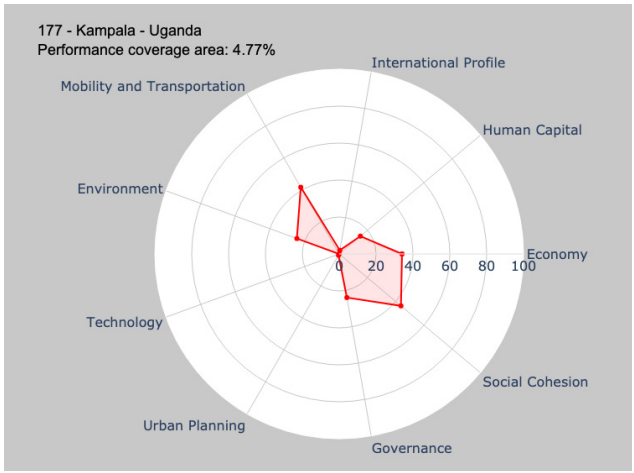
177 - Kampala - Uganda
Performance coverage area: 4.77%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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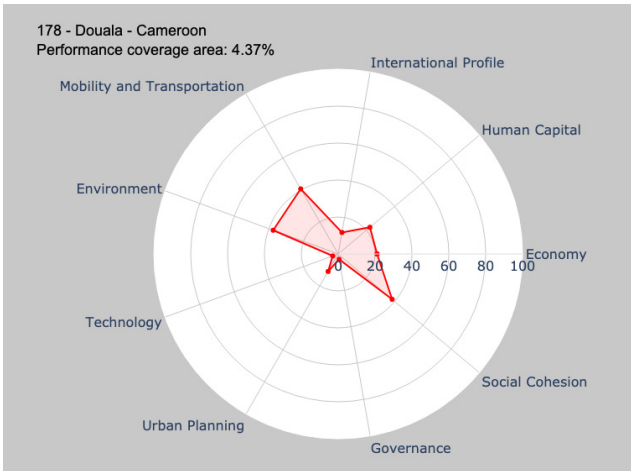
178 - Douala - Cameroon
Performance coverage area: 4.37%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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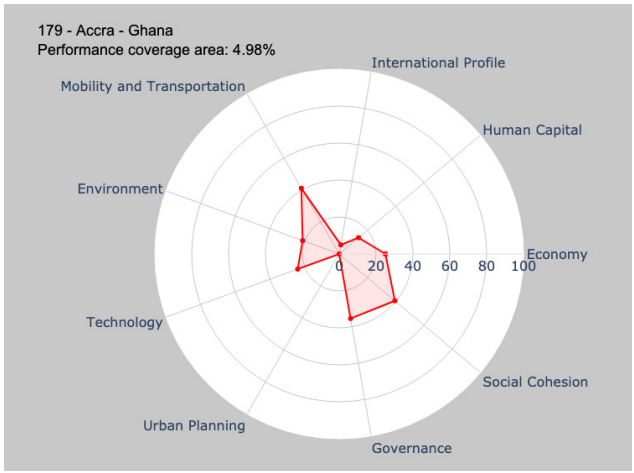
179 - Accra - Ghana
Performance coverage area: 4.98%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
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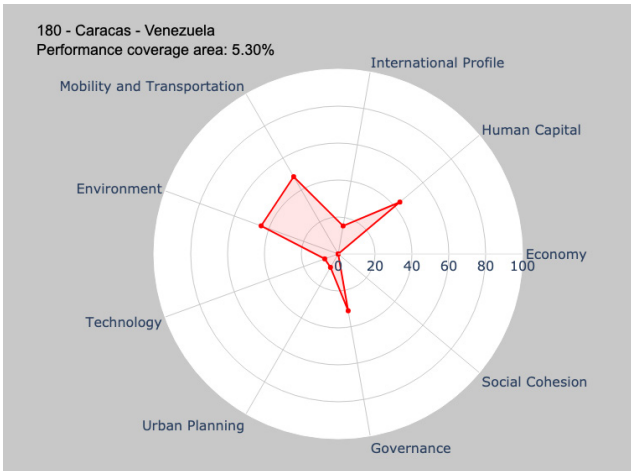
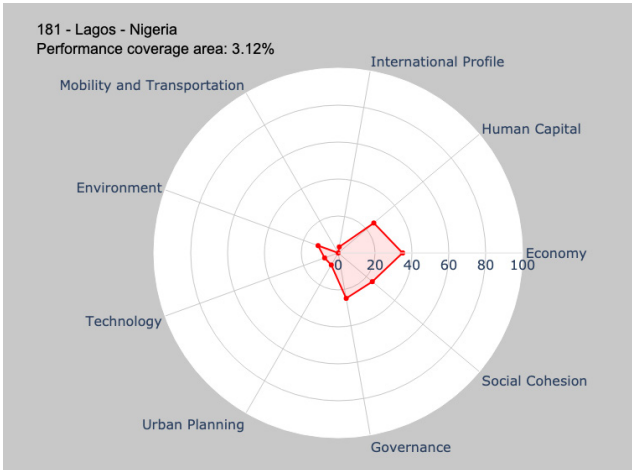

180 - Caracas - Venezuela
Performance coverage area: 5.30%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
20
40
60
80
100


181 - Lagos - Nigeria
Performance coverage area: 3.12%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
20
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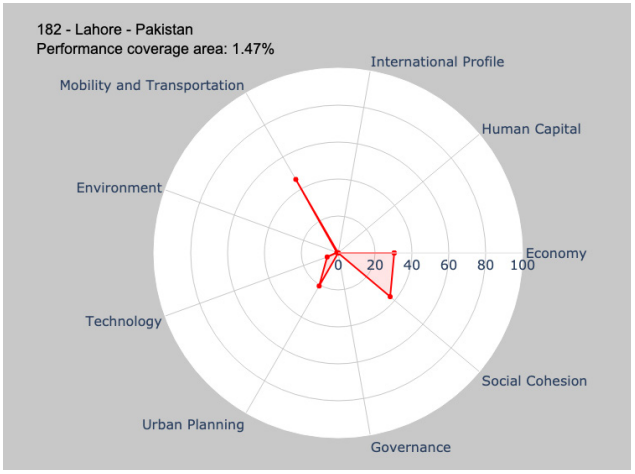
182 - Lahore - Pakistan
Performance coverage area: 1.47%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
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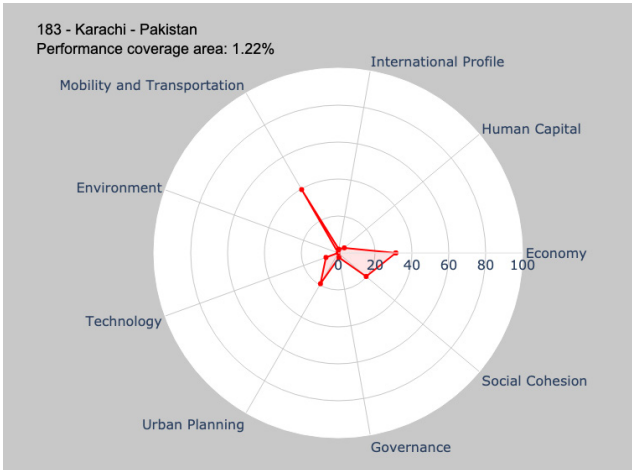
183 - Karachi - Pakistan
Performance coverage area: 1.22%
International Profile
Human Capital
Economy
Social Cohesion
Governance
Urban Planning
Technology
Environment
Mobility and Transportation
0
20
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100

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