

IESE Cities in Motion Index

2026



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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, specialized private companies and local governments around the world. Our goal is to promote changes at the local level and develop valuable knowledge and innovative tools to make cities more sustainable and smarter.

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

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ACRONYMS

CO₂	Carbon dioxide
EGDI	E-Government Development Index
EPI	Environmental Performance Index
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
SCI	Sustained competitiveness index
HDI	Human Development Index
LOTI	London Office of Technology and Innovation
SDGs	Sustainable Development Goals
UN	United Nations
GDP	Gross domestic product
PM	Particulate matter
UNDP	United Nations Development Programme
ICT	Information and communication technologies
TMN	Transnational municipal networks
WCCD	World Council on City Data

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Foreword

We are pleased to present the 11th edition of the IESE Cities in Motion Index (**CIMI**). After 11 years of uninterrupted work, CIMI has become one of the leading reference tools for analyzing urban development on a global scale. While we now evaluate 183 cities across 92 countries, the project's ambition remains the same as when it began: to provide a rigorous, accessible tool that helps explain how cities function, what makes them competitive, and where their main vulnerabilities lie.

CIMI 2026 introduces significant new features. The most significant of these is the sustained competitiveness index, a composite indicator that combines each city's current rank with its recent trajectory and the consistency of its performance across dimensions. This indicator goes beyond the static snapshot provided by the ranking, making it possible to identify which cities build competitiveness in a balanced and sustainable way over time. It also reveals which cities, despite holding leading positions, have unbalanced profiles that could hinder their future development.

In addition, we have expanded the international profile dimension with new Tripadvisor indicators—five-star-rated attractions and guided tours—as well as accommodation and connectivity measures that broaden the scope of a dimension that previously included a relatively limited number of metrics. We have also completely redesigned the IESE Cities in Motion digital platform to improve data accessibility and visualization. The **CIMI Calculator**, which estimates the rank that any city not included in the report would occupy, is available on our newly redesigned website (<https://citiesinmotion.iese.edu/indicecim/map/>).

Given the significance of these methodological changes, the results of **CIMI 2026** should not be compared directly with those of previous editions. It is also worth recalling the limitations inherent in this type of analysis: some indicators do not capture local particularities, and many are available only at the national level, making it necessary to estimate their values at the city level.

The number of cities evaluated remains unchanged at 183, 85 of them capitals, and, as in previous editions, we have applied cluster analysis to identify common patterns in their development. In this edition, the K-means algorithm identifies five groups with distinct, coherent profiles, which allows for a more precise characterization than in previous years.

It is our hope that this edition will prove valuable to mayors, city officials, researchers, and all those committed to urban development. This report can serve as a starting point for analyzing the realities of any city and designing models that balance human well-being, economic resilience, and environmental sustainability. We believe that we can live in better cities. However, this will only be possible if all stakeholders—including the public sector, businesses, civic organizations, and academic institutions—contribute to this shared goal.



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Introduction: Toward an integrated view of urban development

The academic literature on urban competitiveness has undergone a profound transformation over the past two decades. Whereas classical models—from Jacobs’s foundational work on agglomeration economies to Florida’s theories of the creative city—tended to equate urban success with the concentration of human capital, economic activity, and innovative dynamism, more recent research has called that one-dimensional view into question. Studies on urban inequality, the climate crisis, and social fragmentation have shown that cities with the highest levels of economic growth are not necessarily those that offer the best living conditions for their residents or those that demonstrate the greatest capacity to respond to exogenous shocks.

In this context, the **CIMI** was developed in response to the need for analytical tools that could capture the systemic complexity of urban development. The conceptual framework that underpins the index integrates nine dimensions—economy, human capital, social cohesion, governance, environment, mobility and transportation,

technology, urban planning, and international profile—on the premise that a city’s performance can be properly assessed only from a holistic perspective. This approach is consistent with the most influential international normative frameworks, from the New Urban Agenda adopted at the Habitat III Conference to the United Nations Sustainable Development Goals (SDGs), all of which underscore the interdependence of these dimensions as a necessary condition for sustainability.

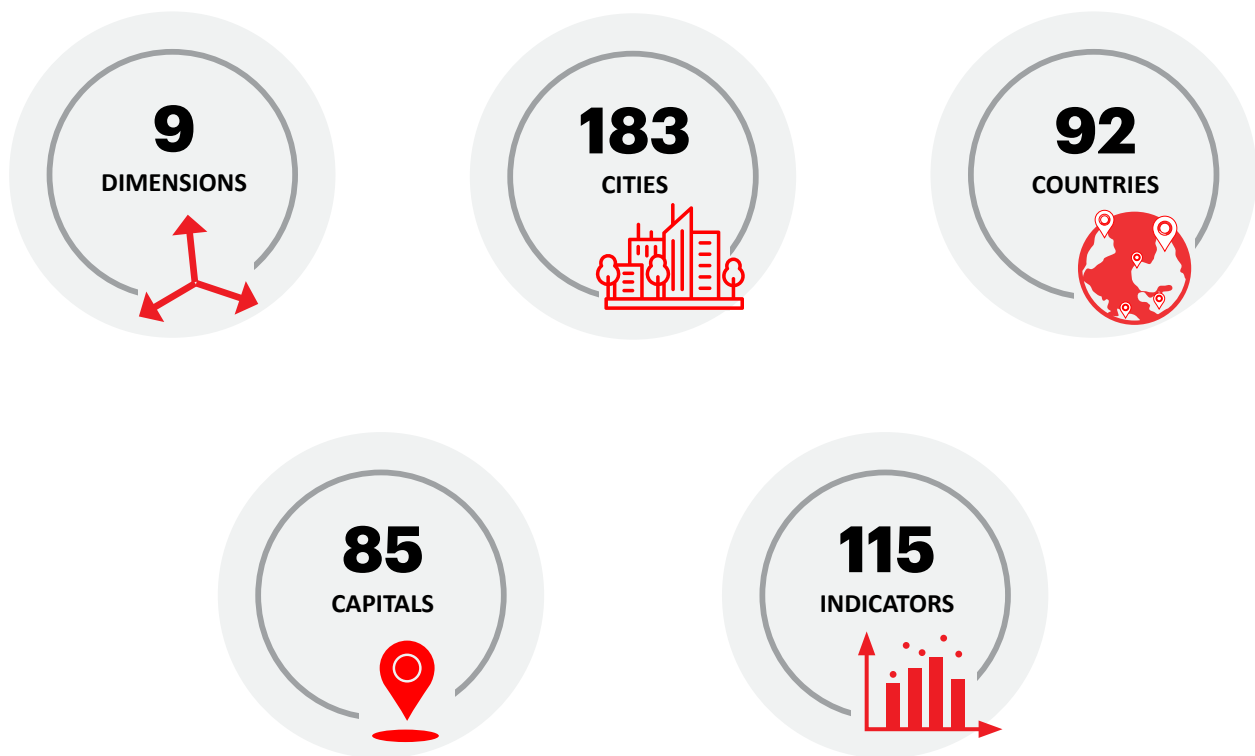
CIMI 2026 also introduces a methodological contribution that substantially enriches the analysis: the sustained competitiveness index (SCI). This composite indicator comprises three weighted components: a city’s global rank (33.3%), the change in its rank over the 2023–2025 period (33.3%), and the consistency of its performance across the nine dimensions of the index, measured as the dispersion of its ranks across those dimensions (33.3%). Each component is first normalized using the min–max method. The SCI operationalizes the concept of dynamic and structural competitiveness formulated in the theo-

retical literature but not fully translated into comparative practice by existing measurement tools.

The SCI results reveal significant divergences from the global ranking. For example, New York—second in **CIMI 2026**—ranks 12 places lower on this indicator due to its high degree of dimensional dispersion, while other cities, such as Amsterdam and Zurich, improve their relative position by showing the most consistent profile among the highest-ranked cities. These divergences are not merely statistical; rather, they reflect structural differences in urban development models and their ability to generate sustainable competitiveness over time.

Each city constitutes a complex system with its own historical trajectories, institutional constraints, and resource endowments. For this reason, the comparative analysis offered by the **CIMI** should be understood not as a definitive verdict on urban performance, but as a frame of reference for identifying patterns, diagnosing gaps, and guiding the formulation of public policies toward more balanced and inclusive development models. Based on these principles, this report analyzes the results of **CIMI 2026** for 183 cities around the world, organized around the index's nine dimensions and supplemented by cluster analysis, a dynamic study of changes in the ranking, and the presentation of the SCI as a tool for assessing sustained competitiveness.

Figure 1. Elements of analysis in CIMI 2026



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 leaders, 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 each of the key dimensions under consideration in a city (see **Figure 2**), which are described below along with the indicators that make up the **CIMI**.

Human capital

The development of human capital is a strategic priority for any city, given its decisive role in promoting sustainable progress and strengthening global competitiveness. In this regard, a smart urban administration must focus not only on attracting and retaining talent but also on implementing effective education policies, fostering creativity, and supporting research.

Table 1 presents the main indicators that make up the human capital dimension, together with their definitions and units of measurement. Although this concept encompasses aspects that extend beyond the selected measures, there is a broad international consensus on the importance of education, culture, and innovation as the fundamental pillars on which to base the assessment of this dimension. This approach is consistent with the Human Development Index (HDI) of the United Nations Development Programme (UNDP), which recognizes education and culture as essential components of well-being. From this perspective, the indicators included in the analysis make it possible to identify substantial differences among cities in the human capital dimension.

In this edition, the CIMI includes 11 indicators for this dimension. The number of coworking spaces measures their presence in each city and reflects a city's ability to adapt to new ways of working, as well as the potential of these spaces to foster collaboration and creativity in flexible environments. Coworking spaces can also serve as catalysts for innovation

Figure 2. Key dimensions of CIMI 2026



by attracting young talent, supporting the emergence of startups, and strengthening the urban ecosystem.

Other particularly relevant indicators—including the number of museums, theaters, and art galleries, as well as spending on recreational and cultural activities—relate to cultural access. Taken together, these metrics provide an indication of a city's commitment to cultural promotion and human development. Cities that stand out for their creative vitality tend to have a wide range of accessible cultural offerings that support the preservation and public enjoyment of artistic heritage. Spending on entertainment is another significant indicator of urban quality of life.

As for annual per capita spending on education, this is a relevant indicator, but one that should be interpreted with caution. In some contexts, high values may point to insufficient public investment in education, which forces residents to pay more to access quality education. For this reason, the indicator is assigned a negative sign in the index. Other essential indicators include the number of universities appearing in global rankings, the presence of prestigious business schools, and the percentage of the population with secondary and higher education, all of which are fundamental to assessing the quality and scope of a city's educational system.

Taken together, these indicators provide a comprehensive view of a city's ability to create environments for learning, creativity, and collaboration—factors that are essential to their continued 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.	<i>Financial Times</i>
4	Coworking spaces	Number of 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 consumer expenditure on leisure and recreation per capita.	Euromonitor
8	Student mobility	International mobility rate of outbound tertiary-level 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 World University Rankings
11	Theaters	Number of theaters in the city.	OpenStreetMap



Social cohesion

Increasingly, cities recognize that true urban intelligence lies not only in the adoption of technology but also in the ability to make social cohesion one of the fundamental pillars of development. In urban settings, strong performance in this dimension involves promoting balanced coexistence among groups that differ in terms of income, culture, age, and occupation. Therefore, analyzing social cohesion requires considering issues such as immigration, community well-being, care for older adults, the quality of the health care system, and access to a safe and inclusive environment for the entire population.

Interaction among different social groups is essential to ensuring urban sustainability. Social cohesion takes shape in contexts where city residents and institutions share and uphold values such as social justice, the rule of law, and solidarity. This issue takes on even greater importance in the current context, marked by geopolitical conflicts and regional tensions that have led to mass displacement and social destabilization. Cities that adopt inclusive policies and promote diversity are better prepared to welcome and support those fleeing adverse circumstances, serving as examples of how inclusion and peace can be consolidated in diverse settings.

Table 2 presents the indicators selected to measure this dimension. Taken together, these indicators capture different manifestations of social cohesion and enable a broad,

comprehensive assessment. When analyzing these measures, the crime index, homicide and suicide rates, and the number of terrorist incidents are treated negatively in the index, since high values for these indicators are associated with serious deterioration in safety and social stability. The property price indicator also makes a negative contribution to the index since high costs hinder urban integration and can intensify dynamics of exclusion.

Other indicators are treated positively due to their direct contribution to collective well-being and the enhancement of community bonds. These include the quality of the health care system and the number of hospitals and health care centers available. The happiness index is likewise treated positively in the index as an indicator of social cohesion. According to the *World Happiness Report*, the happiest cities tend to prioritize values such as freedom, economic equity, and inclusive governments. Higher levels of happiness may reflect favorable conditions in terms of job stability, balanced income distribution, and the strength of the health care system.

Access to employment is also a central component of social cohesion. High levels of unemployment can weaken the social fabric and generate dynamics of exclusion. Conversely, a greater presence of women in leadership positions and public administration—as measured by indicators such as female leaders—promotes and strengthens gender equity. For its part, the Gini index, which measures inequality in income distribution, is treated

Table 2. Social cohesion indicators

No.	Indicator	Description / Unit of measurement	Source
12	Female-friendly	Indicates whether the 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	Death rate	Death rate per 100,000 city inhabitants.	Euromonitor
25	Unemployment rate	Number of unemployed/labor force.	Euromonitor
26	Murder rate	Murder rate per 100,000 city inhabitants.	Nomad List
27	Suicide rate	Suicide rate per 100,000 city inhabitants.	Nomad List
28	Terrorism	Number of terrorist incidents in the city in the last three years.	Global Terrorism Database, University of Maryland
29	Racial tolerance	Index of racial tolerance in the city.	Nomad List

negatively in the index because high values reflect significant disparities that can erode social integration.

Another particularly relevant indicator is the Global Peace Index, which measures stability and the absence of violence. Cities that perform better in this area offer more favorable conditions for human development and more harmonious interaction among their residents. The Slavery Index, which captures the prevalence of practices such as forced labor and human trafficking, makes a negative contribution to the index, as these practices run counter to fundamental principles of justice and human dignity.

Finally, the indicators female safety, female-friendly, LGBTQ+ friendly, and racial tolerance make it possible to gauge the degree of acceptance of diversity in a city. On a scale of 1 to 5, cities that score higher on these measures tend to be more open, welcoming, and inclusive toward different social groups, which contributes positively to social cohesion.

Taken together, these indicators support a rigorous analysis of how cities can strengthen social cohesion, adapt to contemporary global challenges, and help create more equitable, inclusive, and sustainable urban environments.



Economy

In the current economic context, marked by digital transformation, energy crises, and geopolitical tensions, cities have reoriented their development strategies toward sustainability, innovation, and equity. Beyond the factors traditionally associated with urban growth—such as strategic plans to promote local development, cluster formation, and the consolidation of entrepreneurial ecosystems—the ability of cities to adapt to economic disruptions, their progress in the energy transition, and their support for more inclusive development models have become increasingly important. Added to this is the impact of digitalization and the rise of technology industries, which have redefined cities' economic priorities and given greater prominence to indicators related to attracting investment, startup dynamism, and the adoption of green and circular models.

The economic dimension of cities is assessed using the indicators presented in **Table 3**, along with their respec-

tive descriptions, units of measurement, and sources. These include the number of unicorn companies, defined as startups valued at more than \$1 billion; the presence of Fortune Global 500 companies, which reflects the weight of large corporations in a city; and the Global Startup Ecosystem Index, which helps assess the strength of entrepreneurial ecosystems. While the first two indicators make a positive contribution to the economy dimension, the startup ecosystem ranking is assigned a negative sign in the index because lower ranking values indicate better positions.

Although real gross domestic product (GDP) remains a fundamental benchmark for measuring a city's economic strength and income-generating capacity, in this analysis it is assigned a balanced weight relative to the rest of the **CIMI** indicators. Thus, a city with a high GDP may not rank highly if it faces significant challenges in areas such as mobility and transportation, inequality, or environmental sustainability. The projected annual GDP growth rate is also included to gauge future economic development potential.

Table 3. Economy indicators

No.	Indicator	Description / Unit of measurement	Source
30	Unicorn companies	Number of unicorn companies in the city.	CB Insights
31	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
32	Global Startup Ecosystem Index	An indicator that ranks startup ecosystems.	StartupBlink
33	Mortgage	Percentage of a household's actual monthly mortgage cost relative to household income (lower values indicate better affordability).	Numbeo
34	Percentage early-stage entrepreneurs	Percentage of new entrepreneurs.	Global Entrepreneurship Monitor
35	Number of large companies	Number of companies with more than 250 employees in the city.	BigPicture 2023 Q4 Free Company Dataset
36	Number of Fortune 500 companies	Number of Fortune 500 companies in the city.	Fortune 500
37	GDP	Gross domestic product in millions of USD.	Euromonitor
38	Estimated GDP	Projected GDP growth for the next year.	Euromonitor
39	GDP per capita	Gross domestic product per capita.	Euromonitor
40	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
41	Productivity	Labor productivity calculated as GDP/employed population (in thousands).	Euromonitor
42	Hourly wage in USD	Hourly wage in the city in USD.	Euromonitor
43	Time required to start a business	Number of calendar days needed to complete the procedures to legally operate a business.	World Bank

Labor productivity is also a key indicator because it reflects efficiency and technological progress. The importance of this factor is considerable, since it directly affects wages, return on investment, and business profitability, while also conditioning a city's quality of life and economic sustainability. This perspective is complemented by other measures, including the number of companies with 250 or more employees, the percentage of early-stage entrepreneurs, and the ease of starting a business. A streamlined regulatory environment that reduces the time required to start a business is usually associated with greater economic dynamism.

In terms of affordability, the analysis incorporates the percentage of household income allocated to mortgage payments, which complements the analysis of private property prices included in the social cohesion dimension. A high value for this measure reflects lower housing affordability and therefore makes a negative contribution to the economy dimension. Conversely, indicators such as hourly wages and the purchasing power index, benchmarked against New York, are treated positively because they reflect better working conditions and greater purchasing capacity, both of which are closely linked to urban quality of life.



For the purposes of this report, governance is understood as the ability of governments to manage public resources efficiently and ensure public well-being through inclusive, transparent, and sustainable policies. In a context marked by environmental, technological, and social challenges, local governance must adapt to the demands of an increasingly interconnected world. Active public participation and the availability of open-data platforms have become increasingly important, as they strengthen transparency and facilitate communication between government and society. Likewise, the strategic use of information technology, as measured through indices such as the E-Government Development Index (EGDI), fosters the development of more inclusive and resilient governance models.

In this study, this dimension is closely linked to the financial health of cities because sound public finances are essential to both the quality of life of residents and urban sustainability. **Table 4** presents the indicators used to assess this dimension, together with their descriptions, units of measurement, and reference sources.

One of the most relevant indicators is the number of environment-focused transnational municipal networks to which a city government belongs, which reflects its commitment to global cooperation in addressing cli-

mate change. Also included is the Governance Index, which serves to measure a city's institutional and political strength. Both indicators are treated positively in the CIMI analysis because they are associated with a greater ability to implement sustainable solutions, strengthen political stability, attract investment, and encourage innovation.

Another salient indicator is the level of city reserves, insofar as it reflects a city's ability to cope with economic fluctuations and ensure financial stability in the short and medium term. Similarly, the number of embassies and consulates in a city is a marker of its relevance on the international stage, highlighting its diplomatic influence and attractiveness as a global hub.

Cities certified under ISO 37120 also demonstrate a tangible commitment to improving urban services and quality of life. This standard establishes a framework of 100 indicators that enable the consistent evaluation and comparison of cities, thereby facilitating the transition to smarter, more sustainable development models. This indicator is therefore treated positively in the **CIMI** analysis.

The presence of research centers and government buildings reflects the importance of public action in a city's everyday life. These spaces not only channel residents' concerns and demands but also perform essential administrative and regulatory functions, so their contribution to this dimension is treated positively.

The strength of legal rights index is likewise an indicator of interest, since it measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders. On a scale from 0 to 12, higher scores indicate a strong legal framework that helps encourage investment and expand access to credit, which is why this indicator makes a positive contribution to the governance dimension. Similarly, the Corruption Perceptions Index, produced by Transparency International, is especially relevant. This indicator ranks countries on a scale of 0 to 100, where 0 corresponds to very high levels of perceived corruption and 100 reflects higher levels of transparency. Lower perceived corruption strengthens public trust, reduces institutional inefficiencies, and contributes to long-term sustainability.

The availability of open-data platforms provided by the municipal government is another factor that contributes positively to the governance dimension, since it strengthens administrative transparency and can also stimulate the development of innovative business models. In this analysis, cities with this type of platform are assigned a value of 1, while those without are assigned a value of 0.

Table 4. Governance indicators

No.	Indicator	Description / Unit of measurement	Source
44	Legal status of Bitcoin	Indicator that shows whether Bitcoin is legal in the city.	Nomad List
45	ISO 37120 certification	Indicates whether the 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)
46	Government buildings	Number of government buildings and premises in the city.	OpenStreetMap
47	Embassies	Number of embassies in the city.	OpenStreetMap
48	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
49	E-Participation Index	This index supplements the EGDl 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.	UN
50	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. This indicator captures the human capacity component.	UN
51	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
52	Governance Index	The cities topping this ranking have a higher number of institutions that protect residents' rights and promote political stability.	Oxford Economics
53	Telecommunication Infrastructure Index	The E-Government Development Index (EGDI) is a composite measure of three important dimensions of e-government: provision of online services, telecommunication connectivity, and human capacity. This indicator captures the development status of telecommunication infrastructure.	UN
54	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
55	Online Service Index	Reflects the scope and quality of e-government services. From the EGDl, a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity. This indicator reflects the scope and quality of online services.	UN
56	Research centers	Number of research and technology offices in the city.	OpenStreetMap
57	Open data platform	Indicates whether or not the city has an open data system.	CTIC Foundation and World Bank
58	Democracy Index	The top-ranked countries in this index are the ones considered most democratic.	Economist Intelligence Unit
59	Reserves	Measures total reserves in millions of current USD. Calculated at city level based on population.	World Bank
60	Reserves per capita	Measures reserves in millions of current USD.	World Bank
61	TMN	Number of municipal government memberships in transnational municipal environmental networks per city.	School for Environment and Sustainability, University of Michigan

As for the EGD, this index assesses the use of information and communication technologies (ICT) to improve inclusion and expand access to public services. The EGD is built around three pillars: online service provision, telecommunications infrastructure, and the human capital needed to promote and use ICT. All of these elements are treated positively in the analysis because they are associated with a more efficient and accessible public administration that is better adapted to contemporary needs.

The Democracy Index, for its part, measures the degree of democratic development of a country based on variables such as the existence of elections, freedom of expression, political participation, and political culture. This indicator is assigned a negative sign because lower ranks indicate a higher level of democracy (rank 1 corresponds to the highest level of democracy). Thus, the better the rank, the better the result.

Finally, the percentage of workers employed in the public sector, especially in essential areas such as education, defense, and health care, is treated positively because it reflects both investment in human capital and an institutional commitment to providing basic services.



Environment

For the purposes of this index, sustainable progress in a city is understood as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In this edition, the analysis of environmental sustainability incorporates three new indicators of particular relevance: the average share of green areas in the city and urban areas, expressed as a percentage; green area per capita, measured in square meters per person; and renewable energy usage, also expressed as a percentage. The inclusion of these metrics reflects a revised approach that places greater emphasis on green spaces and sustainable energy sources, both of which are essential to quality of life and urban resilience.

The average share of green areas measures the proportion of green space in cities and urban areas. Green area per capita assesses the availability of these spaces relative to population size, underscoring their contribution to healthier, more sustainable environments. The percentage of renewable energy usage highlights progress toward cleaner energy sources, which are essential to mitigating the effects of climate change. These three indicators contribute positively to the index, in line with the growing importance of these factors in shaping sustainable cities.

Since the **CIMI** explicitly evaluates environmental sustainability, environmental issues remain central to the index. The indicators associated with this dimension, presented in **Table 5**, broaden the dimension's scope in this edition by integrating these new indicators alongside other already established ones, such as urban water quality and air pollution levels.

In this context, carbon dioxide (CO₂) emissions from fossil fuel combustion and cement production, along with methane emissions associated with human activities such as agriculture and industry, continue to serve as essential benchmarks for assessing air pollution and its contribution to the greenhouse effect. Reducing these emissions remains a priority within the framework of international commitments aimed at curbing climate change, such as those established under the Kyoto Protocol.

Similarly, particulate matter with diameters of less than 2.5 and 10 microns—PM_{2.5} and PM₁₀, respectively—are fundamental metrics for analyzing air quality. These particles, composed of inorganic elements, heavy metals, and organic substances, are regarded as key indicators in systems for measuring environmental pollution.

The Environmental Performance Index (EPI), developed by Yale University, remains a benchmark tool for this dimension. The value of the index lies in its ability to assess two core areas—environmental health and ecosystem vitality—in a broad way. To do so, the EPI incorporates factors such as air pollution, water quality, biodiversity, climate change, forests, and other essential factors, thereby complementing the new metrics introduced in this edition.

Water, as a strategic resource, is also considered in the environmental assessment. The metric of total renewable water resources per capita highlights the ongoing importance of ensuring sufficient water resources for long-term sustainability. The climate vulnerability indicator provides a forward-looking perspective by assessing the risks associated with projected temperature increases through 2070. Since rising temperatures pose a significant threat to public health and economic activity in cities, this indicator is assigned a negative sign.

The new indicators added in this edition serve to strengthen the environment dimension of the **CIMI**, thereby underscoring the importance of prioritizing green spaces, clean energy, and a sustainable development model capable of benefiting both current and future generations.

Table 5. Environment indicators

No.	Indicator	Description / Unit of measurement	Source
62	Green area per capita	Green space per person (m ² /inhabitant)	UN
63	CO ₂ emissions	Carbon dioxide emissions stemming from the burning of fossil fuels and the manufacture of cement, measured in kilotons (kt).	World Bank
64	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
65	Environmental Performance Index	Assesses environmental performance on a scale from 1 (poor) to 100 (excellent).	Yale University
66	CO ₂ Emission Index	CO ₂ Emission Index.	Numbeo
67	Pollution Index	Measures the level of pollution in the city.	Numbeo
68	PM ₁₀	Measures the amount of particles in the air with a diameter of 10 µm or less. Annual mean.	Global Residence Index
69	PM _{2.5}	Measures the amount of particles in the air with a diameter of 2.5 µm or less. Annual mean.	IQAir
70	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
71	Average share of green areas in cities and urban areas	Average proportion of green spaces in cities and urban areas.	UN
72	Renewable water resources	Renewable water sources per capita.	FAO
73	Renewable energy usage	Percentage of the city's energy derived from renewable sources.	Energy Institute – Statistical Review of World Energy
74	Climate vulnerability	The risk the city faces due to climate change.	National Geographic



Mobility and transportation

Future cities face increasingly complex mobility and transportation challenges, made more acute in this edition by rapid urban growth and the need to move toward more sustainable solutions. These challenges center on two broad objectives: ensuring efficient movement, especially in increasingly expansive urban areas, and guaranteeing equitable access to essential services for the population as a whole.

Mobility and transportation encompass everything from road infrastructure and route networks to public transportation and new micromobility services, and they directly affect urban quality of life. These systems are also important for economic activity because of their impact on workers' commutes and their role in the distribution of goods and services. In this edition, our analysis places particular emphasis on the integration of innovative solutions aimed at promoting mobility that is more efficient, safer, and more sustainable.

Table 6 presents the indicators associated with this dimension, together with their descriptions, units of measurement, and sources. Among the most relevant measures is the availability of bicycle, moped, and scooter rental systems (source: Numbeo), which captures the extent to which micromobility has developed as a sustainable urban mobility alternative. This indicator takes a value of 1 when such a system is present and 0 otherwise, underscoring the importance of these services in reducing dependence on private motor vehicles.

The various traffic indices, including those relating to commuting, exponential congestion, and inefficiency, provide a broad view of the problems associated with urban traffic, such as long driving times and the discomfort they cause residents. These indicators also provide indirect information about road safety and the efficiency of public transportation. An efficient, well-structured transportation system can significantly reduce both congestion and the number of accidents. These indices therefore enter the **CIMI** with a negative sign due to their negative impact on urban sustainability.

Table 6. Mobility and transportation indicators

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

The bike-sharing indicator, which measures the degree of development of bike-share systems, is also given greater importance in this edition. A high score on this indicator reflects a more established and functional system, which supports more sustainable urban mobility and, consequently, makes a positive contribution to the index.

The indicator relating to the number of metro lines complements others, such as the number of stations and the length of the network. This allows for a more precise capture of the scale of a city's investment in mass transit relative to population size—a key factor in reducing dependence on private vehicles and advancing more sustainable mobility models.

Additionally, the number of inbound air routes and the availability of high-speed rail enable an evaluation of the level of connectivity and the development of intercity mobility. This infrastructure facilitates the movement of passengers and generate new economic opportunities. Consequently, these indicators make a positive contribution to this dimension.

The assessment is rounded out by indicators related to the number of vehicles and the percentage of households that own bicycles. Since a larger number of vehicles tends to intensify road congestion, this factor is assigned a negative sign in the index. Conversely, a higher percentage of households with bicycles reflects a greater adoption of sustainable alternatives and is treated positively in the index.

Overall, this updated approach highlights the need to develop integrated solutions that combine mass transit, micromobility, and intercity connectivity to address contemporary urban challenges. By combining the new indicators with traditional mobility measures, the **CIMI** enables assessment of a city's current mobility performance as well as its capacity to adapt to the demands of a more sustainable urban future. In particular, the addition of new indicators, such as the number of metro lines, reflects a growing effort to assess in greater detail cities' investment in mass transit and its impact on emissions reduction and traffic congestion.

Ultimately, cities that prioritize efficient, inclusive, and sustainable mobility will be better positioned to address the challenges arising from urban growth, improve residents' quality of life, and strengthen their economic competitiveness in an increasingly interconnected global environment.



Urban planning

Urban planning has traditionally played a central role as a driver of development and a key tool for combating poverty. Today, this approach has evolved into a collaborative model that integrates a wide range of stakeholders, including city residents, civil society organizations, the public and private sectors, multilateral institutions, and the academic community, among others.

Moreover, in the current context, this dimension is closely linked to sustainability. To improve quality of life in urban areas, it is necessary to consider local master plans, green space and public area design, and the promotion of smart, sustainable urban development. Contemporary urban planning strategies tend to focus on building denser, better-connected cities with easier access to essential public services.

This dimension includes indicators that make it possible to analyze issues such as urban planning frameworks, the quality of health care infrastructure, and housing policies. **Table 7** presents these indicators together with their descriptions, units of measurement, and reference sources. This edition also adds a new indicator: the percentage of the urban population with convenient access to public transportation. This indicator measures the estimated share of residents who can reach a public transportation stop within a maximum walking distance of 500 meters in low-capacity systems and 1,000 meters in high-capacity systems, measured along the street network. Its inclusion underscores the importance of designing more accessible, equitable cities that promote both sustainable mobility and social inclusion.

Bicycles are also an efficient, quick, affordable, healthy, and environmentally friendly means of transportation, and using

them makes a significant contribution to urban sustainability by avoiding pollutant emissions and reducing fossil fuel consumption. In recognition of this positive impact, the **CIMI** includes the number of bicycle-rental or bike-share stations, defined as the points where users can pick up and return bikes. It is also worth emphasizing that many of the cities identified as benchmarks for their smart-city approach show a positive trend in the adoption of this form of mobility, which is why this indicator enters the index with a positive sign.

Similarly, the rise of electric vehicles and their contribution to environmental improvement has led many cities to promote their adoption by providing various incentives. In this dimension, the number of charging points available in a city also makes a positive contribution to the index.

The artificial intelligence (AI) indicator captures government initiatives that use AI technology to promote urban growth and well-being. The indicator takes a value of 1 when a city has such projects and 0 otherwise and enters the index with a positive sign.

The quality of sanitation services is also a relevant aspect of this dimension. This indicator refers to the percentage of the urban population with access to improved sanitation facilities that are not shared with other households.

Table 7. Urban planning indicators

No.	Indicator	Description / Unit of measurement	Source
87	Bicycles	Number of bike-rental or bike-sharing points, based on docking stations where they can be picked up and dropped off.	OpenStreetMap
88	Bike Advance	Indicates whether the city has a bike-sharing system.	Bike-sharing World Map
89	Buildings	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.).	SkyscraperPage.com
90	Electric charging stations	Electric car charging points in the city.	OpenStreetMap
91	Percentage of urban population with convenient access to public transportation	Percentage of the urban population that can access a public transportation stop within a walking distance of 500 meters (for low-capacity public transportation systems) and/or within 1,000 meters (for high-capacity systems) along the street network.	UN
92	Percentage of the urban population with adequate sanitation services	Percentage of population that uses at least basic sanitation services—that is, improved sanitation facilities that are not shared with other households.	World Bank
93	Artificial intelligence projects	Indicates whether or not the city has artificial intelligence projects.	AI Localism
94	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
95	Road traffic death rate	Number of fatalities from road traffic accidents per 100,000 inhabitants.	WHO

Its relationship to urban planning is direct because poor management in this area can lead to public health issues in the short and medium term.

Likewise, the number of completed buildings and the percentage of high-rise buildings are indicators of denser, more structured cities. Accordingly, both are treated positively in the index.

Finally, the road traffic death rate is an essential indicator because it makes it possible to assess the extent to which a city ensures safe traffic conditions for both drivers and pedestrians. This means having adequate signage, pedestrian crossings, and a civic culture of respect for traffic rules. In the absence of these conditions, the number of accidents may increase. Consequently, this indicator enters the index with a negative sign.

International profile

Cities that aspire to stand out and consolidate their position on the global stage must strengthen their image and international recognition. To do so, they need to deploy effective strategies to enhance their tourism offerings, attract foreign investment, and strengthen their international presence through strong connections, infrastructure, and representation.

Although cities within the same country may differ significantly in terms of their international profiles, this dimension cannot be understood in isolation from their nation's degree of global openness. The analysis aims to capture these differences and more precisely assess the international reach of each city.

In this dimension, all indicators contribute positively to the **CIMI** because higher values reflect a stronger international profile. Cities that perform better on these measures tend to occupy a more competitive position and enjoy greater global recognition.

The indicators that make up this dimension capture complementary aspects of a city's visibility and international connectivity on a global scale. Among the more established indicators are airport availability, and the volume of passengers handled—an approximation of connectiv-

ity and of tourism and business dynamism—the number of hotels in absolute and per capita terms, and the number of meetings and conferences organized according to the International Congress and Convention Association (ICCA). The last of these indicators is particularly important because such events tend to be concentrated in cities with a broad international hotel offering, suitable infrastructure for large meetings, frequent air connections, and high security standards.

This dimension also includes the restaurant price index—which compares the prices of meals and beverages in a city with those in New York City—and the presence of Starbucks and McDonald's locations, both of which are indicators of integration into global consumption networks and of the density of services associated with urban lifestyles.

CIMI 2026 incorporates new indicators in this dimension, broadening its analytical scope and enabling more precise capture of a city's international appeal, particularly with respect to the tourist experience and urban dynamism. These additions address a recognized limitation of previous editions: the international profile dimension included a comparatively small number of indicators, which limited the richness of the analysis. The new variables included are as follows:

- The attractions indicator (Tripadvisor), which captures the number of tourist attractions in a city that travelers have rated five stars, provides a direct measure of a city's appeal and visitor satisfaction. The guided tours (Tripadvisor) indicator complements this by measuring the number of five-star guided experiences or tours, enabling an assessment of a city's ability to transform its heritage, culture, or lifestyle into experiences with a high level of international recognition.
- The coworking spaces indicator (Coworker), which captures the presence of infrastructure geared toward international communities of digital nomads and mobile workers, is an emerging measure of a city's global reach that traditional indicators do not capture.

Table 8 provides a summary of all the indicators that make up this dimension, together with their descriptions, units of measurement, and reference sources.

Table 8. International profile indicators

No.	Indicator	Description / Unit of measurement	Source
96	Attractions	Number of tourist attractions in the city rated 5 stars by travelers.	Tripadvisor
97	Number of hotels	Number of hotels in the city.	Travel Weekly
98	Coworking spaces	Number of coworking spaces in the city.	Coworker
99	Hotels per capita	Number of hotels per capita.	OpenStreetMap
100	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
101	McDonald's	Number of McDonald's locations in the city.	OpenStreetMap
102	Passengers per airport	Number of passengers per airport, in thousands.	Euromonitor
103	Starbucks	Number of Starbucks locations in the city.	Starbucks
104	Guided tours	Number of guided tours in the city rated 5 stars by travelers.	Tripadvisor

Technology

ICTs have become an essential component of the development of contemporary cities and play a decisive role in the transition toward smarter societies. In addition to those considered in previous years, this edition introduces two new indicators that are especially relevant to measuring this dimension: population coverage by 5G mobile network technology and population coverage by 4G mobile network technology. Both indicators make it possible to measure the reach and availability of these technologies in urban areas, highlighting a city's capacity to integrate advances in connectivity and offer increasingly sophisticated digital services.

Within the **CIMI** framework, technology not only reflects a society's current well-being but also serves as an indicator of its potential to improve quality of life in the future. Technological progress enables cities to move toward sustainable models in the long term, optimize their productive structure, strengthen their competitiveness, and improve job quality. Cities that fail to keep pace in this dimension face significant challenges since it directly affects critical areas such as public safety, education, and health—all of which are fundamental to social sustainability. From an economic perspective, technological lag can lead to obsolete production systems, reducing competitiveness, limiting investment capacity, and adversely affecting labor productivity.

The indicators used to provide a comprehensive view of the technological performance and progress of cities are presented in **Table 9**, together with their descriptions, units of measurement, and reference sources. In particular, the new 4G and 5G mobile coverage indicators make it possible to assess more precisely the level of connectivity and the reach of these advanced technologies, providing key information on how technologically prepared cities are.

Indicators related to the use of platforms such as LinkedIn are grouped under social media. This indicator, which is assigned a positive weight in the **CIMI**, provides an approximation of the level of digital interaction and technological adaptation among city residents. Similarly, metrics relating to the percentage of households with access to the Internet and mobile telephony, together with fixed-line and broadband subscriptions, serve as indicators of technological development. Taken together, these indicators reflect households' and businesses' capacity to integrate into the digital economy and benefit from the opportunities it offers.

The Innovation Cities Index (ICI) complements this analysis by evaluating the factors that drive technological innovation in areas such as health, the economy, and demographics. Structured around three pillars—cultural assets, human infrastructure, and networked markets—the index has become an important tool for measuring the innovative dynamism of cities in the current context.

Additionally, the indicator relating to the number of Wi-Fi hotspots captures the connectivity opportunities available to residents while they are on the move, reflecting a city's efforts to support continuous and accessible connectivity.

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

The set of indicators used makes it possible to assess more precisely the extent to which cities are prepared to operate in an environment that is increasingly interconnected and dependent on digital infrastructure.

Table 9. Technology indicators

No.	Indicator	Description / Unit of measurement	Source
105	Mobile broadband	Active mobile broadband subscriptions.	International Telecommunication Union
106	Population coverage by 4G mobile network technology	Percentage of the population covered by 4G mobile network technology.	International Telecommunication Union
107	Population coverage by 5G mobile network technology	Percentage of the population covered by 5G mobile network technology.	International Telecommunication Union
108	Innovation Cities Index	Ranks leading cities in innovation.	2ThinkNow
109	Internet	Percentage of households with Internet access.	Euromonitor
110	Computers/PCs	Percentage of households with a computer/PC.	Euromonitor
111	Social media	Number of registered LinkedIn members in the city.	LinkedIn
112	Broadband subscriptions	Number of broadband subscriptions per 100 inhabitants.	International Telecommunication Union
113	Fixed broadband speed	Fixed-network speed in the city, in megabytes per second.	Speedtest Global Index
114	Mobile Internet speed	Mobile Internet speed in the city, in megabytes per second.	Speedtest Global Index
115	Population	Number of inhabitants.	Euromonitor

Limitations of the indicators

Constructing an index with the **CIMI**'s geographic coverage and dimensional breadth entails methodological limitations that should be acknowledged transparently. The main limitation lies in the availability, comparability, and quality of the data used. Ideally, we would rely exclusively on primary sources that provide directly comparable data across cities. However, in many cases, there is no alternative but to use secondary sources, which, despite offering greater standardization, may entail some loss of precision. In addition, the selected set of indicators does not always fully capture the complexity inherent in each dimension, and in some cases the necessary data are not available.

The inherent dynamics of data sources introduce a second level of complexity. Some change their calculation methodologies from one edition to the next, making year-over-year comparisons more difficult; others discontinue updates or reduce their publication frequency; and some rely on estimates for certain cities based on approximations that can vary considerably from one year to the next, affecting the consistency of longitudinal analysis. These challenges are especially pronounced in regions with little tradition of producing open, standardized city-level data, where the gap between the reality of a city and its reflection in the available information is harder to close.

To mitigate these effects, the **CIMI** has adopted a set of complementary methodological strategies: extrapolation techniques for indicators with partial data; the assignment of values based on information available at the national level in the absence of city-level disaggregated data; and statistical interpolation methods to infer patterns and complete the information in the absence of direct references. These strategies make it possible to maintain a more robust and consistent representation of the index dimensions without sacrificing analytical rigor.

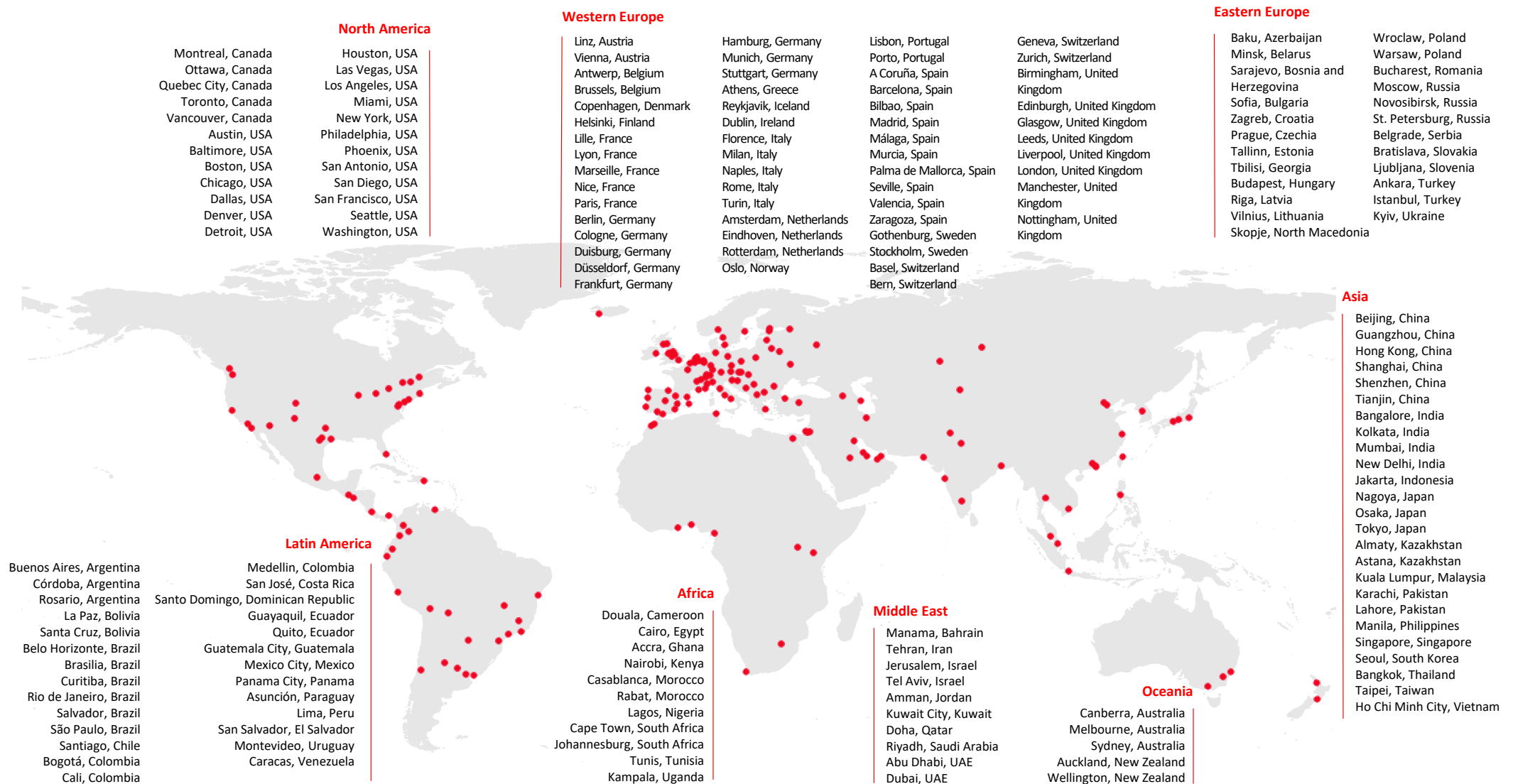
The **CIMI** platform remains committed to progressively improving the precision and comprehensiveness of the indicators used, as well as encouraging cities to facilitate access to their data. This commitment is grounded in the conviction that active collaboration between cities and the index is the most effective way to sustain rigorous, useful urban analysis oriented toward continuous improvement. Full methodological details are available in the companion report *IESE Cities in Motion Index: Metodología y modelización, Índice 2014*.¹ A complete list of the indicators used is provided 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**.

¹ IESE Business School, *IESE Cities in Motion Index: Metodología y modelización, Índice 2014*.

Figure 3. Geographic distribution of cities included in the index





Cities in Motion: Ranking

The **CIMI** is a composite indicator constructed by aggregating component indicators that represent each of the nine dimensions that make up the index's theoretical framework. These dimensions—economy, human capital, international profile, mobility and transportation, environment, technology, urban planning, governance, and social cohesion—were selected for their ability to reflect urban reality from a comprehensive perspective that encompasses both present and future sustainability and quality of life.

Each dimension is operationalized through its own component indicators, which are themselves composite indicators derived from the weighted aggregation of specific variables that capture different aspects of the corresponding dimension. The result is a hierarchical structure in which the overall **CIMI** emerges from the combination of nine dimensional components, each of which in turn integrates multiple underlying indicators.

The index was constructed using the DP2 technique, a method widely recognized in the international literature on composite indicators. Its fundamental principle is to measure the distance between the observed value of each indicator and a reference value, while incorporating a correction mechanism that reduces interdependence among the component indicators. This correction assigns each indicator an adjustment factor calculated as the complement of the coefficient of determination (R^2) for that indicator with respect to the preceding indicators,

thereby preventing redundant variables from having a disproportionate effect on the overall result.

The resulting weights for each dimension in this edition of the index are as follows: economy (1), urban planning (0.750), technology (0.600), governance (0.587), mobility and transportation (0.571), international profile (0.563), human capital (0.302), social cohesion (0.451), and environment (0.429).

Although the order in which each dimensional component is incorporated affects the final index value, sensitivity analyses confirm that the resulting variations are not significant. For a comprehensive description of the methodology, readers may consult the companion publication *IESE Cities in Motion Index: Metodología y modelización, Índice 2014*, mentioned above.

Table 10 presents the full city ranking, together with each city's **CIMI** value and classification by performance level: high (H) for values 90 or higher; relatively high (RH) for values between 60 and 90; medium (M) for values between 45 and 60; low (L) for values below 45; and very low (VL) for values below 13.

Table 10 also shows the distribution of the cities by performance level. The **group of high-performing cities (H)** consists exclusively of London (United Kingdom) and New York (United States). This is a very small elite group, since this category requires a **CIMI** value of 90 or higher. These

Table 10. City ranking

Rank	City	Performance	CIMI
1	London – United Kingdom	RH	100.00
2	New York – United States	RH	90.80
3	Paris – France	RH	83.07
4	Berlin – Germany	RH	75.29
5	Tokyo – Japan	RH	71.92
6	Singapore – Singapore	RH	71.08
7	Amsterdam – Netherlands	RH	70.45
8	Copenhagen – Denmark	RH	69.92
9	Seoul – South Korea	RH	69.72
10	Beijing – China	RH	68.46
11	Oslo – Norway	RH	68.11
12	Chicago – United States	RH	67.40
13	Munich – Germany	RH	67.11
14	San Francisco – United States	RH	66.86
15	Madrid – Spain	RH	66.25
16	Zurich – Switzerland	RH	65.23
17	Hamburg – Germany	RH	65.19
18	Washington – United States	RH	64.78
19	Stockholm – Sweden	RH	64.40
20	Toronto – Canada	RH	64.12
21	Seattle – United States	RH	64.05
22	Boston – United States	RH	63.98
23	Melbourne – Australia	RH	63.56
24	Barcelona – Spain	RH	63.31
25	Dubai – United Arab Emirates	RH	62.82
26	Hong Kong – China	RH	62.79
27	Rotterdam – Netherlands	RH	62.28
28	Helsinki – Finland	RH	62.17
29	Reykjavik – Iceland	RH	62.09
30	Dublin – Ireland	RH	62.04
31	Basel – Switzerland	RH	61.88
32	Sydney – Australia	RH	61.81
33	Vienna – Austria	RH	61.57
34	Austin – United States	RH	61.49
35	Shanghai – China	RH	61.42
36	Edinburgh – United Kingdom	RH	60.68
37	Frankfurt – Germany	RH	60.63
38	Taipei – Taiwan	RH	60.55
39	Montreal – Canada	RH	60.54
40	Bern – Switzerland	M	59.24
41	Vancouver – Canada	M	58.79
42	Geneva – Switzerland	M	58.39
43	Los Angeles – United States	M	58.33
44	Cologne – Germany	M	57.92
45	Miami – United States	M	57.81
46	Wellington – New Zealand	M	57.68
47	Auckland – New Zealand	M	57.60
48	Eindhoven – Netherlands	M	57.58
49	Brussels – Belgium	M	57.33
50	Manchester – United Kingdom	M	57.20
51	Denver – United States	M	57.14
52	San Diego – United States	M	57.01
53	Houston – United States	M	57.00
54	Ottawa – Canada	M	56.85
55	Philadelphia – United States	M	56.54
56	Prague – Czechia	M	56.47
57	Canberra – Australia	M	56.29
58	Milan – Italy	M	55.74
59	Tallinn – Estonia	M	55.73
60	Stuttgart – Germany	M	55.35
61	Rome – Italy	M	55.17
62	Lyon – France	M	55.13
63	Gothenburg – Sweden	M	54.93
64	Lisbon – Portugal	M	54.83
65	San Antonio – United States	M	54.74
66	Düsseldorf – Germany	M	54.43
67	Dallas – United States	M	54.43
68	Las Vegas – United States	M	53.15
69	Santiago – Chile	M	52.96
70	Porto – Portugal	M	52.94
71	Glasgow – United Kingdom	M	52.82
72	Valencia – Spain	M	52.77
73	Phoenix – United States	M	52.50
74	Liverpool – United Kingdom	M	52.88
75	Warsaw – Poland	M	52.82
76	Vilnius – Lithuania	M	52.27
77	Antwerp – Belgium	M	52.06
78	Moscow – Russia	M	51.97
79	Birmingham – United Kingdom	M	51.78
80	Baltimore – United States	M	51.78
81	Quebec City – Canada	M	51.33
82	Marseille – France	M	51.02
83	Leeds – United Kingdom	M	50.50
84	Istanbul – Turkey	M	50.05
85	Abu Dhabi – United Arab Emirates	M	50.01
86	Nottingham – United Kingdom	M	49.76
87	Shenzhen – China	M	49.35
88	Málaga – Spain	M	48.81
89	Florence – Italy	M	48.63
90	Budapest – Hungary	M	48.57
91	Riga – Latvia	M	48.35
92	Osaka – Japan	M	48.24
93	Bratislava – Slovakia	M	48.21
94	Zagreb – Croatia	M	47.94
95	Sofia – Bulgaria	M	47.42
96	Lille – France	M	46.51
97	Linz – Austria	M	46.11
98	Detroit – United States	M	45.98
99	Seville – Spain	M	45.73
100	Turin – Italy	M	45.64
101	Nice – France	M	45.58
102	Palma de Mallorca – Spain	M	45.15
103	Ljubljana – Slovenia	M	45.13
104	Buenos Aires – Argentina	L	44.87
105	Guangzhou – China	L	44.67
106	Bilbao – Spain	L	44.59
107	Zaragoza – Spain	L	44.36
108	Kuala Lumpur – Malaysia	L	44.30
109	A Coruña – Spain	L	44.13
110	Nagoya – Japan	L	43.21
111	Wrocław – Poland	L	43.05
112	Duisburg – Germany	L	42.98
113	Bangkok – Thailand	L	42.61
114	Montevideo – Uruguay	L	42.55
115	Tel Aviv – Israel	L	42.54
116	St. Petersburg – Russia	L	42.28
117	Bucharest – Romania	L	41.79
118	Athens – Greece	L	41.79
119	Tbilisi – Georgia	L	41.56
120	Mexico City – Mexico	L	41.37
121	Murcia – Spain	L	40.06
122	Doha – Qatar	L	39.17

Table 10. City ranking (continued)

Rank	City	Performance	CIMI
123	Kyiv – Ukraine	L	38.96
124	Tianjin – China	L	38.83
125	São Paulo – Brazil	L	38.47
126	Belgrade – Serbia	L	38.35
127	Ankara – Turkey	L	37.90
128	Riyadh – Saudi Arabia	L	37.25
129	Minsk – Belarus	L	37.20
130	Rio de Janeiro – Brazil	L	37.20
131	Córdoba – Argentina	L	36.72
132	Naples – Italy	L	36.67
133	Jerusalem – Israel	L	35.25
134	Rosario – Argentina	L	34.91
135	Panama City – Panama	L	34.86
136	Curitiba – Brazil	L	34.19
137	Almaty – Kazakhstan	L	33.95
138	Medellín – Colombia	L	33.92
139	Manama – Bahrain	L	33.57
140	Ho Chi Minh City – Vietnam	L	33.32
141	Bogotá – Colombia	L	33.31
142	Baku – Azerbaijan	L	33.15
143	Skopje – North Macedonia	L	32.37
144	Bangalore – India	L	32.16
145	Lima – Peru	L	31.56
146	Brasília – Brazil	L	31.54
147	Cali – Colombia	L	30.60
148	Cape Town – South Africa	L	30.43
149	Quito – Ecuador	L	30.12
150	Astana – Kazakhstan	L	29.94
151	New Delhi – India	L	29.61
152	Amman – Jordan	L	29.08
153	Belo Horizonte – Brazil	L	28.74

Rank	City	Performance	CIMI
154	Sarajevo – Bosnia and Herzegovina	L	28.66
155	Mumbai – India	L	28.12
156	Novosibirsk – Russia	L	27.98
157	Salvador – Brazil	L	27.49
158	Kuwait City – Kuwait	L	27.34
159	Jakarta – Indonesia	L	27.24
160	Tunis – Tunisia	L	25.88
161	Rabat – Morocco	L	25.52
162	Johannesburg – South Africa	L	25.44
163	San Salvador – El Salvador	L	24.44
164	Asunción – Paraguay	L	23.88
165	San José – Costa Rica	L	23.72
166	Guayaquil – Ecuador	L	23.14
167	Manila – Philippines	L	22.56
168	Santo Domingo – Dominican Republic	L	21.76
169	Casablanca – Morocco	L	21.65
170	Accra – Ghana	L	21.63
171	Kolkata – India	L	21.48
172	La Paz – Bolivia	L	21.17
173	Cairo – Egypt	L	20.86
174	Santa Cruz – Bolivia	L	20.70
175	Nairobi – Kenya	L	20.56
176	Kampala – Uganda	L	20.23
177	Tehran – Iran	L	20.06
178	Guatemala City – Guatemala	L	19.62
179	Douala – Cameroon	L	15.79
180	Lahore – Pakistan	L	12.97
181	Caracas – Venezuela	L	9.47
182	Lagos – Nigeria	L	5.78
183	Karachi – Pakistan	L	4.46

two metropolises function as highly consolidated global hubs, carry significant international weight—in finance, business, culture, and talent attraction—and generally exhibit consistently strong performance across multiple dimensions, including economy, human capital, international profile, and governance.

The **relatively high-performing group (RH)** comprises 37 cities (20.2% of the total). This group is characterized by strong and generally balanced performance, though these cities do not reach the leadership level of the top two. The group is made up mainly of major capitals and economic and technological centers in 22 developed countries, along with several major Asian hubs. The highest concentration is found in the United States (6 cities), Germany (4), China (3), Switzerland (2), and Australia (2). Notable examples include Chicago, San Francisco, Berlin, Tokyo, Beijing, Zurich, Paris, Singapore, Amsterdam, Copenhagen, Seoul, Oslo, and Madrid.

The **medium-performing group (M)** comprises 64 cities (35.0% of the total). European cities clearly predominate (41, 64.1%), followed at some distance by North American cities (15, 23.4%), with smaller representation of cities in Oceania (3, 4.7%), Asia (2, 3.1%), the Middle East (2, 3.1%), and in Latin America and the Caribbean (1, 1.6%). In terms of size,² the group is mainly made up of medium-sized cities with populations between 1 and 5 million (35, 54.7%) and small cities with populations between

600,000 and 1 million (13, 20.3%). A smaller subgroup consists of large cities with populations between 5 and 10 million (7, 10.9%) and megacities with populations of more than 10 million (5, 7.8%). This is a mixed group that includes both second-tier cities in advanced economies (very strong across several dimensions, but not outstanding in all of them) and large cities in transition that stand out in some dimensions but do not sustain their performance across the full set of 115 indicators and nine dimensions.

The medium-performing group includes cities in 31 countries, with the United States (12 cities), the United Kingdom (6), Italy (4), France (4), and Spain (4) particularly prominent. On average, cities in this group perform relatively better in the environment dimension (66.5) and social cohesion (68.7), while showing greater shortfalls in international profile (81.2) and technology (75.0), reflecting characteristic trade-offs between internal urban quality and global profile or technological intensity. Representative examples include Bern, Vancouver, Geneva, Los Angeles, Miami, Manchester, Milan, Prague, Tallinn, Shenzhen, Málaga, Seville, Istanbul, and Abu Dhabi.

The **low-performing group (L)** comprises 76 cities (41.5% of the total) and is the largest and most heterogeneous category. Regionally, Latin America and the Caribbean predominate (25, 32.9%), followed by Europe (16, 21.1%), and Asia (15, 19.7%). Africa (10, 13.2%) and the Middle

² See the section “Cities in Motion: Ranking of cities by population category” below and **Table 15**.

East (10, 13.2%) also account for a significant proportion of these cities. In terms of size, the group is dominated by medium-sized cities (41, 53.9%), but it also includes a sizable block of megacities (18, 23.7%), suggesting that this category includes both medium-sized cities and large metropolises that are unable to offset structural weaknesses. Fifty-three countries are represented, with the highest concentrations in Brazil (6), Spain (4), India (4), Colombia (3), and Argentina (3).

On average, their least lagging dimensions are international profile and environment, while human capital and urban planning are the areas in which they lag the most. These two areas are difficult to improve quickly and are highly sensitive to institutional and long-term capacity. Since the **CIMI** range covered by category L is very broad (13–45), it is often helpful to distinguish between “upper L” and “lower L,” as very different urban profiles coexist within this group. For example, cities such as Buenos Aires, Guangzhou, Bilbao, Zaragoza, Kuala Lumpur, and A Coruña are close to the upper threshold, while Manila, Cairo, Nairobi, Tehran, Guatemala City, and Douala fall within the lower end of the range.

The **very low–performing group (VL)** comprises four cities (2.2% of the total): Lahore (Pakistan), Karachi (Pakistan), Caracas (Venezuela), and Lagos (Nigeria). Regionally, the group is split among Asia (2, 50.0%), Africa (1, 25.0%), and Latin America and the Caribbean (1, 25.0%). In terms of size, megacities clearly predominate: three (75%) fall into category 5 in this indicator’s classification (where 1 is the lowest and 5 the highest), and one (25.0%) falls into category 3. Although their performance level is low in virtually all dimensions, on average their best relative positions are in mobility and transportation (153.0) and environment (159.0), while their largest deficits are concentrated in social cohesion (179.8) and technology (179.5). This is a small group because the threshold that defines this category (**CIMI** value < 13) corresponds to very low performance levels across all dimensions, a situation found in only a limited number of cities in the sample.



Cities in Motion: Ranking by dimension

This section examines the performance of the cities across the dimensions that comprise the **CIMI** and reports each city's overall rank and its rank in each dimension. Green shades indicate leading positions, with darker tones reflecting stronger leadership, while red and yellow shades highlight areas for improvement in the cities evaluated (see **Table 11**).

London, ranked first in this year's edition, consolidates its position as a metropolis with a strong capacity for innovation and development. The city clearly stands out in human capital, governance, urban planning, and international profile—dimensions in which it ranks first. It also maintains highly competitive performance in the economy dimension (#4) and mobility and transportation (#4), along with a strong showing in technology (#8). However, the city faces relative challenges in social cohesion (#38) and environment (#33), areas where there is still room for improvement in terms of inclusion and sustainability, in line with the UK capital's global leadership.

New York, ranked second in the index, stands out for its economic leadership, taking the top spot in economy (#1), as well as for its performance in mobility and transportation (#3) and human capital (#4). The city's strengths are rounded out by a very strong international profile, where it ranks second (#2), and by consistent results in urban planning (#5), technology (#6), and governance (#6). However, the metropolis faces significant challenges in environment (#93) and social cohesion (#104), which constitute clear priorities if it aims to improve its urban quality in dimensions closely linked to sustainability and equity.

Paris, ranked third, stands out for its international profile and talent base. The city holds top positions in human capital (#2) and international profile (#3), and maintains strong performance in mobility and transportation (#5). It also achieves competitive results in governance (#8), urban planning (#13), and environment (#21), which

reinforces its image as a city with well-established institutional and urban capacities. The main areas for improvement are social cohesion (#66) and, to a lesser extent, the economy dimension (#16), which, while not constituting a critical area, shows weaker performance than international profile and human capital.

Berlin, ranked fourth in the index, shows a very clear pattern of strengths in institutional dimensions and urban quality. The German capital stands out in governance (#3) and human capital (#3), and also ranks highly in mobility and transportation (#8) and urban planning (#6). It also performs relatively well in environment (#16) and social cohesion (#18), reflecting a solid standing in sustainability and relative inclusiveness. Berlin's main challenges are concentrated in the economy (#58) and technology (#52) dimensions, as well as in a weaker position in international profile (#27), areas in which it could strengthen its traction to sustain a more dominant global profile.

Tokyo, ranked 5th, combines strengths in technology and urban planning with challenges in social and environmental dimensions. The city stands out particularly in urban planning (#3) and technology (#9), while also maintaining very strong performance in human capital (#5). It also ranks competitively in international profile (#12) and governance (#13), with a relatively strong economy (#24). However, the Japanese capital still has room for improvement in mobility and transportation (#36) as well as social cohesion (#70) and environment (#72), where its performance lags behind its main areas of strength.

Overall, the analysis of the ranking by dimension makes it possible to identify each city's priorities and specific challenges more clearly and offers a more detailed reading than overall rank alone. **Table 11** enables a detailed comparison of the 183 cities evaluated and makes it possible to interpret each city's profile based on its relative strengths and weaknesses across the nine dimensions of the index. **Figure 4** complements the analysis by showing the geographic distribution of the cities and their relative positions in the global ranking, helping to contextualize regional patterns and differences in performance across urban contexts.

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	4	1	38	33	1	1	1	8	4
New York – United States	2	1	4	104	93	6	5	2	6	3
Paris – France	3	16	2	66	21	8	13	3	11	5
Berlin – Germany	4	58	3	18	16	3	6	27	52	8
Tokyo – Japan	5	24	5	70	72	13	3	12	9	36
Singapore – Singapore	6	11	41	13	59	16	36	8	3	100
Amsterdam – Netherlands	7	22	25	17	36	41	7	16	29	25
Copenhagen – Denmark	8	23	38	3	8	22	14	56	12	19
Seoul – South Korea	9	35	6	64	118	5	8	14	5	28
Beijing – China	10	13	17	129	175	11	24	29	35	1
Oslo – Norway	11	25	29	32	2	20	78	71	41	16
Chicago – United States	12	9	32	85	95	33	33	9	21	30
Munich – Germany	13	52	35	5	13	34	12	38	67	13
San Francisco – United States	14	2	20	77	108	44	43	19	19	144
Madrid – Spain	15	48	22	16	62	29	53	21	13	7
Zurich – Switzerland	16	28	21	22	18	31	35	39	20	64
Hamburg – Germany	17	63	14	43	11	46	9	50	70	17
Washington – United States	18	7	33	97	94	10	32	42	26	53
Stockholm – Sweden	19	40	43	47	5	38	62	74	7	14
Toronto – Canada	20	20	42	79	42	40	4	26	48	118
Seattle – United States	21	3	18	69	100	45	57	37	23	134
Boston – United States	22	8	8	71	85	21	83	55	15	121
Melbourne – Australia	23	39	13	2	67	7	27	24	69	114
Barcelona – Spain	24	77	10	67	70	12	29	22	42	10
Dubai – United Arab Emirates	25	17	147	10	158	32	15	5	2	85
Hong Kong – China	26	53	26	147	128	43	16	7	1	46
Rotterdam – Netherlands	27	56	48	25	30	36	10	121	51	18
Helsinki – Finland	28	54	67	9	3	17	20	96	54	40
Reykjavik – Iceland	29	64	125	33	1	105	70	48	66	65
Dublin – Ireland	30	14	59	74	40	71	40	41	76	67
Basel – Switzerland	31	27	85	34	32	9	64	64	36	44
Sydney – Australia	32	37	11	7	77	27	50	23	61	115
Vienna – Austria	33	103	30	84	6	19	17	33	62	12

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
Austin – United States	34	6	55	65	76	48	21	49	33	127
Shanghai – China	35	47	7	88	145	79	102	20	22	6
Edinburgh – United Kingdom	36	61	16	1	14	60	88	31	103	87
Frankfurt – Germany	37	72	31	19	15	67	22	53	83	24
Taipei – Taiwan	38	70	15	6	114	18	48	90	45	9
Montreal – Canada	39	50	63	4	43	65	2	66	84	91
Bern – Switzerland	40	45	40	36	19	2	95	98	50	78
Vancouver – Canada	41	41	113	51	12	99	11	61	74	58
Geneva – Switzerland	42	32	87	42	37	26	86	47	46	101
Los Angeles – United States	43	10	9	93	169	15	85	6	14	179
Cologne – Germany	44	90	28	44	27	59	25	67	90	21
Miami – United States	45	18	51	111	133	55	99	11	28	83
Wellington – New Zealand	46	59	24	8	20	39	58	112	107	88
Auckland – New Zealand	47	49	49	15	34	58	71	63	72	79
Eindhoven – Netherlands	48	43	112	12	23	61	18	153	71	43
Brussels – Belgium	49	55	75	73	55	24	37	62	97	22
Manchester – United Kingdom	50	66	84	40	10	74	34	73	78	35
Denver – United States	51	15	46	83	129	68	76	40	34	107
San Diego – United States	52	19	58	89	126	14	92	30	30	106
Houston – United States	53	5	70	109	111	62	82	17	18	174
Ottawa – Canada	54	42	97	23	22	37	26	120	108	73
Philadelphia – United States	55	21	36	126	87	53	54	77	32	112
Prague – Czechia	56	97	37	60	46	64	38	25	80	39
Canberra – Australia	57	44	19	20	49	30	107	139	115	81
Milan – Italy	58	82	27	82	90	94	65	36	60	20
Tallinn – Estonia	59	68	86	29	7	88	19	97	68	90
Stuttgart – Germany	60	78	62	26	17	111	39	133	92	27
Rome – Italy	61	95	52	100	69	25	90	10	77	29
Lyon – France	62	81	23	46	63	80	93	100	39	41
Gothenburg – Sweden	63	85	69	50	4	87	61	137	27	47
Lisbon – Portugal	64	101	74	49	45	85	23	45	31	59
San Antonio – United States	65	33	54	106	81	54	77	52	49	102
Düsseldorf – Germany	66	92	45	39	29	98	69	89	91	37

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
Dallas – United States	67	12	56	68	106	75	134	32	24	175
Las Vegas – United States	68	31	81	132	140	35	60	18	37	119
Santiago – Chile	69	74	47	107	74	69	44	69	73	45
Porto – Portugal	70	96	60	24	9	86	114	81	63	69
Glasgow – United Kingdom	71	83	71	30	26	70	73	86	102	92
Valencia – Spain	72	107	108	11	53	47	55	95	79	26
Phoenix – United States	73	29	83	105	131	42	124	46	43	72
Liverpool – United Kingdom	74	89	110	14	41	72	56	75	100	71
Warsaw – Poland	75	143	57	115	54	4	30	76	55	33
Vilnius – Lithuania	76	51	65	103	25	116	68	110	87	94
Antwerp – Belgium	77	79	73	41	65	106	66	115	106	42
Moscow – Russia	78	91	12	131	143	89	41	43	117	31
Birmingham – United Kingdom	79	84	118	56	35	81	67	108	104	32
Baltimore – United States	80	34	101	122	117	56	46	111	47	75
Quebec City – Canada	81	65	116	35	24	52	52	124	109	116
Marseille – France	82	60	92	59	86	95	104	99	56	62
Leeds – United Kingdom	83	94	107	28	44	91	42	126	113	61
Istanbul – Turkey	84	109	61	110	137	51	45	4	130	89
Abu Dhabi – United Arab Emirates	85	26	163	48	153	76	117	79	4	103
Nottingham – United Kingdom	86	88	95	21	47	97	79	130	110	86
Shenzhen – China	87	38	138	135	138	154	125	138	58	2
Málaga – Spain	88	146	44	78	64	103	100	94	93	23
Florence – Italy	89	144	80	90	61	124	123	13	120	38
Budapest – Hungary	90	149	34	127	66	78	74	60	85	49
Riga – Latvia	91	111	72	87	48	147	51	92	119	50
Osaka – Japan	92	122	66	155	110	63	59	34	40	57
Bratislava – Slovakia	93	112	94	61	38	110	81	113	124	60
Zagreb – Croatia	94	87	78	99	28	49	121	114	116	99
Sofia – Bulgaria	95	76	109	117	92	50	115	101	86	51
Lille – France	96	104	79	31	80	101	127	144	65	84
Linz – Austria	97	134	99	27	31	129	97	173	125	52
Detroit – United States	98	36	114	137	141	82	80	119	38	152
Seville – Spain	99	135	89	72	88	112	91	93	99	56

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
Turin – Italy	100	137	64	101	73	126	84	122	122	34
Nice – France	101	118	102	62	71	107	113	59	57	135
Palma de Mallorca – Spain	102	133	93	37	56	143	119	83	94	123
Ljubljana – Slovenia	103	102	105	57	50	135	106	117	123	117
Buenos Aires – Argentina	104	179	39	81	89	28	28	44	17	159
Guangzhou – China	105	71	134	91	155	149	118	118	59	15
Bilbao – Spain	106	113	127	80	57	119	75	143	81	76
Zaragoza – Spain	107	125	77	53	91	123	122	157	95	63
Kuala Lumpur – Malaysia	108	62	137	55	146	137	137	51	89	68
A Coruña – Spain	109	147	111	45	51	141	63	158	105	95
Nagoya – Japan	110	152	88	92	113	125	49	123	44	96
Wroclaw – Poland	111	171	68	120	68	73	47	116	114	77
Duisburg – Germany	112	167	104	58	39	113	120	164	112	48
Bangkok – Thailand	113	86	115	54	147	130	180	15	53	140
Montevideo – Uruguay	114	93	124	86	58	104	103	147	126	133
Tel Aviv – Israel	115	73	151	145	130	102	72	80	64	98
St. Petersburg – Russia	116	142	50	154	148	23	98	72	127	66
Bucharest – Romania	117	136	144	96	82	83	111	70	101	80
Athens – Greece	118	138	76	176	97	128	108	58	82	55
Tbilisi – Georgia	119	46	126	157	98	96	167	104	129	111
Mexico City – Mexico	120	120	53	112	168	57	96	28	140	139
Murcia – Spain	121	148	129	63	60	139	116	162	98	97
Doha – Qatar	122	75	175	52	166	166	105	82	10	93
Kyiv – Ukraine	123	67	130	172	120	77	31	159	158	120
Tianjin – China	124	116	122	76	180	153	130	135	88	11
São Paulo – Brazil	125	100	133	150	104	117	109	35	75	180
Belgrade – Serbia	126	106	103	138	109	138	162	102	136	105
Ankara – Turkey	127	141	96	141	134	66	126	148	152	54
Riyadh – Saudi Arabia	128	30	167	125	172	84	168	136	16	153
Minsk – Belarus	129	150	98	143	84	121	129	169	148	70
Rio de Janeiro – Brazil	130	139	128	169	78	93	94	65	111	172
Córdoba – Argentina	131	168	100	75	83	146	112	172	133	145
Naples – Italy	132	157	117	142	107	159	152	91	121	74

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
Jerusalem – Israel	133	123	155	168	115	90	101	85	118	161
Rosario – Argentina	134	178	82	94	105	148	89	178	132	143
Panama City – Panama	135	99	173	116	99	155	139	107	149	82
Curitiba – Brazil	136	127	157	133	52	134	135	171	142	142
Almaty – Kazakhstan	137	114	146	119	139	140	128	152	154	113
Medellín – Colombia	138	130	132	151	119	131	131	128	135	138
Manama – Bahrain	139	98	174	124	157	164	87	141	96	104
Ho Chi Minh City – Vietnam	140	126	142	113	164	136	151	68	131	129
Bogotá – Colombia	141	124	121	171	125	92	160	84	128	171
Baku – Azerbaijan	142	105	106	121	167	168	157	131	155	109
Skopje – North Macedonia	143	128	150	140	116	132	177	150	134	110
Bangalore – India	144	57	90	149	178	150	172	106	167	173
Lima – Peru	145	156	91	118	144	127	141	87	162	178
Brasília – Brazil	146	155	143	162	124	115	110	175	137	128
Cali – Colombia	147	121	152	158	112	142	163	149	147	150
Cape Town – South Africa	148	162	119	163	149	120	150	88	139	169
Quito – Ecuador	149	163	141	98	123	175	138	134	166	125
Astana – Kazakhstan	150	131	170	114	142	114	133	163	159	130
New Delhi – India	151	80	145	167	183	100	145	57	164	132
Amman – Jordan	152	129	159	139	152	108	153	132	160	155
Belo Horizonte – Brazil	153	132	165	153	96	133	164	176	141	168
Sarajevo – Bosnia and Herzegovina	154	176	140	148	75	176	148	125	161	122
Mumbai – India	155	69	158	177	179	151	166	78	165	108
Novosibirsk – Russia	156	158	123	175	135	109	159	182	143	141
Salvador – Brazil	157	161	153	161	102	177	149	155	146	148
Kuwait City – Kuwait	158	169	181	95	151	144	147	142	25	164
Jakarta – Indonesia	159	110	156	102	181	122	140	54	150	181
Tunis – Tunisia	160	159	161	146	154	158	142	161	163	131
Rabat – Morocco	161	164	149	134	162	162	132	168	156	157
Johannesburg – South Africa	162	153	136	181	160	145	170	103	138	165
San Salvador – El Salvador	163	160	139	179	136	172	136	165	172	146
Asunción – Paraguay	164	174	154	136	79	167	182	183	173	136
San José – Costa Rica	165	165	162	166	122	118	146	129	144	182

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	177	168	108	121	169	181	160	171	124
Manila – Philippines	167	151	166	165	170	160	158	140	157	163
Santo Domingo – Dominican Republic	168	170	169	123	161	161	174	166	170	147
Casablanca – Morocco	169	140	179	160	156	180	169	127	153	158
Accra – Ghana	170	115	172	170	163	157	183	156	168	156
Kolkata – India	171	108	160	173	165	152	161	174	175	177
La Paz – Bolivia	172	180	135	130	132	174	171	151	177	154
Cairo – Egypt	173	175	171	159	174	178	154	109	145	149
Santa Cruz – Bolivia	174	181	164	128	103	179	156	179	176	151
Nairobi – Kenya	175	117	176	178	150	156	179	105	174	176
Kampala – Uganda	176	145	148	156	171	173	175	146	183	160
Tehran – Iran	177	182	120	164	159	170	144	170	151	167
Guatemala City – Guatemala	178	154	177	152	173	163	165	154	169	170
Douala – Cameroon	179	173	180	144	127	182	173	181	182	162
Lahore – Pakistan	180	172	178	174	176	181	155	177	181	137
Caracas – Venezuela	181	183	131	183	101	165	176	167	179	126
Lagos – Nigeria	182	119	183	180	177	171	178	145	178	183
Karachi – Pakistan	183	166	182	182	182	183	143	180	180	166

Figure 4. Map of cities in the CIMI 2026 ranking

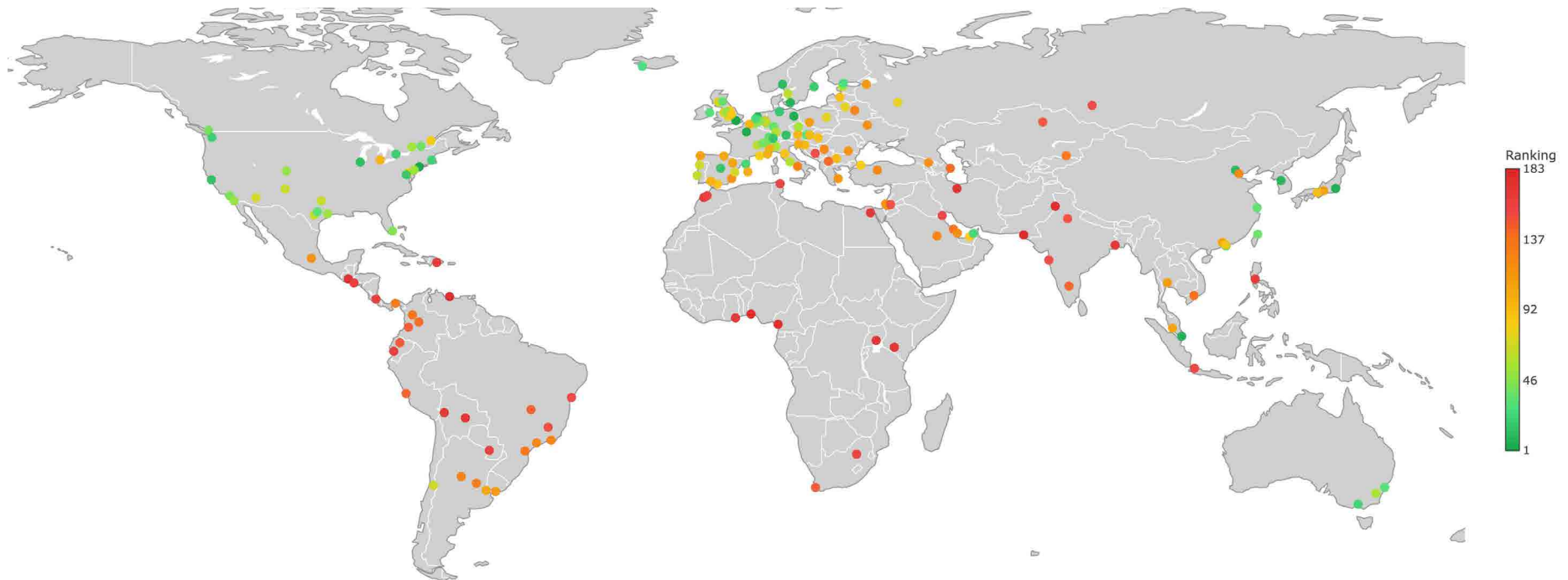


Table 12 presents the top 10 cities in each dimension, thereby facilitating the identification of patterns of regional representation and the cities that exhibit consistent performance through their recurring presence across multiple dimensions.

Table 12. Top 10 by dimension

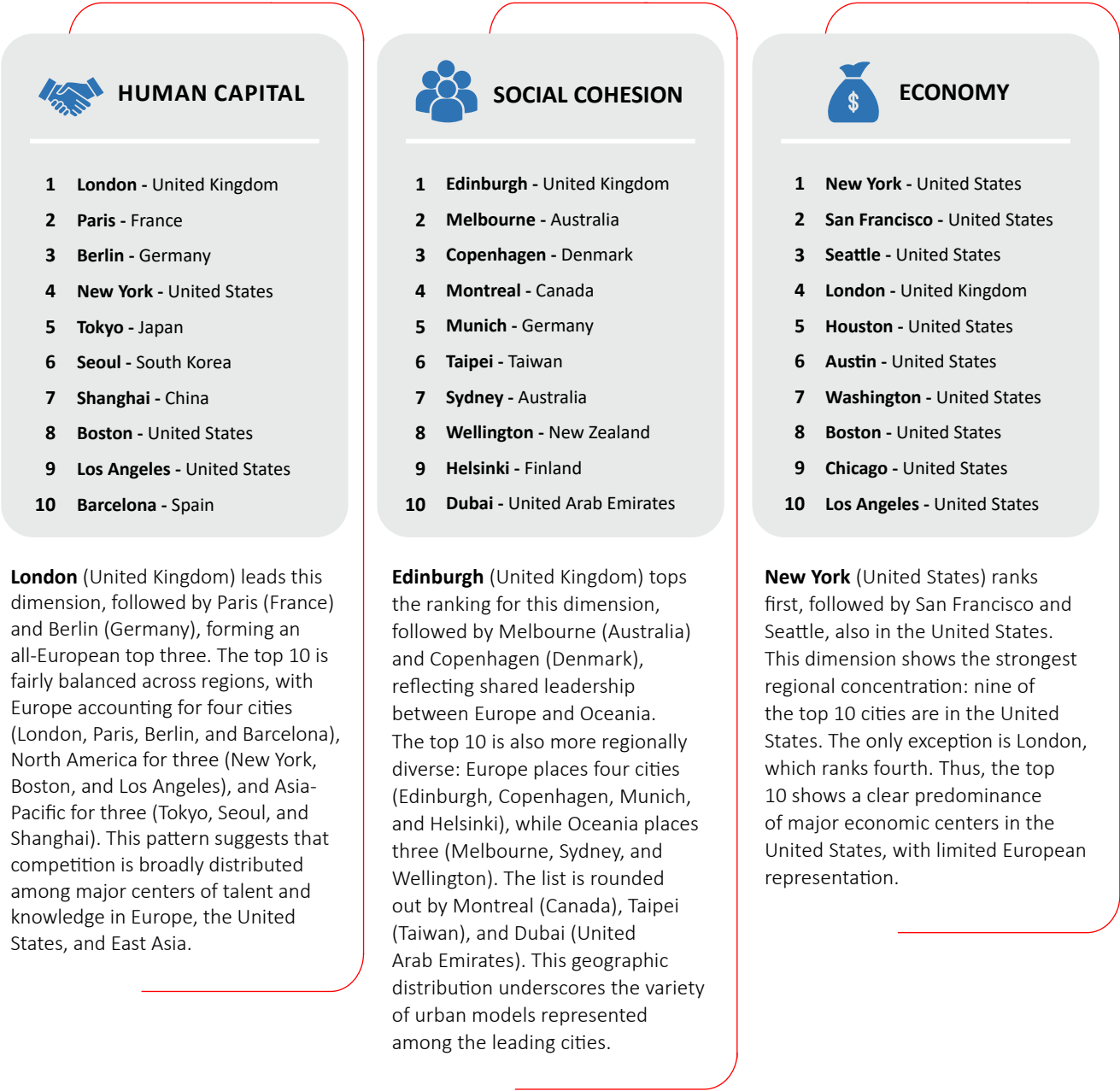


Table 12. Top 10 by dimension (continued)



GOVERNANCE

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

London (United Kingdom) leads this dimension, followed by Bern and Berlin, reinforcing Europe's strong presence in the top positions. In total, Europe contributes six cities to the top 10 (London, Bern, Berlin, Warsaw, Paris, and Basel), while North America contributes two (New York and Washington). Seoul (South Korea) and Melbourne (Australia) complete the list, giving Asia-Pacific and Oceania a place in the group.



ENVIRONMENT

- 1 **Reykjavik** - Iceland
- 2 **Oslo** - Norway
- 3 **Helsinki** - Finland
- 4 **Gothenburg** - Sweden
- 5 **Stockholm** - Sweden
- 6 **Vienna** - Austria
- 7 **Tallinn** - Estonia
- 8 **Copenhagen** - Denmark
- 9 **Porto** - Portugal
- 10 **Manchester** - United Kingdom

Reykjavik (Iceland) tops the ranking, followed by Oslo (Norway) and Helsinki (Finland). In this dimension, Europe's dominance is complete, as the top 10 positions are occupied by cities across the continent (Reykjavik, Oslo, Helsinki, Gothenburg, Stockholm, Vienna, Tallinn, Copenhagen, Porto, and Manchester). This result reflects a clear regional concentration, with a particularly strong presence of cities in northern and central Europe.



MOBILITY AND TRANSPORTATION

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

Beijing (China) ranks first, followed by another city from the same country, Shenzhen, and, in third place, New York (United States). In this dimension, leadership is shared primarily between Europe and Asia-Pacific. Europe accounts for five of the top 10 cities (London, Paris, Madrid, Berlin, and Barcelona), while Asia-Pacific accounts for four (Beijing, Shenzhen, Shanghai, and Taipei). North America is represented solely by New York. China stands out, with three cities (Beijing, Shenzhen, and Shanghai) in the top 10.

Table 12. Top 10 by dimension (continued)



URBAN PLANNING

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

London (United Kingdom) leads this dimension, followed by Montreal (Canada) and Tokyo (Japan). The top 10 is fairly balanced: Europe is represented by five cities (London, Berlin, Amsterdam, Hamburg, and Rotterdam); North America by three (Montreal, Toronto, and New York); and Asia-Pacific by two (Tokyo and Seoul). This distribution reflects shared leadership, mainly between Europe and North America, with Asia also contributing highly ranked cities.



INTERNATIONAL PROFILE

- 1 **London** - United Kingdom
- 2 **New York** - United States
- 3 **Paris** - France
- 4 **Istanbul** - Turkey
- 5 **Dubai** - United Arab Emirates
- 6 **Los Angeles** - United States
- 7 **Hong Kong** - China
- 8 **Singapore** - Singapore
- 9 **Chicago** - United States
- 10 **Rome** - Italy

London (United Kingdom) maintains its leadership in this dimension for yet another edition, followed by New York (United States) and Paris (France). The top 10 in this case combines major capitals and global hubs located in several regions: Europe is represented by four cities (London, Paris, Istanbul, and Rome), North America by three (New York, Los Angeles, and Chicago), Asia-Pacific by two (Hong Kong and Singapore), and the Middle East by one (Dubai). The composition reflects a balance between traditional European and North American centers and key hubs in Asia and the Middle East.



TECHNOLOGY

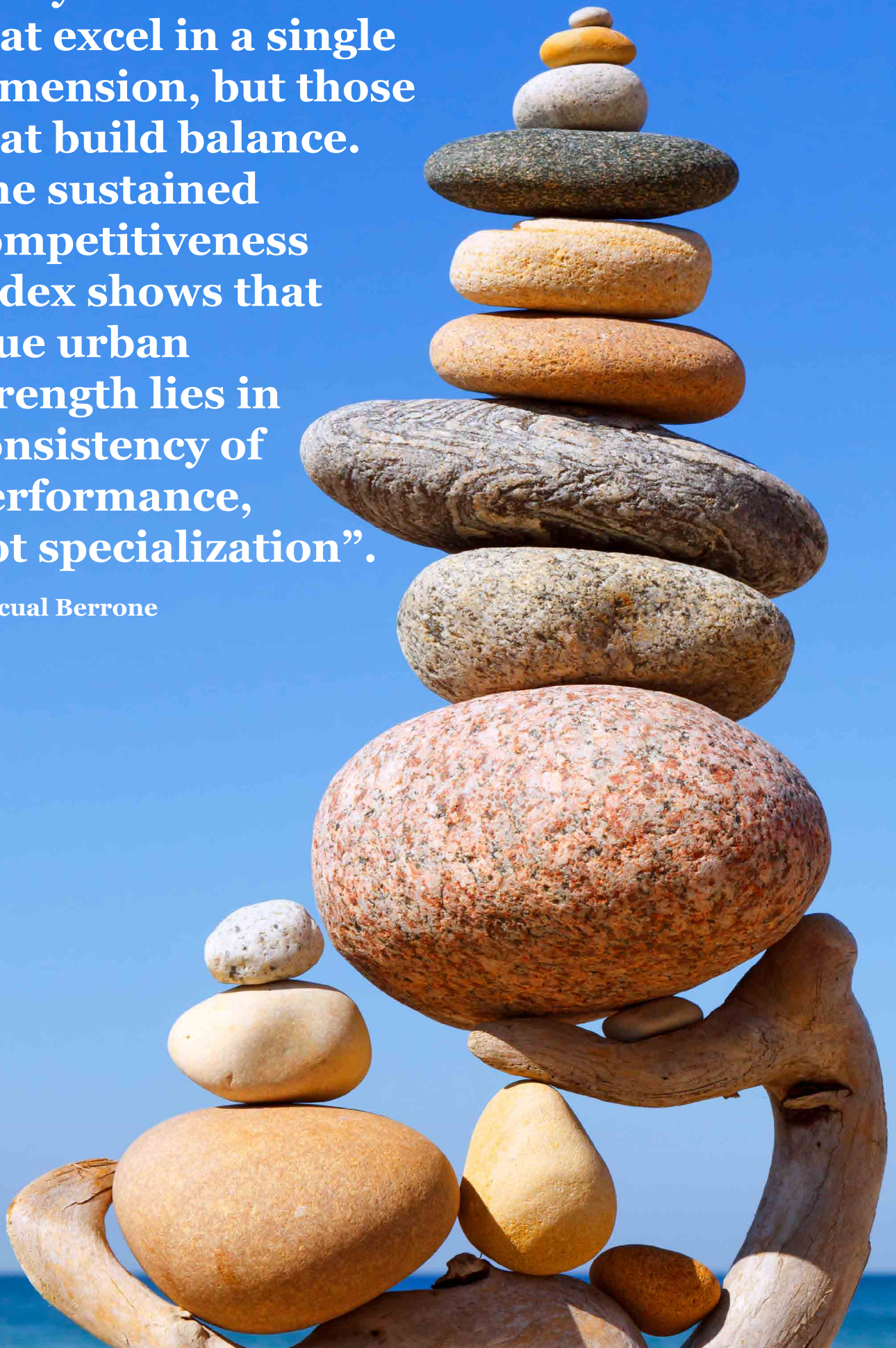
- 1 **Hong Kong** - China
- 2 **Dubai** - United Arab Emirates
- 3 **Singapore** - Singapore
- 4 **Abu Dhabi** - United Arab Emirates
- 5 **Seoul** - South Korea
- 6 **New York** - United States
- 7 **Stockholm** - Sweden
- 8 **London** - United Kingdom
- 9 **Tokyo** - Japan
- 10 **Doha** - Qatar

Hong Kong (China) leads this dimension, followed by Dubai and Singapore. The regional distribution is clear: Asia-Pacific accounts for four cities (Hong Kong, Singapore, Seoul, and Tokyo), and the Middle East for three (Dubai, Abu Dhabi, and Doha). Stockholm and London represent Europe, while New York is the only North American city among the leaders. Thus, the top 10 shows a strong Asian and Middle Eastern presence, alongside a smaller but still significant European bloc.

Overall, **Table 12** reveals two clear patterns. First, several dimensions exhibit a high level of regional concentration. For example, the economy dimension is dominated by the United States, and the top 10 in the environment dimension are all European cities. Second, some cities appear repeatedly across several dimensions, which helps explain their overall strength. For example, the UK capital leads in human capital, governance, urban planning, and international profile, and the city also appears in the top 10 for economy, technology, and mobility. New York also appears across multiple dimensions (economy, international profile, mobility, technology, urban planning, and governance), and Paris, Berlin, and Seoul stand out for their repeated appearances across several dimensional rankings.

“The cities that lead today are not the ones that excel in a single dimension, but those that build balance. The sustained competitiveness index shows that true urban strength lies in consistency of performance, not specialization”.

Pascual Berrone





Cities in Motion: Regional distribution

In this section, a detailed analysis by geographic region is presented. As previously noted, one of the inherent limitations of the **CIMI** 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, with each new edition, efforts are made to expand coverage progressively and in a balanced way whenever relevant new information becomes available.

Figure 5 shows the extent to which each region is represented in the ranking. Each of the 183 squares represents a city included in the index. As the chart shows, 31% of the cities analyzed are in Western Europe, making it the most represented region. It is followed by Latin America, with almost 15%, and by Asia-Pacific, Eastern Europe, and North America, with percentages ranging from 13% to 13.7%.

Figure 5. Percentage of cities in each geographic region in CIMI 2026



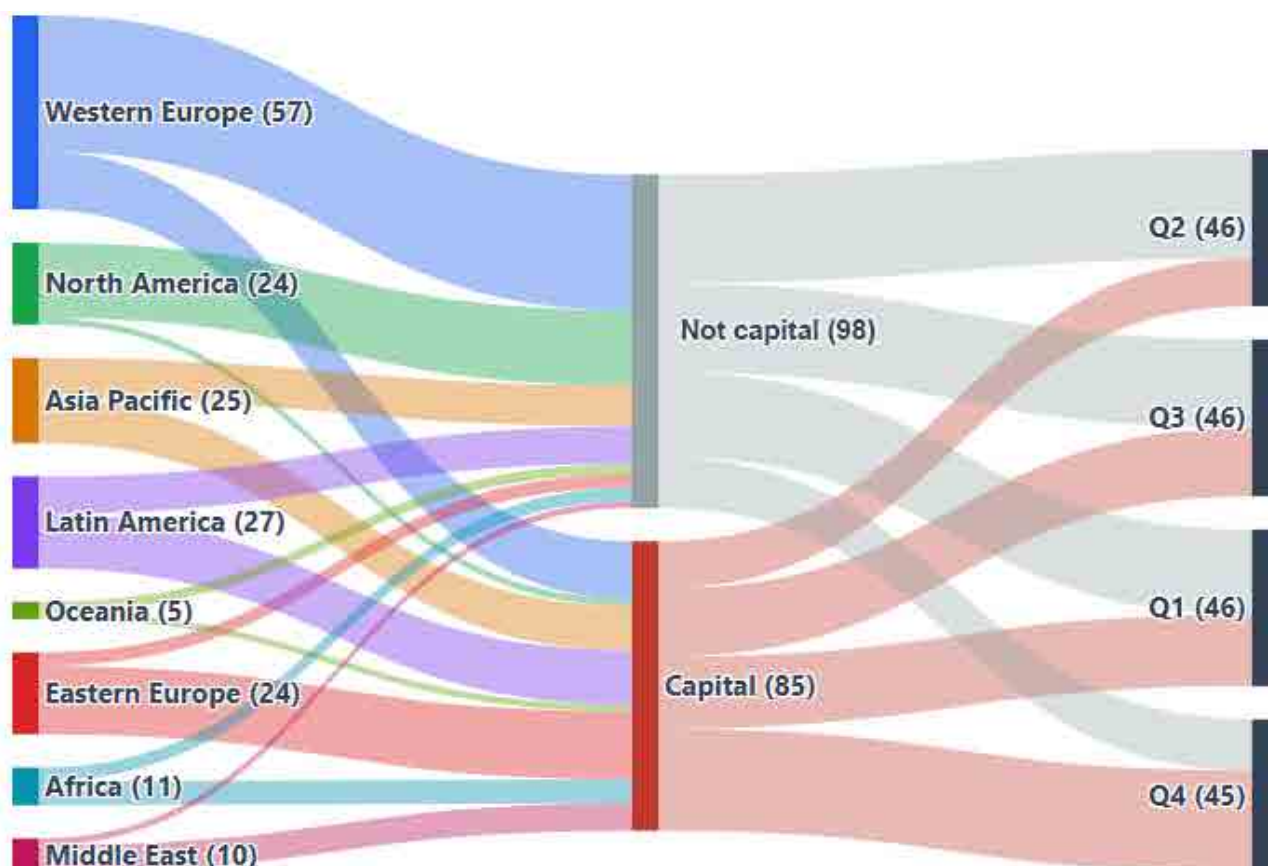
Figure 6 shows the distribution of cities by geographic region (left), whether or not they are national capitals (center), and their global rank (right). For the grouping by global rank, the cities are classified as Q1, Q2, Q3 or Q4. The Q1 group consists of the top 25% of cities in the ranking, while the Q4 group consists of the worst-performing 25%.

Western Europe is the most represented region, with 57 cities (31.1% of the total). It is followed by Latin America, with 27 (14.8% of the total), and Asia-Pacific, with 25 (13.7%). North America and Eastern Europe account

for 24 (13.1%), while the least represented regions are Africa, with 11 (6.0%); the Middle East, with 10 (5.5%); and Oceania, with 5 (2.7%). The figure shows that most of the cities in Western Europe and North America are not national capitals, whereas capital cities predominate among those in Eastern Europe and the Middle East.

Finally, non-capital cities are more heavily represented in the Q2 group, which includes cities ranked 46th through 91st globally.

Figure 6. City type by region and global rank



“After a decade of analyzing urban performance, one lesson stands out: the cities that truly move forward are the ones that combine technology, open governance, and a long-term vision capable of transcending political cycles”.

Joan Enric Ricart



Cities in Motion.

Regional ranking

In the following sections, we present a series of maps and tables that show the top five cities in each region and changes in their global rank over the last three years. The maps show the cities in each region, along with their rank within the region. The dot colors indicate where each city stands in the global ranking.

Top 5 Africa

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

City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
Cape Town – South Africa	1	149	147	148
Tunis – Tunisia	2	161	162	160
Rabat – Morocco	3	168	165	161
Johannesburg – South Africa	4	160	160	162
Casablanca – Morocco	5	176	173	169



Africa is the region with the lowest relative representation in the **CIMI** and the one whose cities rank lowest globally. The continent's five leading cities rank between 148th and 169th globally, a range that reflects the deep structural deficits that characterize the continent in urban governance, infrastructure, and social cohesion. Changes in rank from 2023 to 2025 are minimal: no city changes its regional rank, and shifts in the global ranking are marginal, reflecting slow and only slightly differentiated improvement relative to the rest of the world.

Cape Town leads the region for the third consecutive year and is the only African city to achieve mid-range ranks in some dimensions, with its best results in international profile (#88) and human capital (#119); however, the city's mobility and economy indicators reflect South Africa's structural inequalities.

Tunis ranks second in the region, with a relatively homogeneous profile across dimensions, none ranking better than 131st or worse than 163rd. This makes it the African city in the group with the lowest dimensional dispersion, although that homogeneity occurs at globally low levels.

Rabat edges up slightly from 165th to 161st in the global ranking and performs relatively well in urban planning (#132) and social cohesion (#134), two areas where the urban modernization policies pursued by Morocco over the past decade are beginning to have an impact.

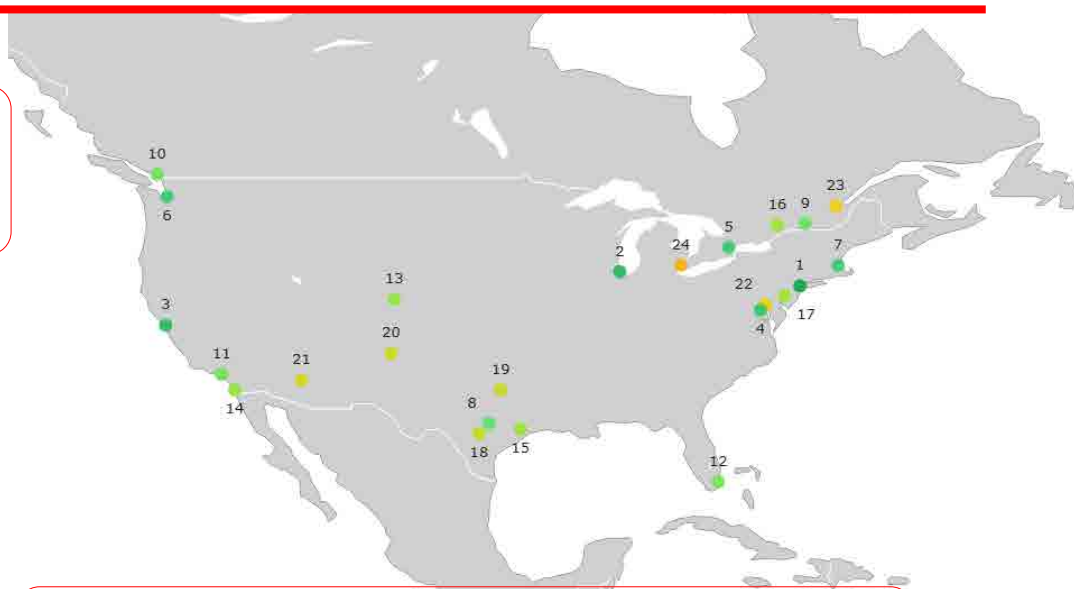
Johannesburg shows relative strength in international profile (#103) but ranks very poorly in social cohesion (#181).

Casablanca rounds out the group in 169th place globally. The city scores low in governance and human capital, but posts its best result in international profile (#127) thanks to its role as the Maghreb's leading economic and financial hub.

Overall, the results for Africa indicate that the continent's urban challenges are systemic rather than episodic. The gaps across all dimensions are significant and persistent, and African cities have not advanced in the ranking over this period. This indicates that the pace of improvement in these cities is too slow to close the gap with the highest-performing regions in the index.

Top 5 North America

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



City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
New York – United States	1	2	2	2
Chicago – United States	2	10	13	12
San Francisco – United States	3	14	10	14
Washington – United States	4	17	17	18
Toronto – Canada	5	18	21	20

North America is the **CIMI**'s second-most competitive region and the only one that can challenge Western Europe for leadership in the economy dimension. Its five leading cities have stable global ranks, from second to 20th, with major US metropolitan areas concentrated at the top and Toronto as the group's only Canadian representative. Unlike in the Asia-Pacific region, movement in the rankings is limited: no city changes its regional standing, although there are slight shifts in the middle of the table.

New York ranks second globally for the third consecutive year and leads the region decisively, with the top result worldwide in the economy dimension (#1) and top-tier positions in international profile (#2), technology (#6), and governance (#6). However, the city's weaknesses are structural in nature. Its rank in social cohesion (#104) and environment (#93) reveal the tensions inherent in a megacity shaped by income inequality and the environmental footprint of its growth model.

Chicago ranks second in the region and 12th globally, with a balanced profile that does not stand out in any single dimension but also shows no alarming weaknesses. Its best results are in economy (#9) and international profile (#9), while social cohesion (#85) and environment (#95) reflect the same patterns seen across major US cities.

San Francisco is the group's great paradox. The city has the world's second-ranked economy (#2) and top-tier human capital (#20), but is held back by a very low ranking in mobility and transportation—a reflection of public infrastructure that is insufficient for a city of its size—and by weak social cohesion (#77) due to the impact of the housing crisis the city has faced for years.

Washington firmly holds fourth place in the region, with strengths in governance (#10) and economy (#7), dimensions consistent with its status as the federal capital, although its performance in mobility (#53) and urban planning (#32) leaves considerable room for improvement.

Toronto, in 20th place globally, rounds out the top five and provides the Canadian counterpoint. The city's best result is in urban planning, placing it among the cities with the strongest performance in this area. Mobility and transportation (#118), along with technology (#48), remain its most pressing areas for improvement.

Overall, North American cities combine the strongest economic and technological leadership in the index with some of the most pronounced gaps in social cohesion and environmental performance among advanced regions, a contrast that reflects the prevailing urban development model in the United States: high productivity, limited redistribution, and structural dependence on private vehicles.

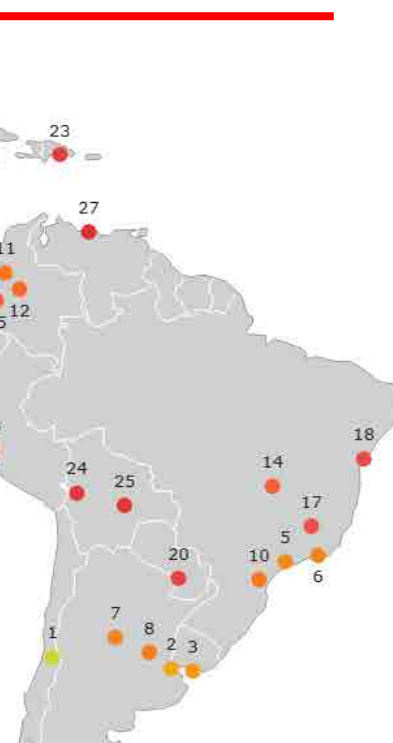
Top 5 Latin America

01-Santiago
02-Buenos Aires
03-Montevideo
04-Mexico City
05-São Paulo

11-Medellín
12-Bogotá
13-Lima
14-Brasília
15-Cali
16-Quito
17-Belo Horizonte
18-Salvador
19-San Salvador
20-Asunción

21-San José
22-Guayaquil
23-Santo Domingo
24-La Paz
25-Santa Cruz
26-Guatemala City
27-Caracas

City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
Santiago – Chile	1	82	70	69
Buenos Aires – Argentina	2	97	104	104
Montevideo – Uruguay	3	118	120	114
Mexico City – Mexico	4	114	111	120
São Paulo – Brazil	5	124	126	125



Latin America includes 27 cities in the **CIMI** and, in 2025, shows a regional dynamic marked by gradual convergence toward middle positions in the index, although none of its cities has yet broken into the top third of the global ranking. The five leading cities in the region rank between 69th and 125th globally, a range that reflects both the region's potential and the distance that still separates it from the major urban areas of Europe, North America, and Asia-Pacific.

The trend is most positive at the top, with Santiago rising 13 positions between 2023 and 2025. Buenos Aires and Mexico City lose ground over the same period, whereas São Paulo remains stable and Montevideo is up four places.

Santiago leads the region for the third consecutive year and is the Latin American city that comes closest to the global top 50, with a trajectory that makes it one of the most notable cases of improvement in the entire index. The city's dimensional profile is the most balanced in the group, with competitive results in human capital (#47), mobility and transportation (#45), and urban planning (#44). Social cohesion (#107) and governance (#69) remain its weakest dimensions.

Buenos Aires ranks second in the region, with a notably asymmetric profile. The city leads the region in technology (#17 worldwide) and posts notable results in human capital (#39) and governance (#28), but records the weakest economic performance among the top-five group (#179) and a very low rank in mobility and transportation (#159), reflecting the macroeconomic turbulence that has eroded the competitiveness of the Argentine capital in recent years.

Montevideo ranks third in the region, with its best results in environment (#58)—a dimension in which Uruguay stands out globally thanks to its renewable energy mix—and social cohesion (#86). The city's main weaknesses are in international profile (#147) and mobility and transportation (#133), limitations typical of a medium-sized city lacking the critical mass to compete on indicators of global connectivity.

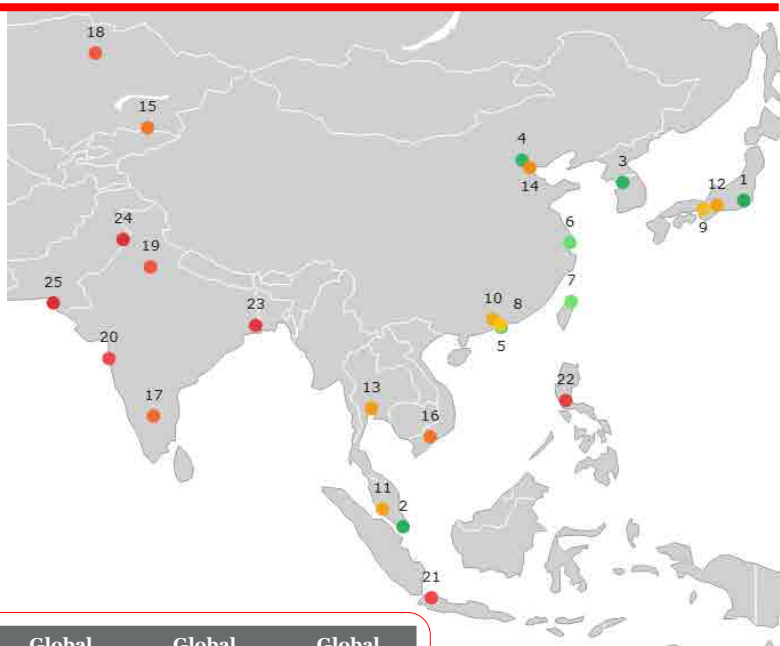
Mexico City ranks 120th globally and shows its greatest strengths in international profile (#28) and human capital (#53), consistent with its demographic weight and its role as a leading political and cultural capital in the region. Environment (#168) and technology (#140), however, reflect the costs of rapid, poorly planned urbanization, which weighs on the city's overall performance.

Rounding out the top five, São Paulo ranks 125th globally; however, the city's mobility and transportation rank (#180) is the most concerning result in the group, placing Latin America's largest metropolis among the cities with the weakest performance in this dimension. This is compounded by low rankings in social cohesion (#150) and human capital (#133). The city's best result, international profile (#35), highlights the gap between its global economic weight and the quality of life São Paulo offers its residents.

Overall, Latin America's leading cities exhibit a common pattern: strengths in international profile and, in some cases, in human capital and governance coexist with pronounced weaknesses in environment, mobility, and social cohesion. This mixed profile points to sustained progress, but at a pace that does not allow these cities to significantly narrow the gap separating them from the most developed regions in the index.

Top 5 Asia-Pacific

- | | |
|-----------------|---------------------|
| 01-Tokyo | 14-Tianjin |
| 02-Singapore | 15-Almaty |
| 03-Seoul | 16-Ho Chi Minh City |
| 04-Beijing | 17-Bangalore |
| 05-Hong Kong | 18-Astana |
| 06-Shanghai | 19-New Delhi |
| 07-Taipei | 20-Mumbai |
| 08-Shenzhen | 21-Jakarta |
| 09-Osaka | 22-Manila |
| 10-Guangzhou | 23-Kolkata |
| 11-Kuala Lumpur | 24-Lahore |
| 12-Nagoya | 25-Karachi |
| 13-Bangkok | |



City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
Tokyo – Japan	1	9	5	5
Singapore – Singapore	2	5	6	6
Seoul – South Korea	3	11	11	9
Beijing – China	4	30	14	10
Hong Kong – China	5	39	30	26

The Asia-Pacific region presents a markedly dynamic yet heterogeneous picture in this edition. The region includes 25 cities in the index, with its top five occupying prominent global positions, although their recent trajectories diverge.

Tokyo leads the region for the fourth consecutive year and rises four positions in the **CIMI** from 2023 to 2025—from ninth to fifth—consolidating one of the strongest upward trajectories in the index among major metropolitan areas. The city's dimensional profile is especially strong in human capital (#5), technology (#9), and urban planning (#3); however it posts weaker results in environment (#72) and social cohesion (#70), which constitute its main areas of weakness.

Singapore ranks sixth globally with notable consistency and posts the region's best result in technology (#3 worldwide), combined with solid performance in governance (#16) and a standout international profile (#8). The city's Achilles' heel is the mobility and transportation dimension (#100), an unexpected result for a city-state often cited as a model for its infrastructure.

Seoul rises from 11th to ninth place globally in two years and posts its best results in governance (#5) and technology (#5), although it continues to rank very low in environ-

ment (#118), reflecting the persistent air-quality challenges and urban pressures facing the South Korean capital.

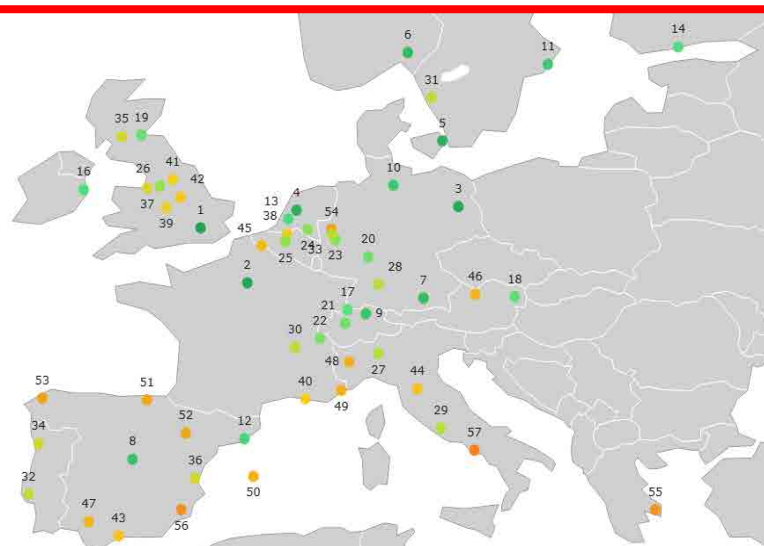
Beijing climbs 20 positions globally from 2023 to 2025, from 30th to 10th place. This represents the largest gain in the region and is driven by the city's clear leadership in mobility and transportation (#1 worldwide) and its competitive positions in economy (#13) and governance (#11). However, its rankings in environment (#175) and social cohesion (#129) indicate significant dimensional imbalances within the index.

Lastly, Hong Kong rises from 39th to 26th place between 2023 and 2025, leading both the region and the world in technology (#1). Although the city maintains a top-tier international profile (#7), its results in social cohesion (#147) and environment (#128) reflect the structural tensions it faces.

Overall, Asia-Pacific stands out as the region with the greatest positional mobility in the index. Four of its five leading cities have shifted significantly in the global ranking over the past two years, and the group combines top-tier leadership in technology and mobility with some of the most pronounced environmental and social cohesion gaps among advanced regions in the **CIMI**.

Top 5 Western Europe

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



City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
London – United Kingdom	1	1	1	1
Paris – France	2	3	3	3
Berlin – Germany	3	4	4	4
Amsterdam – Netherlands	4	6	7	7
Copenhagen – Denmark	5	8	8	8

Western Europe, the most represented region in the **CIMI**, with a total of 57 cities, consolidated its hegemony in 2025 as the most advanced region in the index. The top five cities in the region also lead the global top 10, and of the world's top four cities, three have belonged to this group continuously since the earliest editions of the index.

London retains a clear lead for the third consecutive year, with benchmark results in governance, human capital, urban planning, and international profile—four dimensions in which it ranks first globally—although it still has significant room for improvement in environment (#33) and social cohesion (#38).

Paris is the second-ranked city in Europe and ranks third globally. Its performance is particularly strong in human capital (#2) and international profile (#3), reflecting the city's role as a global cultural and diplomatic capital.

Berlin, which ranks fourth globally, takes the third spot in this region and stands out in human capital (#3), governance (#3), and urban planning (#6), with a balanced

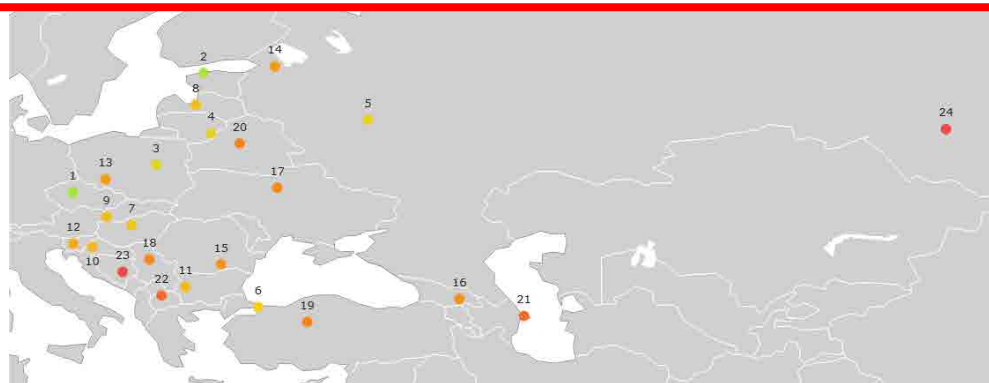
profile that contrasts with its weaker performance in economy (#58) and technology (#52).

Amsterdam and Copenhagen round out the top five, with stable global ranks in seventh and eighth place, respectively. The former stands out in urban planning (#7) and social cohesion (#17), while the Danish capital posts its strongest results in social cohesion (#3) and environment (#8), two dimensions that place it among the most sustainable and inclusive cities.

Overall, the group shows notable stability over time—none of the five cities has changed its regional rank over the past three years—and complementary specialization: London leads in governance and global influence; the Nordic cities, in sustainability and cohesion; and the continental cities, in human capital and urban planning.

Top 5 Eastern Europe

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



City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
Prague – Czechia	1	55	59	56
Tallinn – Estonia	2	59	63	59
Warsaw – Poland	3	72	83	75
Vilnius – Lithuania	4	73	75	76
Moscow – Russia	5	87	71	78

Eastern Europe includes a group of cities in the **CIMI** that have posted some of the most striking upward trajectories in the index over the past decade, driven by institutional modernization, accelerated digitalization, and European integration. The top five cities in the region rank between 56th and 78th globally, a compact range that suggests a degree of regional homogeneity, though with markedly different dimensional profiles.

Prague leads the region and ranks 56th globally. The Czech capital combines a balanced profile with especially strong results in human capital (#37), urban planning (#38), and social cohesion (#60), dimensions that reflect the urban and social modernization the city has consolidated since Czechia joined the European Union. The city's performance in economy (#97) is the weakest in the group, suggesting that its competitiveness rests more on institutional and urban quality than on economic dynamism.

Tallinn ranks second in the region and stands out particularly in environment—posting one of the best results in that dimension across Eastern Europe—and in urban planning (#19). Its status as a global benchmark in digital government also helps explain its strong performance in social cohesion (#29), although its results in international profile (#97) and economy (#68) reflect the constraints of scale that come with being a capital with a population of barely 450,000.

Next, Warsaw is the standout surprise in the top five, achieving one of the highest ranks in urban planning, an extraordinary result that reflects the profound urban transformation the Polish capital has undergone over

the past 15 years. It also posts its best result in mobility and transportation (#33). However, economy (#143) and social cohesion (#115) remain the city's most vulnerable areas, reflecting the inequalities associated with rapid economic growth that remains only weakly redistributed.

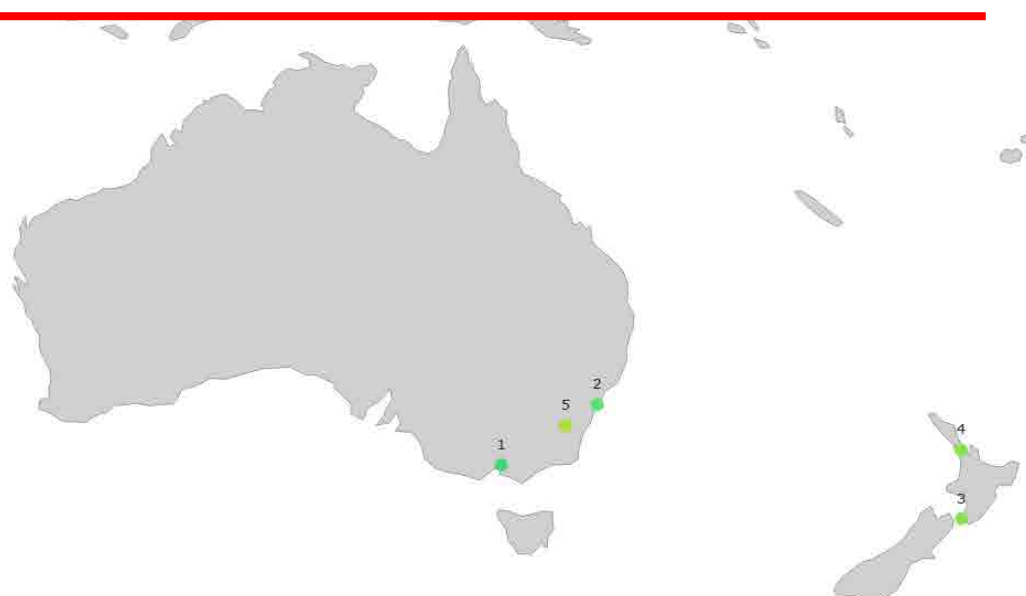
Vilnius joins Warsaw in the regional top five and stands out in environment (#25) and economy (#51); however, the city ranks lower in international profile (#110) and governance (#116), suggesting that its modernization is more evident in physical and environmental terms than in institutional quality.

Moscow rounds out the top five and ranks 78th globally. The Russian capital shows a markedly asymmetric profile. Human capital and mobility and transportation are its main strengths, reflecting the city's top-tier transportation infrastructure and a historically strong scientific and educational base. At the other end of the spectrum, environment (#143), social cohesion (#131), and technology (#117) reflect the combined effects of international sanctions, geopolitical isolation, and structural deficits in the Russian development model.

Overall, Eastern Europe shows the greatest internal dimensional dispersion of any region in the index. Cities such as Tallinn and Warsaw compete with the best in the world in environment and urban planning, while others rank low in economy and governance, reflecting very different national contexts. This pattern highlights ongoing progress, shaped by a high degree of internal heterogeneity, which also poses significant analytical challenges.

Top 3 Oceania

- 01-Melbourne
- 02-Sydney
- 03-Wellington
- 04-Auckland
- 05-Canberra



City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
Melbourne – Australia	1	23	19	23
Sydney – Australia	2	33	26	32
Wellington – New Zealand	3	46	45	46

In the case of Oceania, Melbourne leads the region for the third consecutive year and stands out particularly in social cohesion (#2 worldwide), governance (#7), and human capital (#13), a trio of dimensions that places it among the world's most livable and equitable cities and explains its recurring presence near the top of international quality-of-life rankings. The city's main weakness is the mobility and transportation dimension (#114), a result that contrasts with its excellence in other areas and reflects the Australian urban model's structural reliance on the private car.

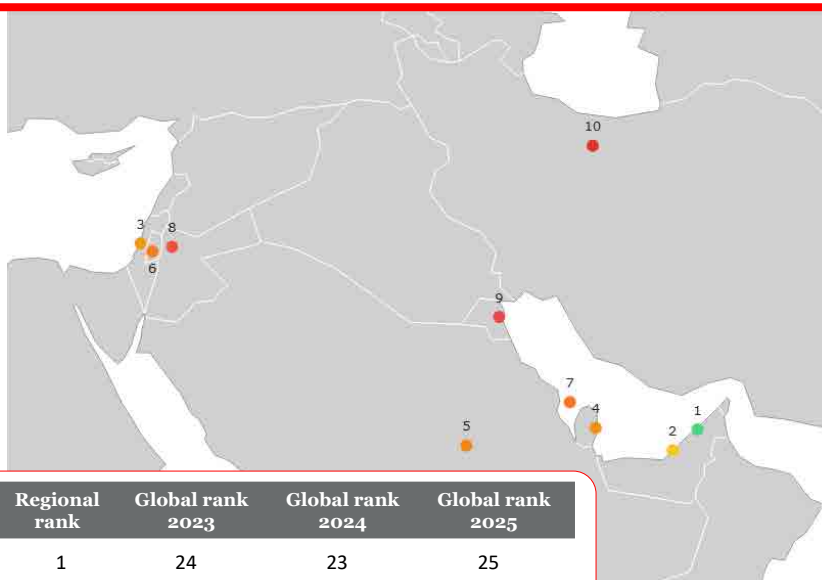
Sydney largely mirrors Melbourne's profile. The city stands out in human capital, social cohesion, and governance, and shares the same weakness in mobility and transportation (#115), pointing to a regional pattern rather than a city-specific shortcoming. Its international profile is slightly stronger than Melbourne's, consistent with its greater weight as a financial and business center in the Pacific.

Wellington, which ranks 46th globally, rounds out the top three and posts its best results in social cohesion (#8) and environment (#20), two dimensions in which New Zealand consistently ranks among the world's best-performing countries. In contrast, its results in technology (#107) and international profile (#112) reflect the constraints typical of a small capital with limited global connectivity.

Overall, Oceania has the most homogeneous dimensional profile of any region in the index. Its three cities share strengths in social cohesion, governance, and human capital. They also share a weakness in mobility, suggesting that challenges to public transportation are a regional structural issue rather than an isolated urban problem.

Top 5 Middle East

- 01-Dubai
- 02-Abu Dhabi
- 03-Tel Aviv
- 04-Doha
- 05-Riyadh
- 06-Jerusalem
- 07-Manama
- 08-Amman
- 09-Kuwait City
- 10-Tehran



City	Regional rank	Global rank 2023	Global rank 2024	Global rank 2025
Dubai – United Arab Emirates	1	24	23	25
Abu Dhabi – United Arab Emirates	2	79	84	85
Tel Aviv – Israel	3	108	116	115
Doha – Qatar	4	117	121	122
Riyadh – Saudi Arabia	5	122	127	128

The Middle East is the region that shows the most extreme combination of modernizing ambition and structural imbalances in the **CIMI**. Its five leading cities rank from 25th to 128th globally. This spread of more than 100 positions is unmatched by any other region in the index, reflecting deeply divergent urban realities.

Dubai ranks 25th globally and leads this regional block, standing by far as the most advanced city in the group, with top-tier global results in technology (#2), international profile (#5), and urban planning (#15), reflecting decades of massive investment in cutting-edge infrastructure and global connectivity. Dubai's paradox is revealing, however: strong social cohesion (#10) coexists with a critically weak rank in environment (#158), underscoring that the Emirati development model prioritizes the functional integration of its population—mostly expatriate—over environmental sustainability.

Abu Dhabi largely mirrors Dubai's profile, with leadership in technology and solid performance in economy and international profile, but it carries the same structural weaknesses in environment and human capital, the latter reflecting a labor market heavily dependent on imported low-skilled labor.

Tel Aviv ranks third in the region and 115th globally, with a distinctive profile. Its best result, economy (#73), contrasts with lower ranks in human capital (#151) and social cohesion (#145), although its urban planning (#72) and governance (#102) results point to a city with developing

institutional capacity. The geopolitical context in which the city operates decisively shapes its results across several dimensions.

Doha rises to 122nd globally, with a major strength in technology (#10), consistent with the enormous investments Qatar has made in digital infrastructure as part of its economic diversification strategy. However, the city's results in environment (#166), governance (#166), and human capital (#175) show that this technological development has not yet translated into systemic improvements in governance and sustainability.

Riyadh rounds out the top five in 128th place globally, with its best results in economy (#30), driven by oil revenues and Vision 2030 reforms, and technology (#16), where Saudi Arabia has invested heavily in recent years. However, its results in environment (#172), urban planning (#168), and human capital (#167) reflect the enormous challenges facing a city that has grown rapidly without yet resolving its underlying structural imbalances.

Overall, the Middle East is the **CIMI** region that best illustrates the disconnect between wealth and integrated urban development. Extraordinary investments in technology, connectivity, and infrastructure coexist with some of the index's lowest positions in environment, human capital, and social cohesion—a pattern that raises fundamental questions about the long-term sustainability of an urban model built on abundant resources and limited equity.

Standout cities

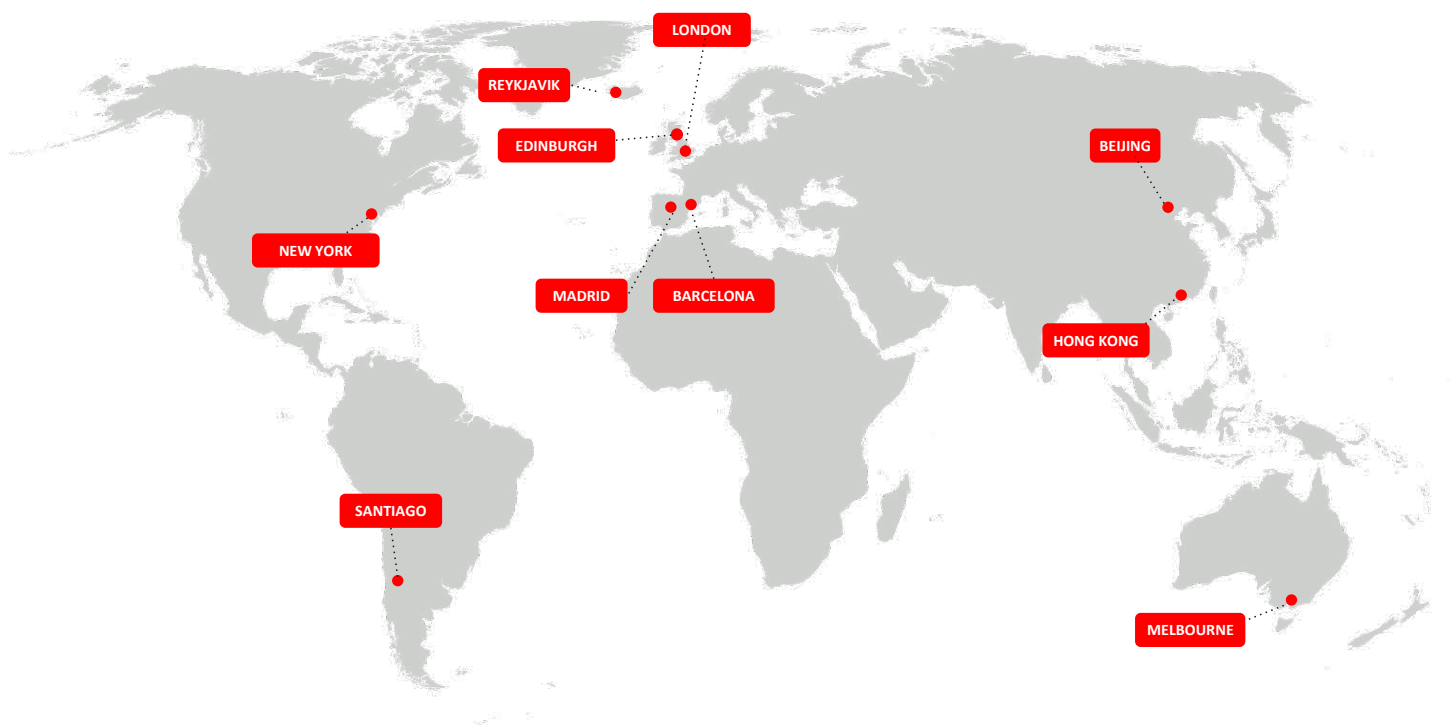
In this section, we present individual analyses of a number of cities that hold prominent positions in the global ranking or in one or more dimensions (see the world map below). The profiles are presented in alphabetical order by city name.

The tables show each city’s trajectory in the global ranking, the dimensions in which it stands out, its regional rank, and its classification by overall performance.

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

This analysis makes it possible to visualize each city’s strengths and areas for improvement and identify the dimensions where it is possible to intervene to improve its performance.

Figure 7. Standout cities





Barcelona

Barcelona ranks 10th globally in both mobility and transportation and human capital, and 12th in governance, a threefold anchor in the upper tier of the index that reflects the coherence of an urban strategy deliberately and consistently pursued over more than two decades.

The Superilles program is at the heart of the city’s mobility transformation. This urban model, promoted by the City Council, groups several blocks into units of approximately 400 x 400 meters. Traffic within these blocks is restricted and redirected to perimeter streets to give priority to pedestrian space and sustainable modes of transportation. Thanks to this model, the Sant Antoni neighborhood, one of the first areas where it was implemented, recorded a 20% reduction in car use, along with declines of 25% in NO2 emissions and 17% in PM10.

The transformation of Glòries is the most ambitious chapter in the strategy of reconfiguring urban space and mobility. What was for decades one of Barcelona’s most congested nodes is now

a nine-hectare urban park that also functions as a major multimodal transit hub.

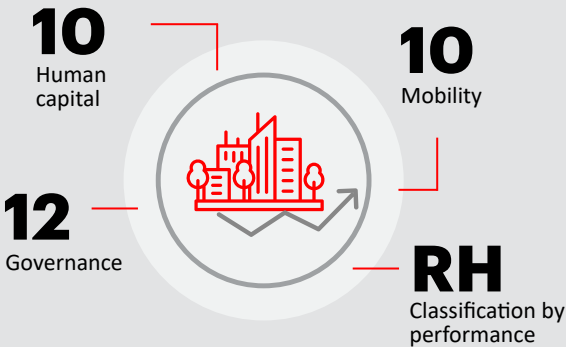
The overall result is a shift in behavior that will be difficult to reverse. According to a 2024 mobility survey conducted by the City Council, 61% of residents report being regular users of public transportation, and sustainable trips—on foot, by bicycle, and by public transportation—now account for 66.5% of all weekday trips.

In the human capital dimension, the 22@ district has hosted more than 4,500 companies and generated employment for nearly 56,000 people since 2001. In 2024, it accounted for 32% of office space leased in Barcelona, driven by sectors such as artificial intelligence, cybersecurity, and the life sciences. At the metropolitan level, the province of Barcelona accounts for 92% of Catalonia’s digital talent and 17% of the Spanish total.

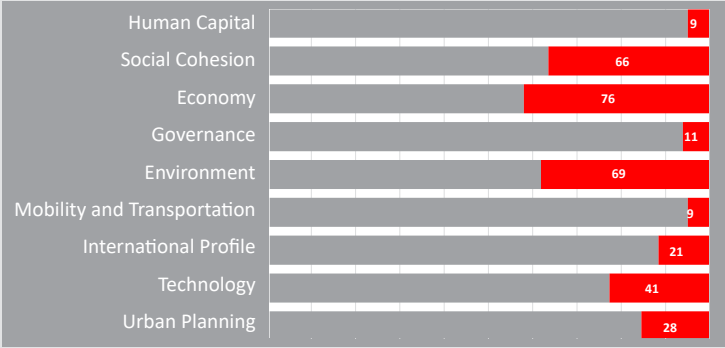
This base is reinforced by an international profile supported by events with global reach. In 2025, the Mobile World Congress generated a record economic impact of €561 million, with nearly 109,000 attendees from 205 countries, bringing its cumulative contribution since its first edition in the city to more than €6.9 billion.

Lastly, the city’s 12th-place governance rank reflects the institutional capacity to coordinate ongoing transformations in a planned manner and with strategic continuity, combining urban regulation, fare policy—with public transportation discounts in place since 2022—and the attraction of investment in high-value-added sectors.

Global rank: #24



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





Beijing

Beijing ranks first worldwide in mobility and transportation thanks to its metro network, which, with 909 kilometers and 524 stations across 30 lines—surpassing any other urban system in length—carries nearly 3.8 billion passengers a year. In December 2024, the opening of new extensions made the Beijing metro system the network with the largest number of stations in the world, surpassing the New York City subway. The city’s commitment to smart mobility extends beyond rail infrastructure. In October 2024, during the World Intelligent Connected Vehicles Conference, authorities announced the expansion of the autonomous-driving demonstration zone from 600 square kilometers to approximately 3,000 square kilometers.

Testing permits have been issued to 33 companies, and nearly 900 vehicles have collectively logged more than 32 million kilometers of autonomous driving—more than a quarter of the national total. The 2025 municipal work report sets the goal of turning Beijing into an “Optical

Network Capital, 10G City” supported by two intelligent computing clusters of up to 10,000 GPUs each, and the digital economy already accounts for 42.9% of its regional GDP.

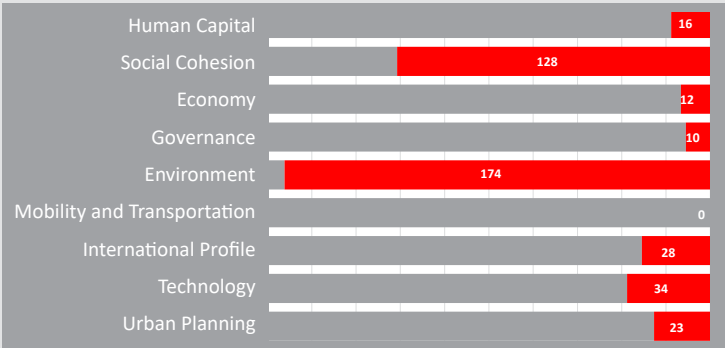
However, the **CIMI** data reveal the structural asymmetry of the city model, reflected in its environmental performance, which remains very poor (#175). Beijing’s very weak rank in this dimension reflects decades of heavy dependence on industry. Recent progress—including a 6.2% drop in PM2.5 pollution in 2024 and continued expansion of the “garden city” program—has not yet been enough to improve its rank. The city also performs poorly in social cohesion (#129), which highlights tensions stemming from inequality and restrictions on internal migration.

More clearly than any other city in the index, Beijing illustrates how selective investment in mobility infrastructure can coexist with deep deficits in other key dimensions of urban intelligence.

Global rank: #10



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





Edinburgh

Edinburgh ranks first worldwide in social cohesion, a distinction rooted in an institutional framework built over decades of active inclusion policies and, in recent years, translated into measurable, verifiable commitments.

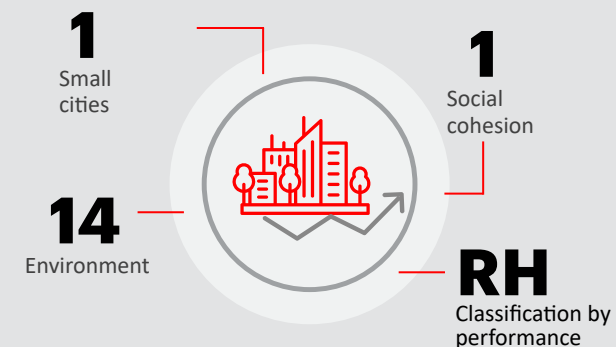
This performance is structured around three main pillars. The first is the city's fair work and poverty eradication agenda. Edinburgh has 790 employers accredited under the Real Living Wage, a voluntary UK standard that sets pay according to the actual cost of living rather than the legal minimum wage. These employers provide jobs for more than 221,000 people. Since 2021, when the City Council approved the plan to make Edinburgh a "Living Wage City," the number of accredited employers has nearly doubled. As a result, nearly 188,000 additional workers are guaranteed a wage sufficient to cover the real cost of living. This public-private collaboration has channeled about £26 million to low-income households over the past year, supported 5,100 people in finding work, and prevented 1,700 cases of homelessness.

The second pillar is technology in the service of inclusion. The 2024–2027 Digital and Smart City Strategy prioritizes equitable digital access and includes the installation of humidity sensors in 500 social housing units to detect structural problems early, with plans to extend the network to 20,000 homes in the municipal housing stock.

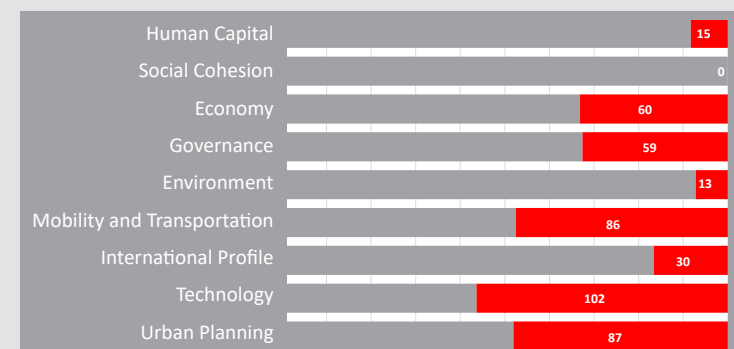
The third pillar is the university's role as a civic anchor. The University of Edinburgh completed its Community Plan 2020–2025 with 32 practical commitments to local communities and launched a new 2025–2030 plan developed through 18 months of consultation and more than 600 interactions with residents and civic organizations.

In contrast to this social leadership, the city's 103rd-place rank in technology points to a real gap between Edinburgh and the major UK hubs. With more than 34,000 professionals in the sector, Edinburgh is Scotland's largest digital hub, but its critical mass remains substantially below that of the London ecosystem, reflecting the city's choice to use technology as an instrument of cohesion rather than as a driver of external projection.

Global rank: #36



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





Hong Kong

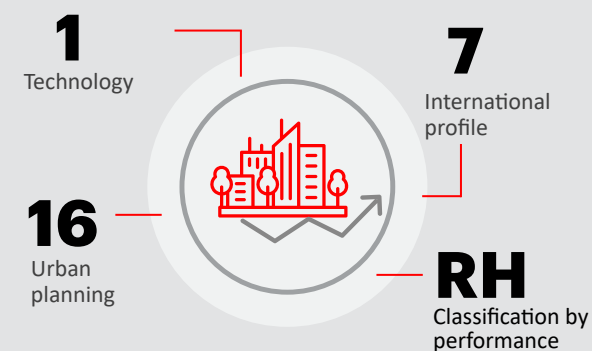
Hong Kong leads the **CIMI** in technology, ranking first worldwide in a dimension that reflects the sophistication of its financial and digital innovation ecosystem. This leadership is underpinned by a high density of players and technological and financial capital. The city is home to more than 1,100 fintech companies and more than 10 unicorns, and the sector attracted \$2.4 billion in investment in 2024.

This strength is also reflected in its position in leading international rankings. Hong Kong ranks third worldwide in the Global Financial Centres Index and fourth in the 2025 World Digital Competitiveness Ranking. In digital assets, the Securities and Futures Commission has licensed 11 virtual-asset trading platforms, and the Shenzhen–Hong Kong–Guangzhou cluster leads WIPO’s 2025 global ranking of the top 100 innovation clusters. In 2025, the city regained the top spot worldwide for funds raised through

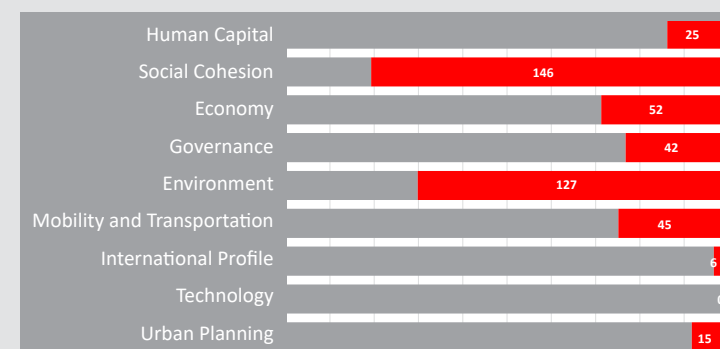
IPOs, with 53 new listings raising approximately HK\$127 billion.

In contrast to its technological leadership, Hong Kong’s 147th-place rank in social cohesion is not a statistical anomaly: one in five residents lives in poverty, more than 220,000 people live in small subdivided housing units, and purchasing the median-priced home would require more than 20 years of the full median income.

Global rank: #26



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





London

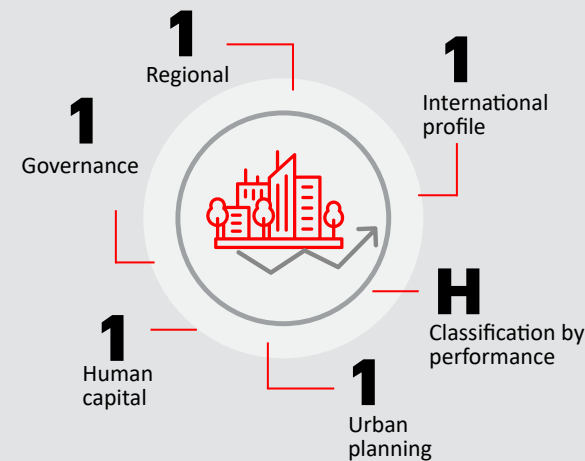
London leads **CIMI 2026**, with top-tier positions in four dimensions—a balanced profile that few megacities can replicate. This leadership is underpinned by a distinctive institutional architecture in governance and urban innovation. The London Office of Technology & Innovation (LOTI) coordinates digital transformation across the city’s 33 boroughs, while the London Data-store—with more than 17,000 developers registered to use its open API—has made public data management in the city a global benchmark. In technology, Transport for London is a leader in open mobility. Its platform powers more than 600 apps used by 42% of Londoners.

In terms of sustainable mobility, the city operates Western Europe’s largest zero-emission bus fleet, with more than 2,000 electric buses, and more than 25,000 electric vehicle charging points, representing 30% of the UK total. This leadership profile is reinforced by intense investment in human capital, reflected in a tech sector

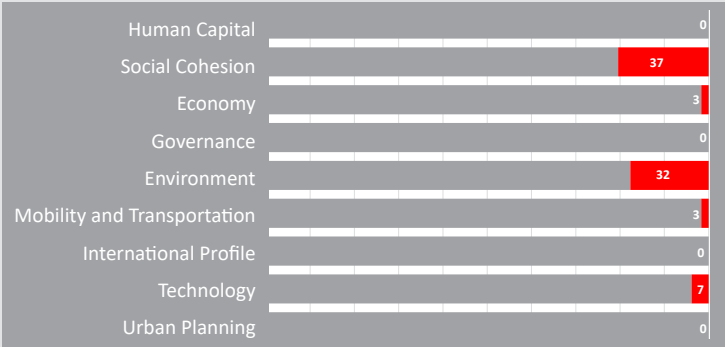
that attracted \$19.8 billion in venture capital in 2022 and is home to more artificial intelligence companies than Paris and Berlin combined.

As for its international profile, London was named Europe’s Best Smart City in 2024 and has more 5G towers than any other European city, with average broadband speeds of 82.7 Mbps.

Global rank: #1



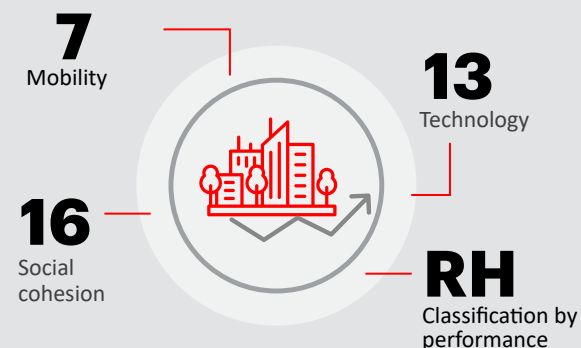
Positions the city of London should gain to be the leader in each dimension



Madrid



Global rank: #15



Spain's capital consolidates its 15th-place global rank as the most balanced city in Southern Europe, performing strongly in social cohesion, technology, and mobility.

In terms of technology, the Community of Madrid is home to over 2,100 tech and innovation companies. According to the *2025 Regional Tech Companies Report*, these companies generate over €5.2 billion in revenue and 36,300 direct jobs, reinforcing Madrid's position as the leading tech hub in Southern Europe. This ecosystem has attracted 62% of all startup investment received in Spain over the past decade, and the city ranks third in Europe in the density of application development engineers and fourth in AI and DevOps.

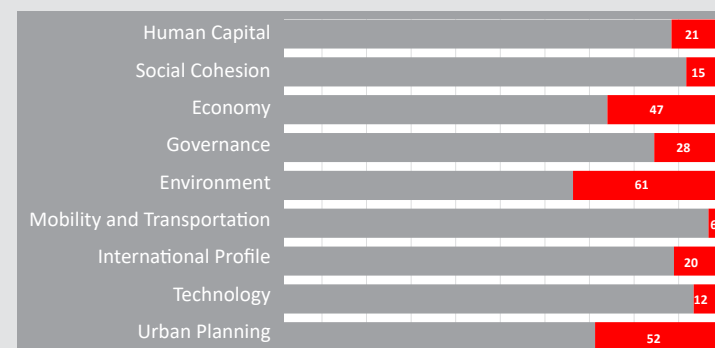
In mobility, Madrid's metro network—the second most extensive in Europe, with more than 300 stations on 12 lines—and Adolfo Suárez Madrid-Barajas Airport, with 66 million passengers in 2024, underpin the city's growing inter-

national profile. This infrastructure network is complemented by sustainable financing policies, such as the 2024 issuance by the Community of Madrid of €1.2 billion in green bonds to finance sustainable transport infrastructure, as well as the international recognition the city received through the 2024 Eurocities Award in the Innovation Ecosystems category.

In terms of social cohesion, Madrid's rank (#16) reflects crime rates that are low for a city of its size and an accessible public-service structure, in contrast with other cities with comparable economies.

Overall, Madrid presents a balanced profile, in which technological development, urban connectivity, and social cohesion are advancing in parallel, consolidating a competitive and relatively inclusive urban model in the European context.

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





Melbourne

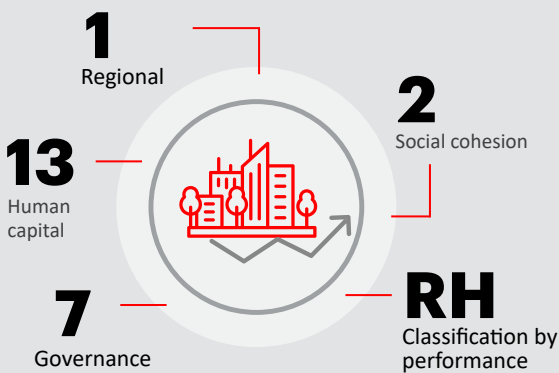
Melbourne ranks second worldwide in social cohesion, a result also supported by the Economist Intelligence Unit, which placed the city fourth in its 2024 Global Liveability Index, where the city received a perfect score of 100/100 in education, health care, and infrastructure. The Victorian capital is consistently identified in international surveys as a benchmark for safety, tolerance, and collective well-being, and this positioning is reflected in high levels of perceived well-being. According to the *Living in Melbourne 2024* report, 81% of residents say they are satisfied with urban quality of life. In governance, the city’s accountability system and citizen participation mechanisms have been cited as a model by international organizations.

In terms of human capital, Melbourne has two universities among the world’s top 50 and a first-rate public health-care system, with two hospitals in Newsweek’s ranking of the world’s top 50 hospitals. The main weakness identified by the **CIMI** is mobility (#114). Seventy-seven percent of the population report facing barriers

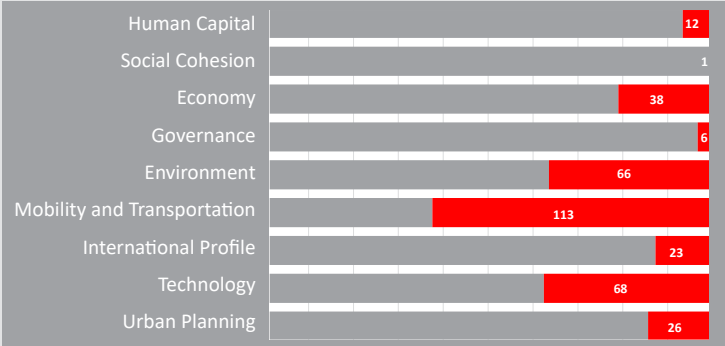
to using public transportation. Crowding and cost are identified as the main obstacles against the backdrop of rapid metropolitan growth with a projected population of nine million by mid-century.

This tension between excellence in quality of life and shortcomings in urban mobility is Melbourne’s main challenge for the coming decade. In this context, the opening of the Metro Tunnel on November 30, 2025, marks a historic milestone for the city. The project is the largest rail initiative in Victoria since the City Loop opened in 1982. This infrastructure, with an investment of approximately A\$14 billion, includes two twin 9-kilometer tunnels and five new underground stations. Overall, Melbourne exemplifies a highly livable urban model, whose main vulnerability lies in the ability of its mobility system to keep pace with demographic and metropolitan growth.

Global rank: #23



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





New York

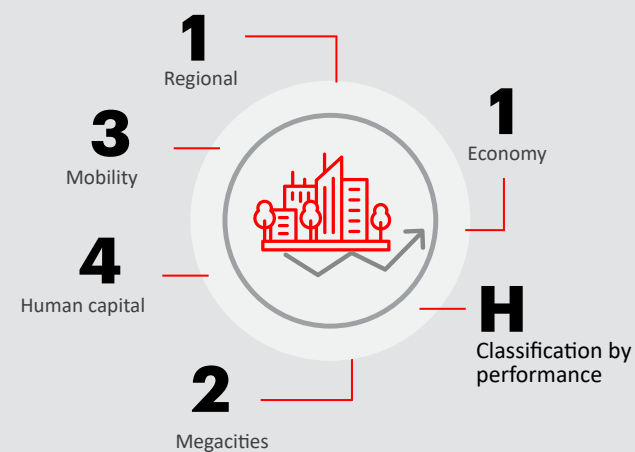
New York retains its position as the world’s leading urban economy—with a gross metropolitan product of \$2 trillion, equivalent to 9% of US GDP—which explains its first-place rank in the economy dimension. However, the **CIMI** data reveal the paradox the city has faced for decades: economic growth has not translated into either social cohesion or environmental quality. In 2024, the top 3% of wage earners had accumulated real wage growth of 34.5% relative to 2019, while the bottom 80% saw only minimal gains, deepening four decades of income polarization. The rental vacancy rate fell to a historic low of 1.4% in 2023, and average rents exceeded \$3,500 per month, creating a housing affordability crisis that has pushed many families out of the city.

The city’s 93rd-place rank in the environment dimension is explained by poor air quality and high transport emissions. New York is responding with programs to expand electric-vehicle charging and new emissions-reduction policies

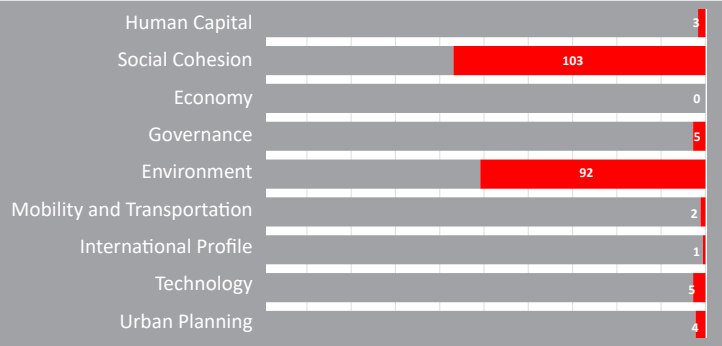
for 2030, but the effects are not yet reflected in the indicators for the period analyzed.

In terms of ongoing urban projects, 2025 marks a turning point for the leading US financial hub in its relationship to mobility. The congestion pricing program—the Central Business District Tolling Program—went into effect on January 5, 2025, with a base toll of \$9 for vehicles entering Manhattan south of 60th Street. The program was the first of its kind in the United States. The initial results were striking. In the first week after implementation, traffic fell 7.5% relative to the same period in 2024, and in March 2025 the MTA (New York City’s public transportation authority) recorded a 13% reduction in inbound vehicle volume relative to March of the previous year—67,000 fewer vehicles per day by July 2025.

Global rank: #2



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



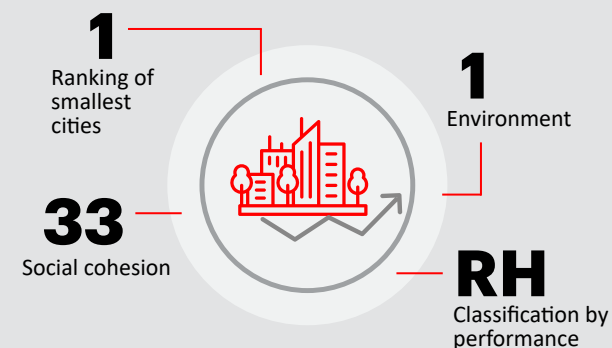
Reykjavik

Reykjavik ranks first worldwide in the environment dimension for a structural reason that is difficult to replicate: 100% of its electricity comes from renewable sources (mainly hydro-power), and 90% of households are heated with geothermal water drawn directly from underground through a network that began to be built in 1930 and is now one of the largest in the world. The Hellisheiði plant, which generates 303 MW of electricity and 400 MW of thermal energy, integrates the CarbFix project for capturing and mineralizing CO₂ in basalt rock. This pioneering initiative has recently been expanded in collaboration with Climeworks, which removes CO₂ from the atmosphere for underground injection, positioning the city as a benchmark for net-negative emissions. Reykjavik's per capita CO₂ emissions stand at 2.8 tons per year, well below the average for comparable cities. The city aims to achieve carbon neutrality by 2040.

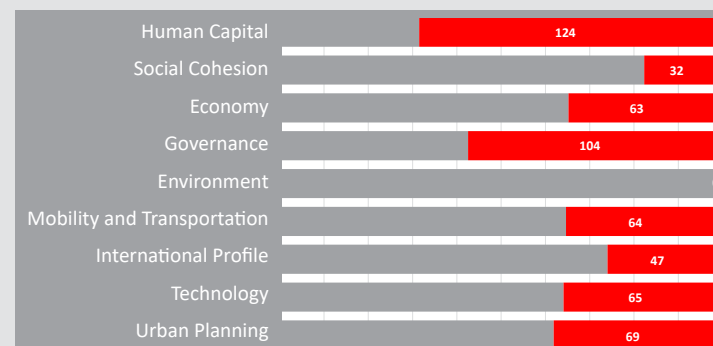
Reykjavik has also introduced hydrogen and electric buses and is expanding its cycling network. The city has been selected to participate in the EU Mission for Climate-Neutral and Smart Cities by 2030, which brings funding opportunities and knowledge transfer to other European cities. This climate-leading infrastructure is further strengthened by the integration of direct air capture technologies mentioned above.

The limits of the city's model become apparent at the level of scale. Reykjavik is a city of just 140,000 residents, which facilitates coherent governance but complicates direct comparisons with larger metropolitan areas. This is reflected in its ranks in governance (#105) and human capital (#125), which point to a more limited institutional base and pool of specialized talent than those of Europe's major capitals.

Global rank: #29



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





Santiago

Santiago consistently leads the **CIMI** among the Latin American cities included in the index, a position that reflects a combination of institutional stability, advanced digital infrastructure, and an expanding innovation ecosystem. Chile ranks 37th in the 2025 Global Startup Ecosystem Index, with 10.3% growth over the past year, and Santiago accounts for 91% of the country’s startups and 75% of its ecosystem capacity nationwide.

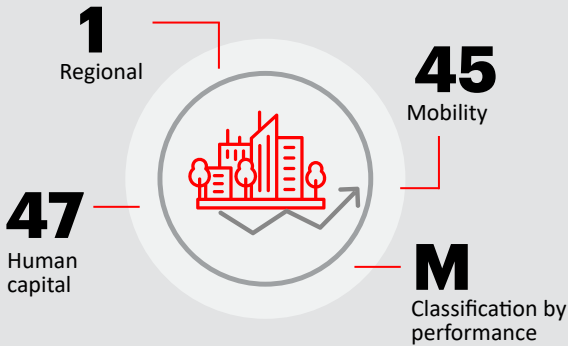
The city benefits from the fastest Internet speeds in South America, averaging 213 Mbps, and from 5G coverage rolled out nationwide in 2024. In July 2024, Santiago hosted Smart City Expo Santiago, which attracted more than 10,000 visitors and over 100 exhibitors, reinforcing the city’s role as a Latin American benchmark in smart urbanism. The startup ecosystem raised \$1.8 billion in 2024—60% more than in 2023—driven by fintech, green tech (\$600 million), and AI. The government initiative Start-Up Chile, active for more than a decade, has attracted entrepreneurs from 90 countries.

In terms of mobility, the most significant transformation now underway is the expansion of the metro network, with the addition of three new lines. Line 7—with 26 kilometers entirely underground and 19 stations—is scheduled to open in 2028 and will connect communities that have historically been underserved by rail transit with Vitacura’s northeastern corridor for the first time, reducing travel time between the two areas by 49%.

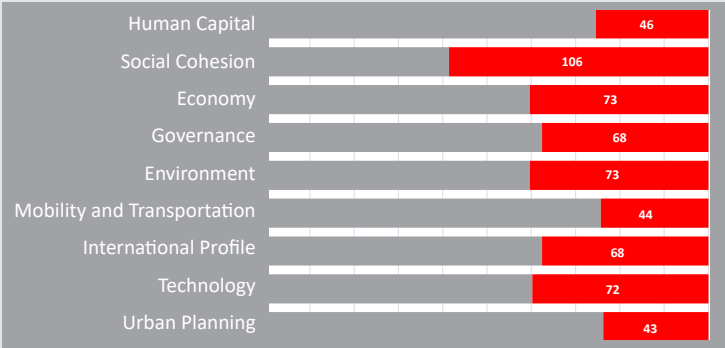
The city’s weaker ranks in social cohesion (#107) and environment (#74) reflect persistent income inequality and the air pollution challenges facing the Central Valley basin, which remain the main unresolved issues in Chile’s urban model.

Overall, Santiago shows a profile of sustained progress, in which the dynamism of its innovation ecosystem and improved urban connectivity coexist with structural gaps that remain unresolved in social and environmental terms.

Global rank: #69



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





Cities in Motion: Evolution

The transformation of a city is crucial to understanding the direction of its development. **Table 13** shows how the ranks of the top 50 cities in **CIMI 2026** have changed over the past three years, across two periods: 2023–2024 and 2024–2025.

The table's most stable core consists of five cities—London, New York, Paris, Berlin, and Copenhagen—that show no significant movement in either of the two periods considered. However, even at the top of the ranking, there are some shifts. Tokyo shows a notable improvement in 2023–2024 (gaining four positions), and Stockholm gains two positions in 2024–2025, indicating that absolute stability is exclusive to the five-city core. Beyond that point, dynamism is the norm.

The most striking pattern over the two periods is a V-shaped recovery, with 14 cities declining in 2023–2024 and regaining positions in 2024–2025: Madrid, Hamburg, Toronto, Barcelona, Rotterdam, Helsinki, Dublin, Austin, Edinburgh, Taipei, Vancouver, Geneva, Cologne, and Manchester. The geographic diversity of this group, which includes cities in Western Europe, North America, and Asia-Pacific, suggests that the decline in 2024 stemmed from a global shock that affected places with very different profiles, and that 2025 brought a correction back toward their previous trajectory.

Four cities—Beijing, Seattle, Hong Kong, and Basel—deserve special attention as they are the only ones to gain ground in both consecutive periods. Hong Kong is especially notable because it reversed a downward trend that had persisted in previous editions, showing a sustained recovery in its financial and technological ecosystem. This trend is also evident in the Chinese capital, which is the only top-10 city with upward momentum in both periods.

Conversely, five cities—Oslo, Vienna, Bern, Miami, and Wellington—post declines in both periods. Oslo, in particular, shows a loss of competitiveness that warrants close attention in the next edition.

The group of cities that rise and then fall—San Francisco, Zurich, Melbourne, Dubai, Sydney, Shanghai, Montreal, Auckland, and Brussels—illustrates the difficulty of consolidating isolated improvements. San Francisco and Dubai share a profile of high internal variance that generates sharper fluctuations than those seen in cities with a more balanced model.

Table 13. Changes in the ranks of the top 50 cities in the 2025 ranking (last three years)

City	2023	2024	2025	2023/ 2024	2024/ 2025
London – United Kingdom	1	1	1	➡ 0	➡ 0
New York – United States	2	2	2	➡ 0	➡ 0
Paris – France	3	3	3	➡ 0	➡ 0
Berlin – Germany	4	4	4	➡ 0	➡ 0
Tokyo – Japan	9	5	5	⬆ 4	➡ 0
Singapore – Singapore	5	6	6	⬇ -1	➡ 0
Amsterdam – Netherlands	6	7	7	⬇ -1	➡ 0
Copenhagen – Denmark	8	8	8	➡ 0	➡ 0
Seoul – South Korea	11	11	9	➡ 0	⬆ 2
Beijing – China	30	14	10	⬆ 16	⬆ 4
Oslo – Norway	7	9	11	⬇ -2	⬇ -2
Chicago – United States	10	13	12	⬇ -3	⬆ 1
Munich – Germany	12	12	13	➡ 0	⬇ -1
San Francisco – United States	14	10	14	⬆ 4	⬇ -4
Madrid – Spain	15	16	15	⬇ -1	⬆ 1
Zurich – Switzerland	19	15	16	⬆ 4	⬇ -1
Hamburg – Germany	13	18	17	⬇ -5	⬆ 1
Washington – United States	17	17	18	➡ 0	⬇ -1
Stockholm – Sweden	20	20	19	➡ 0	⬆ 1
Toronto – Canada	18	21	20	⬇ -3	⬆ 1
Seattle – United States	26	25	21	⬆ 1	⬆ 4
Boston – United States	16	22	22	⬇ -6	➡ 0
Melbourne – Australia	23	19	23	⬆ 4	⬇ -4
Barcelona – Spain	22	28	24	⬇ -6	⬆ 4
Dubai – United Arab Emirates	24	23	25	⬆ 1	⬇ -2
Hong Kong – China	39	30	26	⬆ 9	⬆ 4
Rotterdam – Netherlands	29	32	27	⬇ -3	⬆ 5
Helsinki – Finland	27	31	28	⬇ -4	⬆ 3
Reykjavik – Iceland	25	27	29	⬇ -2	⬇ -2
Dublin – Ireland	31	33	30	⬇ -2	⬆ 3
Basel – Switzerland	37	34	31	⬆ 3	⬆ 3
Sydney – Australia	33	26	32	⬆ 7	⬇ -6
Vienna – Austria	21	29	33	⬇ -8	⬇ -4
Austin – United States	28	35	34	⬇ -7	⬆ 1
Shanghai – China	35	24	35	⬆ 11	⬇ -11
Edinburgh – United Kingdom	32	38	36	⬇ -6	⬆ 2
Frankfurt – Germany	36	36	37	➡ 0	⬇ -1
Taipei – Taiwan	34	40	38	⬇ -6	⬆ 2
Montreal – Canada	48	37	39	⬆ 11	⬇ -2
Bern – Switzerland	38	39	40	⬇ -1	⬇ -1
Vancouver – Canada	43	44	41	⬇ -1	⬆ 3
Geneva – Switzerland	45	47	42	⬇ -2	⬆ 5
Los Angeles – United States	40	41	43	⬇ -1	⬇ -2
Cologne – Germany	54	55	44	⬇ -1	⬆ 11
Miami – United States	41	43	45	⬇ -2	⬇ -2
Wellington – New Zealand	46	45	46	⬆ 1	⬇ -1
Auckland – New Zealand	44	42	47	⬆ 2	⬇ -5
Eindhoven – Netherlands	49	49	48	➡ 0	⬆ 1
Brussels – Belgium	47	46	49	⬆ 1	⬇ -3
Manchester – United Kingdom	42	52	50	⬇ -10	⬆ 2

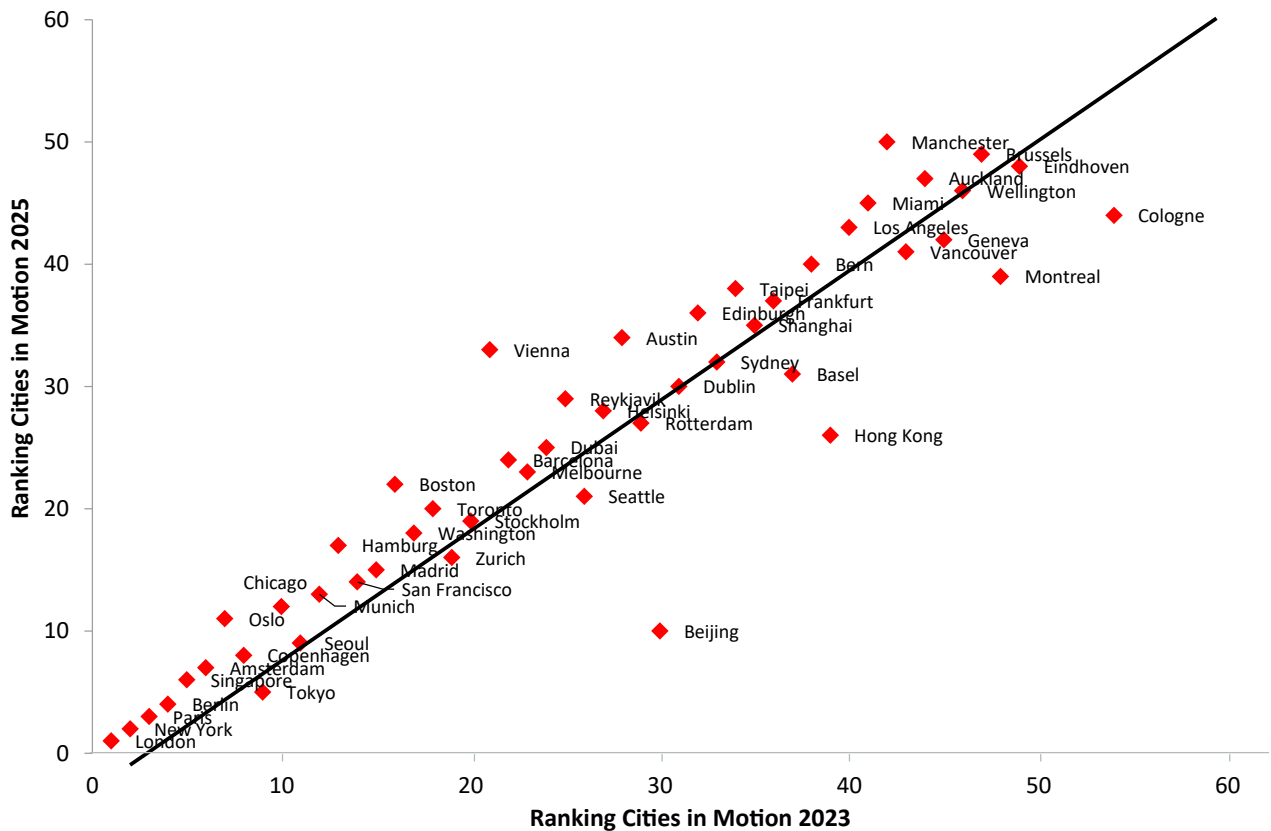
To complement the information presented in the previous table, **Figure 8** illustrates how the ranks of the top 50 cities changed from 2023 to 2025. Cities that moved up appear below the 45-degree diagonal line—indicating an improvement as their rank number falls—while those that moved down appear above the line.

The overall pattern shows that the vast majority of cities cluster very close to the diagonal, confirming a high degree of structural stability in the ranking over the 2023–2025 period. However, the degree of dispersion is not uniform: it is noticeably greater in the upper half of the chart—corresponding to cities ranked between 30th and 50th—than in the lower half, where London, New York, Paris, Berlin, Tokyo, and Singapore appear almost exactly on the line, showing that leadership in the index is firm and inertial.

Among the cities with a net decline over the period, Vienna, Oslo, and Boston stand out. Despite retaining strong positions, they have consistently lost ground, which may reflect a decline in relative competitiveness compared with more dynamic cities. Conversely, well below the diagonal line, Beijing and Hong Kong stand out for posting the most striking gains in the entire sample, with improvements that run counter to the general pattern of stability and suggest either an accelerated recovery or strategic repositioning in key dimensions such as technology or international profile.

Cologne and Montreal also appear below the line, pointing to emerging competitiveness among second-tier European and North American cities that warrants close attention in future editions of the index.

Figure 8. Changes in the ranks of the top 50 cities (2023–2025)





In this section, a comparative analysis of the **CIMI** and other indices is presented. **Table 14** shows the top 10 cities in this ranking (2025 edition) and in the other seven indices considered. Cities that appear in the **CIMI** top 10 are shown with shading.

The first finding to emerge from the comparison is convergence. The cities that the **CIMI** places at the top—London, New York, Paris, Tokyo, and Singapore—appear in the top 10 of at least three of the seven external indices. London, the **CIMI** leader, has the strongest cross-index support of any city. The UK capital ranks in the top 10 of six of the seven compared indices and ranks first in both the Global Power City Index and the *2026 World's Best Cities Report*. The UK capital is followed by Singapore, which appears in the top 10 of five external indices, and New York, which appears in four. This convergence of independent methodologies and institutions, none of which have ties to one another, is no minor point. It underscores the robustness of the **CIMI** and confirms that its indicators accurately reflect global urban reality.

This breadth is not a design artifact but the direct result of the **CIMI**'s architecture. By evaluating nine dimensions—economy, human capital, social cohesion, environment, governance, urban planning, technology, mobility, and international profile—using objective indicators for each, the index ensures that no single axis dominates the overall result. A city may lead in finance, but that does not guarantee it the top spot if its performance in the cohesion or environment dimension is weak. Likewise, a city that is exemplary in sustainability, but has a limited international profile or economic base, will not rank among the top cities.

Overall, the results shown in the table confirm that **CIMI 2026** is not just another index among comparable measures, but rather an instrument with a specific and distinctive purpose: to measure urban intelligence in its fullest sense by bringing together dimensions that are usually evaluated separately and offering a comprehensive view that none of the compared indices provides individually.

Table 14. Comparison with other indices (top 10)

City rank	CIMI 2026 (IESE)	Global Cities Index 2025 (A.T. Kearney)	Global Financial Centres Index 2025, GFCI (Z/Yen)	Global Power City Index 2025 (MMF)	Global Liveability Index 2025 (Economist Intelligence Unit)	Sustainable Cities Index 2025 The Arcadis	IMD Smart City Index 2025 World Competitiveness Center	World's Best Cities Report 2026 Resonance
1	London	New York	New York	London	Copenhagen	Amsterdam	Zurich	London
2	New York	London	London	Tokyo	Vienna	Rotterdam	Oslo	New York
3	Paris	Paris	Hong Kong	New York	Zurich	Copenhagen	Geneva	Paris
4	Berlin	Tokyo	Singapore	Paris	Melbourne	Frankfurt	Dubai	Tokyo
5	Tokyo	Singapore	San Francisco	Singapore	Geneva	Munich	Abu Dhabi	Madrid
6	Singapore	Beijing	Chicago	Seoul	Sydney	Oslo	London	Singapore
7	Amsterdam	Hong Kong	Los Angeles	Amsterdam	Osaka	Hamburg	Copenhagen	Rome
8	Copenhagen	Shanghai	Shanghai	Shanghai	Auckland	Berlin	Canberra	Dubai
9	Seoul	Los Angeles	Shenzhen	Dubai	Adelaide	Warsaw	Singapore	Berlin
10	Beijing	Chicago	Seoul	Berlin	Vancouver	London	Lausanne	Barcelona

Cities in Motion: Ranking of cities by population category

Below is the ranking of cities by population category, based on a classification of the 183 cities in the index according to this criterion. The grouping is based on various

reference sources consulted, including *The Economist* and the UN. **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
	Under 600,000	Smallest cities	9
	600,000 to 1 million	Small cities	17
	1 million to 5 million	Medium-sized cities	98
	5 million to 10 million	Large cities	25
	Over 10 million	Megacities	34

RANKING OF SMALLEST CITIES

The **CIMI 2026** analysis of the smallest-city segment—cities with fewer than 600,000 residents—reveals one of the index’s most consistent findings: scale is not a prerequisite for urban competitiveness. Taken together, the five cities at the top of this ranking make the strongest case that institutional density, economic specialization, and social cohesion can more than compensate for the absence of demographic critical mass.

As shown in the table, Reykjavik leads this group, ranking 29th globally. This represents a slight downward trend from 25th place in 2023, reflecting the difficulty of sustaining structural advantages without increasing the complexity of the urban ecosystem. Reykjavik’s global leadership in environment, discussed in its individual profile, helps explain this result.

In 2025, Basel ranks second in this category, with a global rank of 31st. This continues its steady improvement from 37th place in 2023—the most notable gain in the group. The city’s competitiveness rests on a distinctive model of sectoral specialization. The metropolitan area is home to Europe’s largest life sciences cluster, with anchor firms Roche and Novartis and ecosystem growth of 9.3% per year from 2010 to 2020, outpacing that of San Francisco, Singapore, and Boston. The cluster is complemented by the Basel2037 SME decarbonization program, launched in 2024, and by Mercer’s recognition of Basel as the world’s fifth-best city for quality of life in 2024. The Oxford Economics index places Basel among the world’s top 10 cities for quality of life, with per capita incomes

comparable to those of leading US cities but a markedly more equal distribution of income.

Bern, ranked third in the group and 40th globally, exhibits the most stable trajectory among the five cities. The Swiss capital remains within a narrow range between 38th and 40th place over the analyzed period, reflecting the strength of its institutional base. However, this stability also highlights its limited ability to move up the ranking in dimensions such as technology and international profile.

Wellington ranks fourth in this group and 46th globally. The city has maintained near-perfect consistency over the past three years (#46, #45, and #46, respectively), which the Oxford Economics Global Cities Index interprets as a strength in governance and environmental quality—New Zealand shares first place globally in political stability and business environment—but this flat trajectory also points to the difficulties faced by a city that New Zealand’s own policy debate recognizes is not dense enough to compete with larger capitals in the economy and human capital dimensions. The Economist Intelligence Unit ranked Wellington 20th in the Global Liveability Index 2024.

Canberra rounds out the group in 57th place globally, showing the most volatile trajectory. From 2023 to 2024, the city moved up from 56th to 51st place, before falling back to 57th in 2025. This suggests that its competitiveness is still in the process of consolidating. Yet evidence from outside the **CIMI** offers a revealing contrast: the Oxford Economics Global Cities Index 2025 ranks Canberra first globally for quality of life—ahead of Grenoble, Bern,



and Basel—citing life expectancy, income equality, relative housing affordability, and safety as key drivers of that performance. The divergence between the two rankings illustrates a structural pattern among medium-sized capital cities: they may lead in residents’ well-being without achieving the same prominence in the economic, technological, or international-profile dimensions that underpin a high ranking in integrated competitiveness indices such as the **CIMI**.

The broader pattern that emerges from an analysis of this group is that the highest-ranked cities with populations below 600,000 included in the **CIMI** share three characteristics. First, they have high-value economic

specialization: Basel specializes in life sciences, Reykjavik in geothermal energy and climate innovation, and Bern and Canberra in federal-capital functions. Second, they have institutional quality and governance scores that are consistently higher than the index average. Third, they lack the negative externalities that penalize megacities, such as congestion, structural inequality, and pollution. Their main competitive constraint is the mirror image of their strengths: their smaller scale limits the depth of their technological ecosystems, economic diversification, and the ability to maintain an international profile. This explains why none of the five cities ranks higher than 29th globally, regardless of their performance in individual dimensions.

Top 5 cities with population under 600,000

City	Segment rank	Global rank 2023	Global rank 2024	Global rank 2025
Reykjavik – Iceland	1	25	27	29
Basel – Switzerland	2	37	34	31
Bern – Switzerland	3	38	39	40
Wellington – New Zealand	4	46	45	46
Canberra – Australia	5	56	51	57



Ranking of small cities

The table below shows the five highest-ranked small cities in the **CIMI** with populations between 600,000 and 1 million and changes in their global rank from 2023 to 2025. The group shows a predominantly positive pattern, with four of the five cities either improving or holding steady, and notable geographic diversity, spanning the United Kingdom, Switzerland, the Netherlands, Estonia, and Lithuania.

Edinburgh clearly leads the segment and is the most notable case in the table because of its V-shaped trajectory. The city fell from 32nd to 38th from 2023 to 2024, then recovered to 36th in 2025, making it the highest-ranked small city globally. The Scottish capital's leadership in this segment is consistent with its well-known strengths in social cohesion and human capital.

Next in the group, Geneva and Eindhoven show the most sustained gains. The Swiss city rises from 45th to 42nd, with continuous progress over the three years analyzed. For its part, the Dutch city, a European benchmark in technological innovation and design, maintains an equally stable trajectory—moving from 49th to 48th—confirming that its specialized small-city model is gaining recognition in the index.

Tallinn, in fourth place in the table, is the standout case of recovery. After falling from 59th to 63rd in 2024, the city rebounds to 59th in 2025, fully regaining the lost ground. The Estonian capital, internationally recognized for its advanced model of digital governance, demonstrates notable resilience within this group.

The Lithuanian capital—Vilnius—rounds out the table as the only case of sustained decline, dropping from 73rd to 76th over two years. Despite being the city with the greatest economic dynamism in the Baltic republics, the city's weaker positions in structural dimensions such as human capital and international profile limit its progress in the global ranking.

Viewed as a whole, this segment reinforces an important conclusion for the **CIMI**: small European cities with a clear specialization—in technology, digital governance, or social cohesion—are capable of maintaining very competitive global ranks, outperforming much larger metropolises across multiple dimensions of the index.

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

City	Segment rank	Global rank 2023	Global rank 2024	Global rank 2025
Edinburgh – United Kingdom	1	32	38	36
Geneva – Switzerland	2	45	47	42
Eindhoven – Netherlands	3	49	49	48
Tallinn – Estonia	4	59	63	59
Vilnius – Lithuania	5	73	75	76



Ranking of medium-sized cities

This segment—comprising cities with populations between 1 and 5 million—is qualitatively different from the previous two because it is more competitive. These cities occupy elite positions in the global ranking—all between 6th and 14th—and compete directly with the world’s major metropolitan areas. The key takeaway is not which city leads the segment, but the downward pressure affecting the group as a whole.

Amsterdam and Copenhagen form an exceptionally stable bloc. After a minimal drop from 6th place, Amsterdam remains in 7th place globally for two consecutive years, while Copenhagen holds steady at 8th place across all three editions. Both cities show that their urban model—with strengths in sustainable mobility, governance, and environment—underpins a structurally solid position that does not depend on cyclical factors.

Oslo and Munich illustrate the opposite pattern: one of gradual decline. The Norwegian capital falls from 7th to 11th globally over two years—the steepest drop in the group—which indicates that other cities are advancing more quickly in the dimensions the **CIMI** assesses. The Bavarian city declines more moderately, from 12th to

13th, confirming the same downward trend. In both cases, their global ranks remain prominent, but the trend warrants attention.

The fifth city in the table, San Francisco, is the group’s most volatile case, following an inverted V-shaped trajectory. The city moved up from 14th in 2023 to 10th in 2024—the best result in the group that year—before falling back to 14th in 2025. This instability likely reflects the well-documented tensions the city faces in dimensions such as social cohesion and housing affordability, which offset its technological and economic strengths.

The overall pattern in this segment is the most notable among the three analyzed population groups: the cities with populations between 1 and 5 million that lead the **CIMI** are predominantly in Northern Europe and follow an urban model that combines efficiency, sustainability, and institutional quality. The fact that they remain in the global top 15 while competing with megacities 10 or 20 times their size is one of the clearest signs that, by weighing nine dimensions rather than focusing exclusively on economic scale or financial connectivity, the **CIMI** allows excellence in urban management to be recognized regardless of scale.

Top 5 cities with population 1 to 5 million

City	Segment rank	Global rank 2023	Global rank 2024	Global rank 2025
Amsterdam – Netherlands	1	6	7	7
Copenhagen – Denmark	2	8	8	8
Oslo – Norway	3	7	9	11
Munich – Germany	4	12	12	13
San Francisco – United States	5	14	10	14



Ranking of large cities

This segment of large cities—those with populations between 5 and 10 million—includes some of the most influential cities in the index and shows the greatest stability of any population segment analyzed. With global ranks ranging from fourth to 18th, the group competes directly with the top three cities in the overall ranking—London, New York, and Paris—and maintains those ranks with striking consistency across the three editions.

Berlin is the most notable case in the group and one of the most striking in the index as a whole. The German capital has held fourth place globally without variation across all three consecutive editions, making it the most stable city in the entire sample analyzed by population segment. Its consistency reflects a balanced urban model that combines strengths in human capital, governance, sustainability, and innovation without relying on a single area of excellence.

Singapore joins the German capital in that elite tier with similar consistency, slipping from 5th to 6th globally, without significant variations. Its city-state model—based on exceptionally high institutional efficiency, advanced technology, and global connectivity—generates a position that remains structurally anchored near the top of the index.

The most notable development in this edition is Madrid's entry into the segment's top five. The Spanish capital,

which had not ranked among the five leading cities in its population bracket in previous editions, moves into fourth place in the segment with a global rank of 15, consolidating its position as the undisputed urban benchmark in southern Europe and the only Spanish city to appear in a top five by population segment in **CIMI 2026**. The city's rise reflects sustained improvements in technology, mobility, and social cohesion, which the index has consistently captured over several editions. By 2025, these improvements had reached sufficient critical mass to elevate the city into this elite group.

Next, Chicago maintains a competitive global position, ranking between 10th and 13th across the three editions. A slight recovery to 12th place in 2025 confirms its strength as the North American benchmark in this segment.

Washington rounds out the group, showing a moderate downward trend as it slips from 17th to 18th place. This contrasts with the overall stability of the rest of the segment.

Overall, the results confirm that cities with populations between 5 and 10 million show the greatest year-over-year stability in the index. Madrid's entry breaks that inertia in a positive direction and constitutes one of the most significant shifts in this edition's analysis by population segment.

Top 5 cities with population 5 to 10 million

City	Segment rank	Global rank 2023	Global rank 2024	Global rank 2025
Berlin – Germany	1	4	4	4
Singapore – Singapore	2	5	6	6
Chicago – United States	3	10	13	12
Madrid – Spain	4	15	16	15
Washington – United States	5	17	17	18



Ranking of megacities

The group of cities with populations above 10 million is the most distinctive of all those analyzed for a reason that the table below makes clear: the top-ranked cities within this population segment closely match the top global ranks. The five leading megacities are also the top five cities in the global index, which makes this segment the structural core of **CIMI 2026**.

The London–New York–Paris podium shows absolute and unprecedented stability. The three cities have remained first, second, and third globally for three consecutive editions, without a single variation in any of the available data across the nine dimensions analyzed. This is the most stable bloc in the entire index at any population scale and reflects the accumulation of structural advantages—human capital, international profile, economy, and governance—that these three major cities have built over decades and that no temporary fluctuation appears able to alter in the short term.

In fourth place, Tokyo shows the most significant improvement in this segment, rising from 9th in 2023 to 5th in 2025 with continuous, accelerating progress.

In just two years, the Japanese capital has gained four places globally, which, at the top of the index—where competition is most intense—represents an extraordinary advance. This rise reflects the city’s major investments in urban planning, resilience, and transportation, which the **CIMI** increasingly captures in its indicators.

Seoul is the other city in the group showing upward movement. The capital of South Korea rises from 11th to 9th place, entering the global top 10 of the index for the first time. Its trajectory—previously stalled at 11th place and then jumping two positions in 2025—suggests that its strengths in technology, mobility, and human capital have matured enough to cross that symbolic threshold.

The key takeaway from the analysis of this segment is that this is where the **CIMI** demonstrates its greatest discriminating power: the index ranks the world’s most complex, diverse, and closely studied cities with precision and consistency. These are the cities for which the most information is available and for which the greatest academic debate exists. The **CIMI’s** ability to produce stable results that withstand year-over-year comparison is the most demanding test of the index’s methodological robustness.

Top 5 cities with population over 10 million

City	Segment rank	Global rank 2023	Global rank 2024	Global rank 2025
London – United Kingdom	1	1	1	1
New York – United States	2	2	2	2
Paris – France	3	3	3	3
Tokyo – Japan	4	9	5	5
Seoul – South Korea	5	11	11	9

After examining the rankings by population segment in detail, an integrated perspective must be adopted. **Figure 9** allows us to examine three variables simultaneously—region of origin, city size, and ranking quartile—and reveals structural patterns that no single variable can explain on its own.

Western Europe, with 57 cities, is the most represented region and the one whose flows show the greatest spread toward the upper quartiles. Cities in the region are notably concentrated in Q1 and Q2, confirming that Western Europe is not only the most represented region but also the best positioned in aggregate terms. In contrast, Eastern Europe, with 24 cities, shows a distribution shifted toward Q3 and Q4, pointing to a regional bloc with a significant presence but more modest global performance. This pattern stands in clear contrast to that of North America, which, with the same number of cities—24—shows a distribution markedly concentrated in the upper quartiles and very limited presence in Q4, reflecting the competitive consistency of major US and Canadian metropolitan areas.

Latin America, with 27 cities, is the second most represented region in the index by number of cities and the one with the least favorable distribution. Its flows are predominantly concentrated in Q3 and Q4, with only a marginal presence in Q1. This underscores the structural gap separating the region from the index's global leaders. The Middle East, with 10 cities, exhibits an interesting bimodal distribution. Part of its flow reaches Q1 and Q2—thanks to hubs such as Dubai and Abu Dhabi—while the rest is concentrated in the lower quartiles, reflecting the region's internal heterogeneity.

Africa, with 11 cities, channels almost all of its mass into Q4, with no appreciable flows toward the upper quartiles, confirming the structural lag already described in the regional analysis.

With just five cities, Oceania shows a favorable profile relative to its size. Its flows clearly reach Q1 and Q2, reflecting the competitive position of cities such as Sydney, Melbourne, and Auckland.

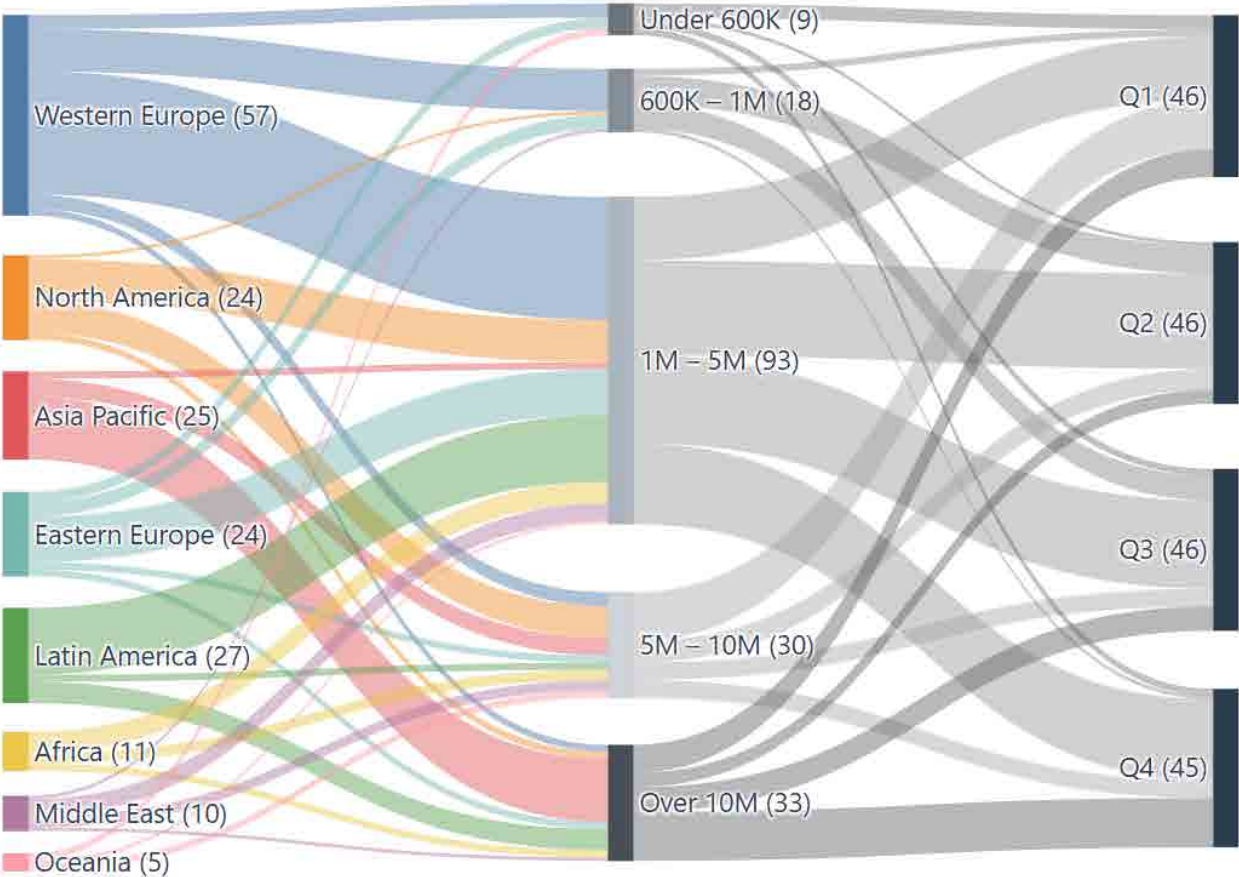
With 25 cities, the Asia-Pacific region exhibits the most heterogeneous distribution of any region. There is a relatively strong presence in all four quartiles, reflecting the coexistence of top-tier global cities and others with more modest performance.

When the analysis is broken down by population size, medium-sized cities (with populations between 1 and 5 million) emerge as the dominant group. The 98 cities in this population segment account for the largest volumes flowing toward all four quartiles. This group has the most balanced distribution of all the size categories, with a significant presence in both Q1 and Q4, which suggests that medium size in itself neither guarantees nor prevents strong performance: what matters is each city's region and development model.

Megacities (with populations exceeding 10 million) exhibit a notable pattern: their flows are concentrated in Q2 and Q3, with a minimal presence in Q1 and a more significant presence in Q4 than would be anticipated based on their economic weight. This is consistent with the **CIMI's** broader finding that size does not guarantee dimensional balance. Major metropolitan areas tend to pay a price in the environment, social cohesion, and mobility dimensions, which drags down their overall rank. The 25 large cities (with populations ranging from 5 to 10 million) have a profile similar to megacities, albeit somewhat more dispersed, with significant flows toward Q1 driven by cities such as Beijing and Seoul.

Despite their limited representation, the 17 small cities (with populations between 600,000 and 1 million) and the nine smallest cities (under 600,000) show a notable share of their flows in Q1. This is especially striking. Cities such as Reykjavik, Bern, and Basel demonstrate that small size is not an obstacle to leading the index when their development model is solid and balanced.

Figure 9. City type by size and global rank





Cities in Motion: City archetypes

The K-means algorithm, applied to cities' scores on each of the index's nine dimensions ($k = 5$, selected by maximizing the silhouette coefficient), identifies five archetypes with distinct and internally coherent urban profiles.

Archetype 1 • Global metropolises (7 cities)

The cities in this archetype combine high scores across the dimensions with the greatest structural weight in the index: economy, human capital, international profile, urban planning, and governance. Their defining feature is not excellence in a single dimension, but the accumulation of critical mass across all of them. Environment is the group's weakest dimension—a cost inherent to megacity scale—and social cohesion shows moderate values, reflecting the inequality tensions typical of large global cities. A weak score in the environment dimension is not a matter of policy negligence, but an almost inevitable consequence of managing a large, dense city: higher transport emissions, less green space per capita, and more concentrated industry—it is the structural cost of size. Berlin, however, is the positive exception within this archetype: the city stands out from the rest in both social cohesion and governance.

Archetype 2 • Economic-technological hubs (27 cities)

This group is dominated by North American cities, several Asian financial centers, and Persian Gulf hubs. The cities in the group share strengths in economy and technology—the two dimensions that carry the greatest weight

in their profile—but show clear weaknesses in environment and, to a lesser extent, mobility, along with middling scores in social cohesion and governance. This is the most geographically heterogeneous archetype, reflecting the fact that the economic and technological model as a driver of urban development is genuinely global. Dubai and Abu Dhabi represent the group's technological pole, while San Francisco and Seattle represent the economic pole. Melbourne and Dublin are the most balanced cities within the archetype.

Archetype 3 • Quality-of-life cities (57 cities—the largest group)

This archetype's strength lies in what more narrowly focused indices fail to capture: balance across dimensions. This group clearly stands out in environment (the highest score of any archetype), as well as in social cohesion, urban planning, and governance, while maintaining competitive scores in human capital and mobility. Economy and technology are its more modest dimensions. This group includes Scandinavian capitals, high-performing medium-sized European cities, and several Commonwealth cities, such as Wellington, Vancouver, Canberra, and Auckland. Madrid and Barcelona belong to this archetype, which reinforces the **CIMI's** narrative about their strengths in social cohesion and mobility alongside an economy and an international profile that remain in the process of consolidation.

Archetype 4 • Cities on the competitiveness threshold (53 cities)

These cities show moderate scores across all dimensions, without standing out in any of them and without clearly differentiated strengths. The name of this archetype, “cities on the competitiveness threshold,” describes it clearly. These are cities that have not yet reached the critical mass needed to move toward the higher archetypes in any dimension, but they also do not display the deep gaps of the next archetype. The archetype includes some surprising cases given their wealth or geopolitical significance (Doha, Tel Aviv, and Shenzhen), indicating that the CIMI penalizes one-dimensional specialization.

Archetype 5 • Cities with systemic gaps (39 cities)

These cities score low on all dimensions, with the most pronounced gaps in technology, governance, human capital, and social cohesion. This is not a weakness confined to any single dimension, but rather a cross-cutting structural

disadvantage that simultaneously affects the economic base, institutional capacity, and living conditions. Paradoxically, this is the archetype with the greatest potential for relative improvement: small gains in governance or technology can produce significant jumps in the global ranking.

Figure 10 presents a radial cluster analysis showing the average value of each dimension across the cities in each cluster. There are five radar charts, one for each archetype. Each chart has nine axes representing the dimensions of the index: economy, human capital, international profile, mobility, environment, technology, urban planning, governance, and social cohesion. To construct these charts, the average score for each dimension is calculated for all the cities in each archetype, and that average is then normalized against the global range for all 183 cities analyzed.

The geographic distribution of cities by archetype is shown in Figure 11.

Figure 10. Dimensional profile by archetype

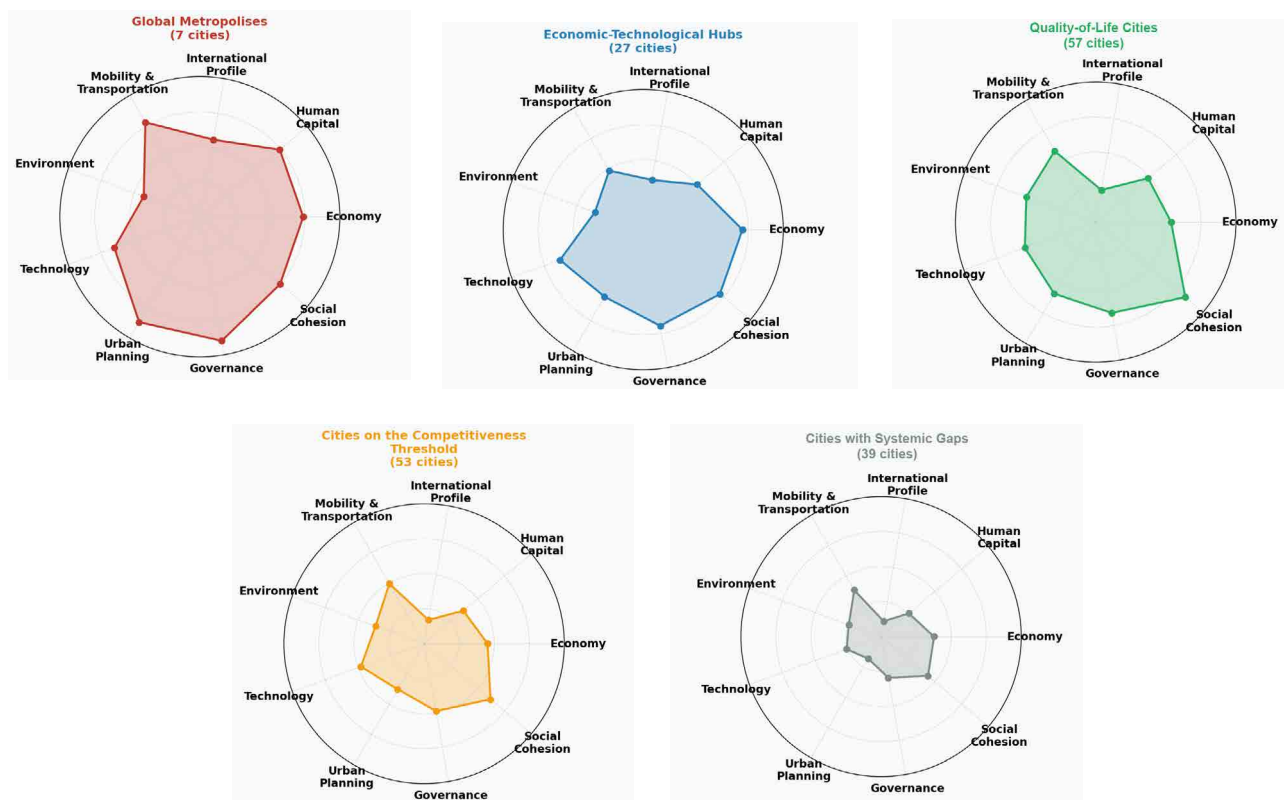
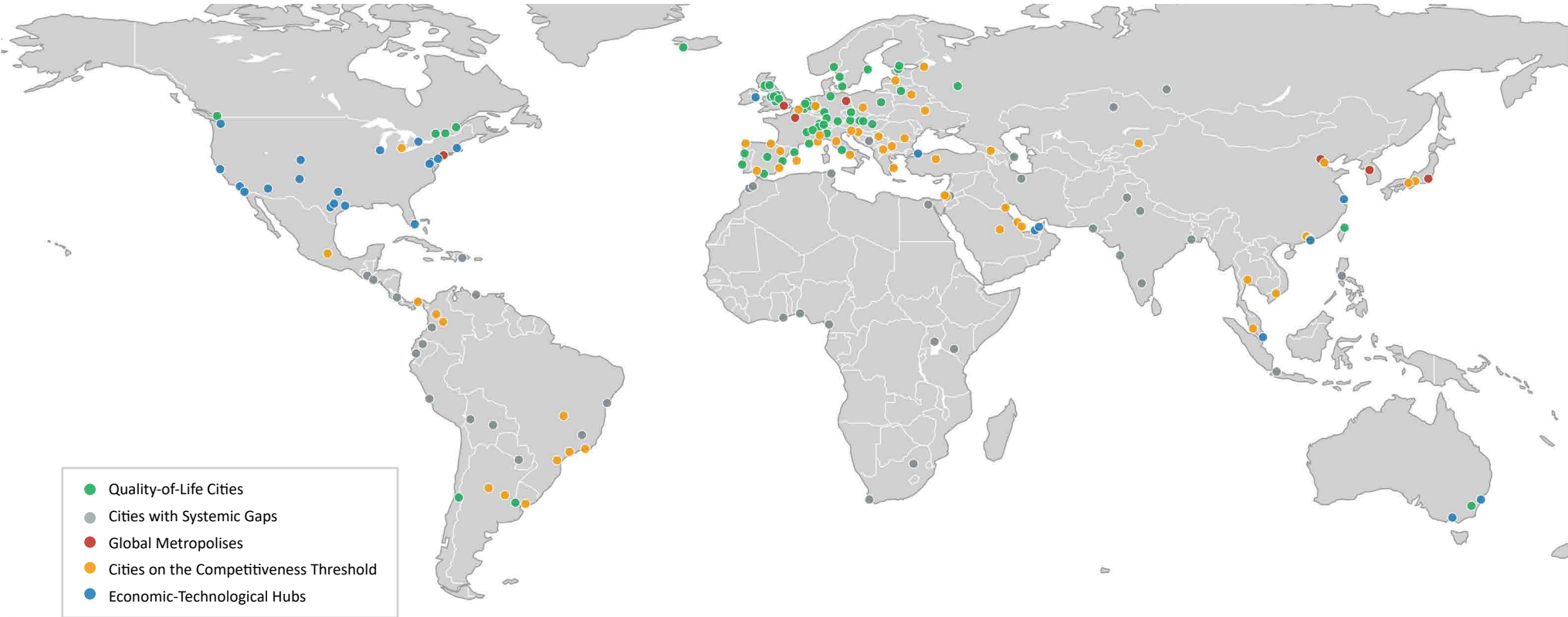


Figure 11. Geographic distribution of cities by archetype



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 identifying possible patterns of correlation between them. The cities are also classified by population size using the categories defined in the previous section.

In **Figure 12**, the economy (vertical axis) and social cohesion (horizontal axis) dimensions are plotted in terms of rank in the index. On both axes, the closer a city is to 0, the worse its position in the corresponding dimension. Therefore, cities farther to the right have better positions in social cohesion, and those higher up have better positions in economy.

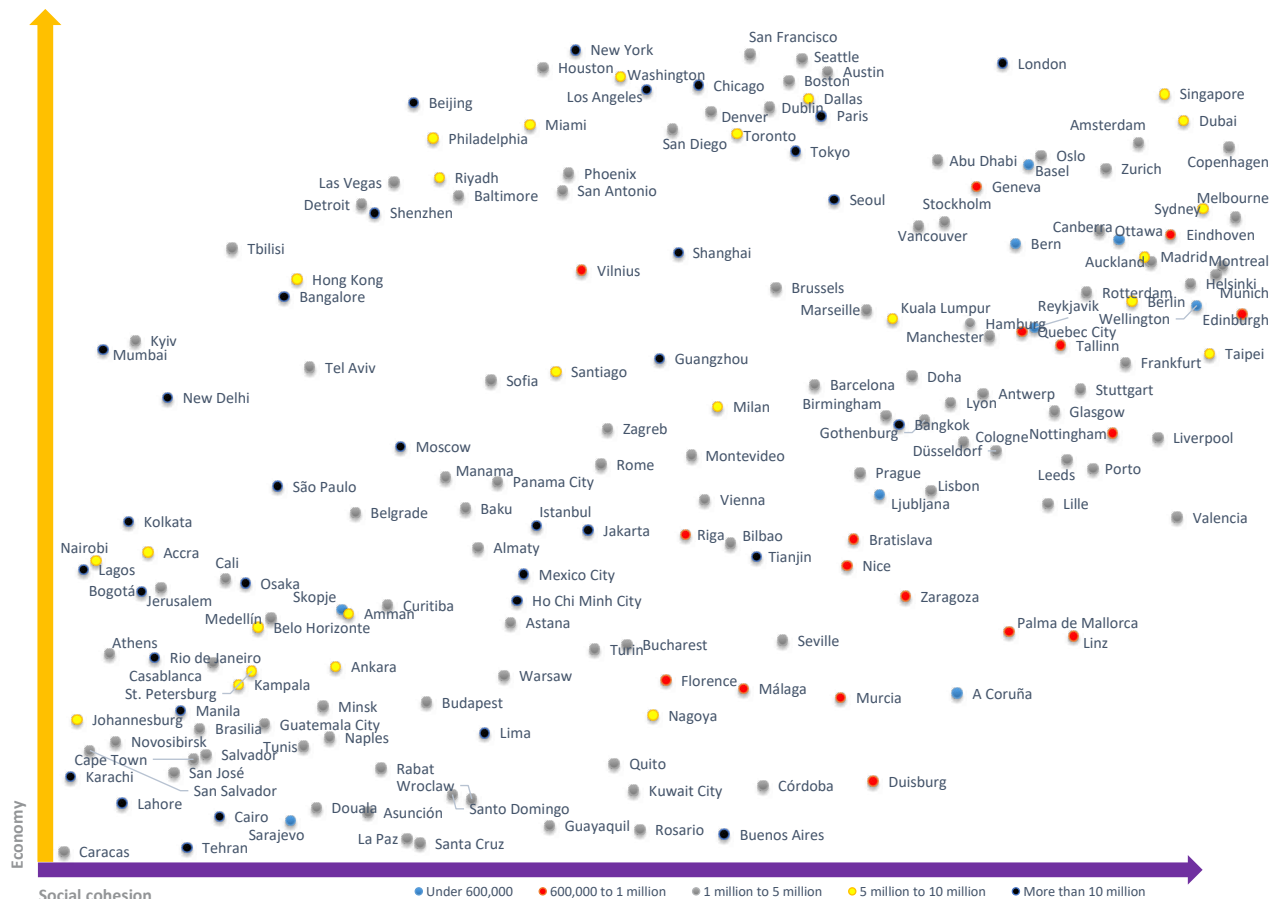
The upper-right quadrant contains cities with strong positions in both social cohesion and economy. It includes a consistent group of European cities, along with others from around the world, including Amsterdam, Copenhagen, Zurich, Oslo, Singapore, Dubai, and Geneva. One notable feature of this quadrant is that it is not dominated by cities in a single size category. It includes both medi-

um-sized and small cities (for example, Bern and Ottawa), as well as the occasional large city that manages to deliver strong performance across both dimensions.

The upper-left quadrant includes cities that rank well in economy but lag further behind in social cohesion. The clearest case is New York, which stands out for its economic performance but ranks lower on social cohesion than the cities in the upper-right quadrant. This area also includes several US cities, such as San Francisco, Chicago, Boston, and Seattle, suggesting a pattern often seen in some large metropolitan areas: strong economic capacity coupled with challenges in social cohesion. Beijing is the Asian city that most clearly exhibits this pattern.

The lower-left quadrant contains cities with weak positions in both dimensions. This quadrant includes cities in different regions, such as Karachi, Tehran, and Caracas, that have relatively poor results in economy and social cohesion within the index.

Figure 12. Cities plotted by the economy and social cohesion dimensions



Lastly, the lower-right quadrant groups cities with better positions in social cohesion but less favorable ones in economy. A cluster of Spanish cities stands out here, including Zaragoza, Murcia, Málaga, Palma de Mallorca, and Seville, along with other European cities such as Linz and Duisburg. This pattern points to contexts with relatively strong social cohesion, but with room to strengthen economic performance.

In terms of city size, the figure shows that megacities tend to cluster on the left-hand side, associated with weaker positions in social cohesion, even when some perform strongly in economy. In contrast, medium-sized cities (with populations between 1 million and 5 million) and, in a number of cases, small cities appear more frequently on the right-hand side, which is consistent with better performance in social cohesion. There are, however, important exceptions. Some very large cities occupy favorable positions in the overall plot. Particularly notable examples include Singapore and Dubai, which hold advanced positions in both dimensions.

Cities with the strongest combined performance in economy and social cohesion are concentrated in the upper-right quadrant, with a strong European presence. In contrast,

several large metropolitan areas show strong performance in economy but relatively weaker performance in social cohesion, placing them in the upper-left quadrant. Thus, size matters, but it is not determinative. Megacities tend to show greater difficulties in social cohesion, while medium-sized and small cities often stand out in this dimension, though there are important exceptions.

Figure 13 plots cities by rank in the economy (vertical axis) and environment (horizontal axis) dimensions. On both axes, the closer a city is to 0, the worse its position in the corresponding dimension. Therefore, cities farther to the right have better positions in environment, and those higher up have better positions in economy.

The upper-right quadrant groups cities that combine strong economic performance with favorable positions in environment. A very clear European cluster stands out, with Copenhagen and Oslo, along with Zurich, at the most favorable end of the environment axis. Amsterdam and Dublin also appear in this same area, along with several northern and central European capitals, such as Stockholm, Bern, and Helsinki. Outside this European cluster, cities such as Toronto, Vancouver, and Ottawa also hold strong positions in both dimensions. Overall, the figure

Figure 13. Cities plotted by the economy and environment dimensions



suggests that several European cities and some in North America are able to combine strong environmental performance with competitive economies.

The upper-left quadrant contains cities with strong positions in economy but weaker environmental performance. This pattern is especially visible in several US cities, such as New York, San Francisco, Seattle, Houston, Washington, Chicago, Boston, and Austin, which cluster in the upper band but are toward the left. Other cities such as Los Angeles and Beijing, as well as some Gulf cities, such as Dubai and Riyadh, are located at the far left of the chart, reflecting a clearly weak position in the environment dimension. This pattern shows that economic leadership is not always accompanied by comparable environmental performance.

The lower-left quadrant contains cities that perform poorly in both economy and environment. Examples include Karachi, Lahore, Cairo, and Tehran. Overall, the profile is of cities within the sample that face greater difficulty advancing simultaneously in economic dynamism and environmental sustainability.

Lastly, the lower-right quadrant contains cities with relatively strong positions in environment but less favorable positions in economy. Several European cities stand out here, including Palma de Mallorca, Linz, and Duisburg, along with some Spanish cities that are clearly positioned to the right but show weaker economic performance, such as Málaga, Murcia, and A Coruña. Others, such as Porto and Vienna, also appear in positions closer to the center-right area, with room for improvement in their economic performance as measured by the index.

When the chart is analyzed by population size, megacities (with populations over 10 million) frequently appear on the left side of the environment axis, indicating weaker positions in that dimension. Cities such as New York, Beijing, Mumbai, and New Delhi, for example, appear in this area. In contrast, medium-sized cities with populations ranging from 1 to 5 million and several smaller ones—including many in Europe and Canada—appear more frequently on the right, reflecting stronger environmental positions.

There are, however, important exceptions: London and Paris combine very advanced positions in the economy dimension with relatively favorable environmental performance within the overall distribution. Singapore also occupies a prominent position, combining strong performance in both dimensions, though without reaching the environmental high end occupied by the Nordic cities.

Cities with the strongest combined positions in economy and environment are concentrated in the upper-right quadrant, with a strong European presence. At the same time, many megacities show a gap between economic

strength and environmental performance. Thus, size matters, but it is not determinative. Large cities tend to face greater environmental difficulties, while medium-sized and small cities stand out more often in this dimension.

Figure 14 plots cities by rank in the mobility and transportation (vertical axis) and environment (horizontal axis) dimensions. On both axes, the closer a city is to 0, the worse its position in the corresponding dimension. Therefore, points farther to the right indicate better positions in environment, and points higher up indicate better positions in mobility and transportation.

The upper-right quadrant groups cities that perform well in both dimensions. A clear European cluster stands out, with London and Paris in prominent positions. A broad set of cities in central and northern Europe also perform strongly, including Berlin, Vienna, Munich, Hamburg, Copenhagen, and Stockholm. This area also includes cities such as Amsterdam and Rotterdam, as well as cities outside Europe with a similar profile, such as Vancouver. This pattern suggests that, within the index, several European cities are able to combine a well-positioned mobility system with equally favorable environmental performance.

The upper-left quadrant contains cities that rank highly in mobility and transportation but perform less well in environment. Particularly notable is a group of large Asian cities such as Beijing, Shanghai, Shenzhen, Tianjin, and Guangzhou, along with cities such as Seoul and Moscow. Relatively strong-performing US cities, such as New York and Chicago, appear here as well, positioned closer to the center-left. Overall, the pattern suggests that strong mobility performance is not always matched by an equally strong environmental rank.

The lower-left quadrant contains the cities with relatively weak results in both dimensions. Several cities in South Asia, the Middle East, and Africa appear here, such as Karachi, Lahore, New Delhi, Cairo, and Tehran, along with others clustered near the origin. The general profile is of cities in the sample that face greater difficulty in improving both transportation capacity and environmental performance simultaneously. Los Angeles is one of the cities that stands out in this quadrant for its weak performance in both dimensions.

Finally, the lower-right quadrant contains cities that rank well in environment but poorly in mobility and transportation. In this area, we find a number of European cities, as well as cities in countries with strong environmental performance but more modest mobility results, such as Quebec City (far to the right, but lower on mobility). Other cities with a similar profile also appear here, including Palma de Mallorca, located in the right half but below the mobility leaders.

Figure 14. Cities plotted by the mobility and transportation and the environment dimensions



Most of the Spanish cities are located in the right half of the plot, which points to relatively strong positions in environment within the index. Performance in mobility and transportation is more heterogeneous. Madrid appears in the upper area and relatively far to the right, suggesting a favorable balance between the two dimensions. Barcelona is also located in the right half, with a strong position in mobility and transportation, although somewhat behind the Spanish capital. Valencia and Málaga show intermediate levels of mobility, while Murcia and Palma de Mallorca rank lower in this dimension despite their strong environmental performance.

Megacities (with populations over 10 million) are often concentrated in the left half of the environmental axis, which indicates weaker positions in environment, although several of them achieve very strong ranks in mobility. This is especially clear in the group of large Chinese cities. Medium-sized cities (with populations ranging from 1 to 5 million), along with several smaller ones, appear more often in the right half, associated with better positions in environment and more mixed results in mobility. There are, however, important exceptions: London and Paris combine strong positions in both dimensions, reinforcing the idea that size does not determine combined performance in the index.

Figure 15 plots cities by rank in the economy (vertical axis) and human capital (horizontal axis) dimensions.

The upper-right quadrant contains cities that demonstrate strong economic performance and hold strong positions in human capital. A clear cluster of North American and European cities stands out, including New York, San Francisco, Seattle, Boston, Washington, London, and Paris. The same area also includes several cities in northern and central Europe, such as Amsterdam, Copenhagen, Oslo, and Zurich. These cities combine economic dynamism with a strong base of talent, education, and capabilities.

The upper-left quadrant contains cities with strong positions in economy but less favorable positions in human capital. Several Gulf cities stand out in this area: Dubai, Riyadh, and Abu Dhabi are well positioned in economy, but shifted toward lower values on the human capital axis. Some large Asian cities also appear here. Despite their strong economic performance, these cities—including Shenzhen and Shanghai—do not rank among the leaders in human capital compared with the group in the upper-right quadrant.

The lower-left quadrant groups cities with comparatively weak results in both economy and human capital. A num-

ber of cities in South Asia, the Middle East, Africa, and Latin America—such as Karachi, Lahore, Cairo, Kolkata, Santa Cruz, Guayaquil, and Asunción—appear in this area of the chart. The pattern suggests that, within the sample, these cities face simultaneous difficulties in improving economic performance and strengthening their human capital base.

Finally, the lower-right quadrant groups cities with better positions in human capital but less favorable positions in economy. The clearest case is Buenos Aires, located far to the right but with a low position in economy. European cities with a similar profile also appear here, such as Wrocław, along with other cities that are well positioned in human capital but do not achieve a comparable position in economy within the index.

Spanish cities mostly appear in the right half, which points to relatively favorable positions in human capital within the index. In economy, the picture is more mixed: Madrid appears in the upper-right area, with a favorable balance between the two dimensions. Barcelona is also located in the right half, with strong human capital and a solid economy, although still behind the global leaders. Other cities, such

as Valencia, Bilbao, Zaragoza, Seville, Málaga, Murcia, and A Coruña, tend to have relatively strong human capital, but their economic performance is more uneven, with several of them falling in the lower half of the economic axis.

An analysis of the distribution by population size shows that megacities (with populations over 10 million) are widely dispersed. Some cities, such as New York, have advanced positions in both dimensions. Others, such as New Delhi, have a more modest relative position in human capital and are less prominent within the overall distribution. Medium-sized cities (with populations ranging from 1 to 5 million), especially in Europe, occupy much of the area associated with high human capital, and many of them also achieve competitive economic positions.

One recurring idea emerges: size matters, but it is not determinative. It may contribute to economic performance, but it does not guarantee a high level of human capital. At the same time, high human capital does not ensure an equally well-positioned economy, as some cities in the lower-right quadrant show.

Figure 15. Cities plotted by the economy and human capital dimensions

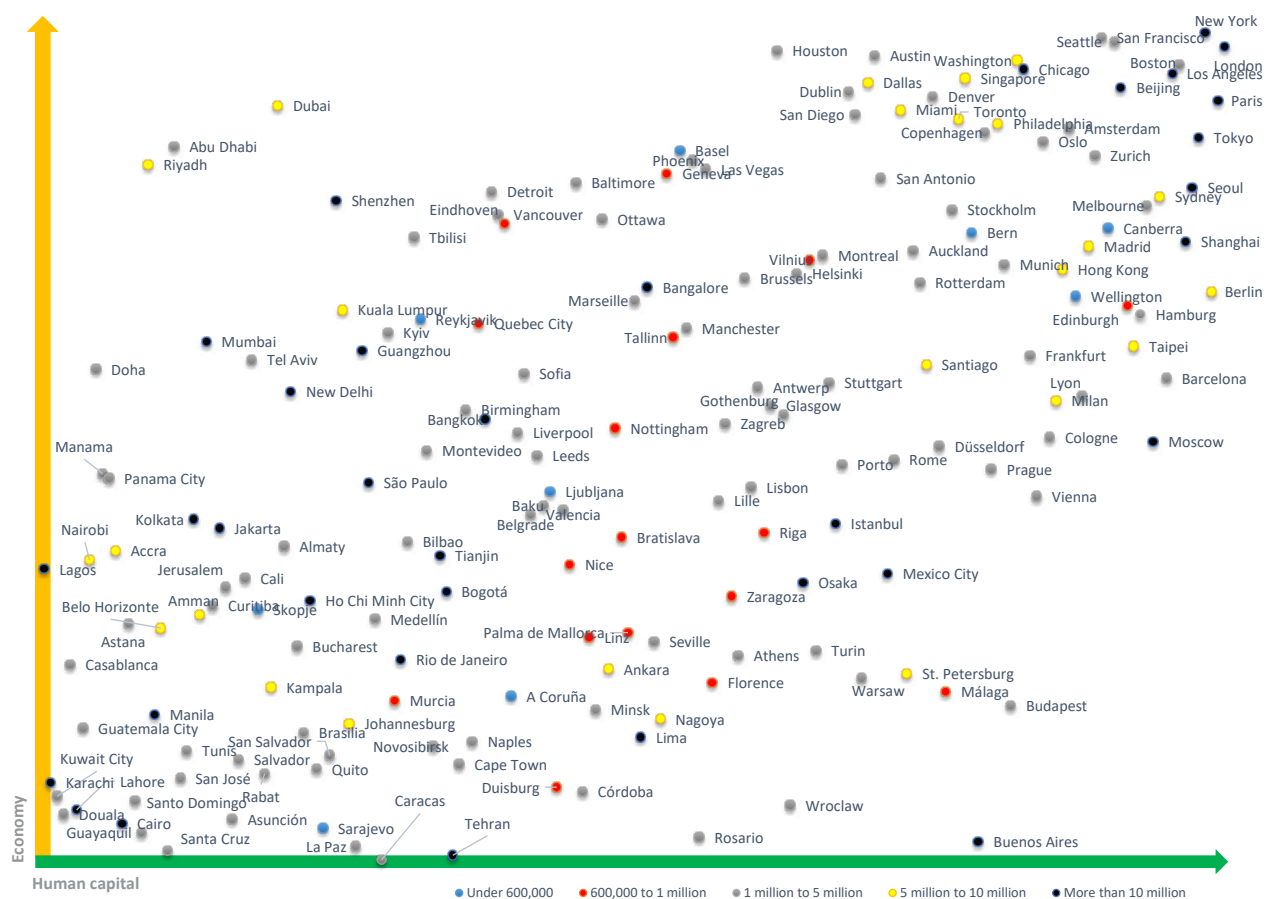


Figure 16 plots cities by rank in the technology (vertical axis) and social cohesion (horizontal axis) dimensions.

Cities in the upper-right quadrant combine strong technological performance with a strong social cohesion score. This quadrant groups cities with the highest level of combined competitiveness across these two dimensions. Among the cities with the most advanced positions are Singapore, Copenhagen, London, and Seoul, along with cities such as Dubai, Madrid, Abu Dhabi, Stockholm, and Doha. Also notable are several medium-sized European cities with very balanced profiles, such as Zurich, Amsterdam, Helsinki, Berlin, Rotterdam, Munich, Melbourne, and Sydney. Madrid's presence in this quadrant among the cities with the strongest combined performance reinforces its profile as a technologically competitive and socially cohesive city.

The upper-left quadrant, characterized by high technology but low social cohesion, groups cities with notable technological strength but deficits in social cohesion. Hong Kong and Riyadh are the most extreme cases, with New York, Los Angeles, Houston, Chicago, San Francisco, Shanghai, and Beijing also appearing in this group. This quadrant reflects the pattern characteristic of major global economic centers and of cities shaped by Anglo-Saxon and Asian models,

where technological dynamism coexists with higher levels of inequality and weaker community cohesion.

The lower-right quadrant reflects lower technological development but greater social cohesion and groups cities that excel in social cohesion despite not leading in technology. This includes Edinburgh, Wellington, Liverpool, Nottingham, Leeds, Glasgow, Ottawa, Quebec City, and Canberra—mostly medium-sized cities in the English-speaking world (the United Kingdom, Australia, and Canada), where quality of life at the community level and social cohesion are established strengths. Ljubljana, Linz, and Antwerp also appear here. This quadrant illustrates that social cohesion does not necessarily depend on a city's size or economic power.

The lower-left quadrant shows cities with weaker performance in both technology and social cohesion and constitutes the most vulnerable area of the chart. Karachi, Lagos, Caracas, Lahore, Kolkata, Nairobi, Accra, Mumbai, New Delhi, and many other Latin American and African cities are concentrated in this quadrant. Cities such as Bogotá, Brasília, Rio de Janeiro, Johannesburg, Cairo, and Kyiv also appear here. The density of points in this quadrant reflects the fact that the technology gap and social fragmentation tend to co-occur, creating a pattern of double structural disadvantage that the index captures with particular clarity.

Figure 16. Cities plotted by the technology and social cohesion dimensions

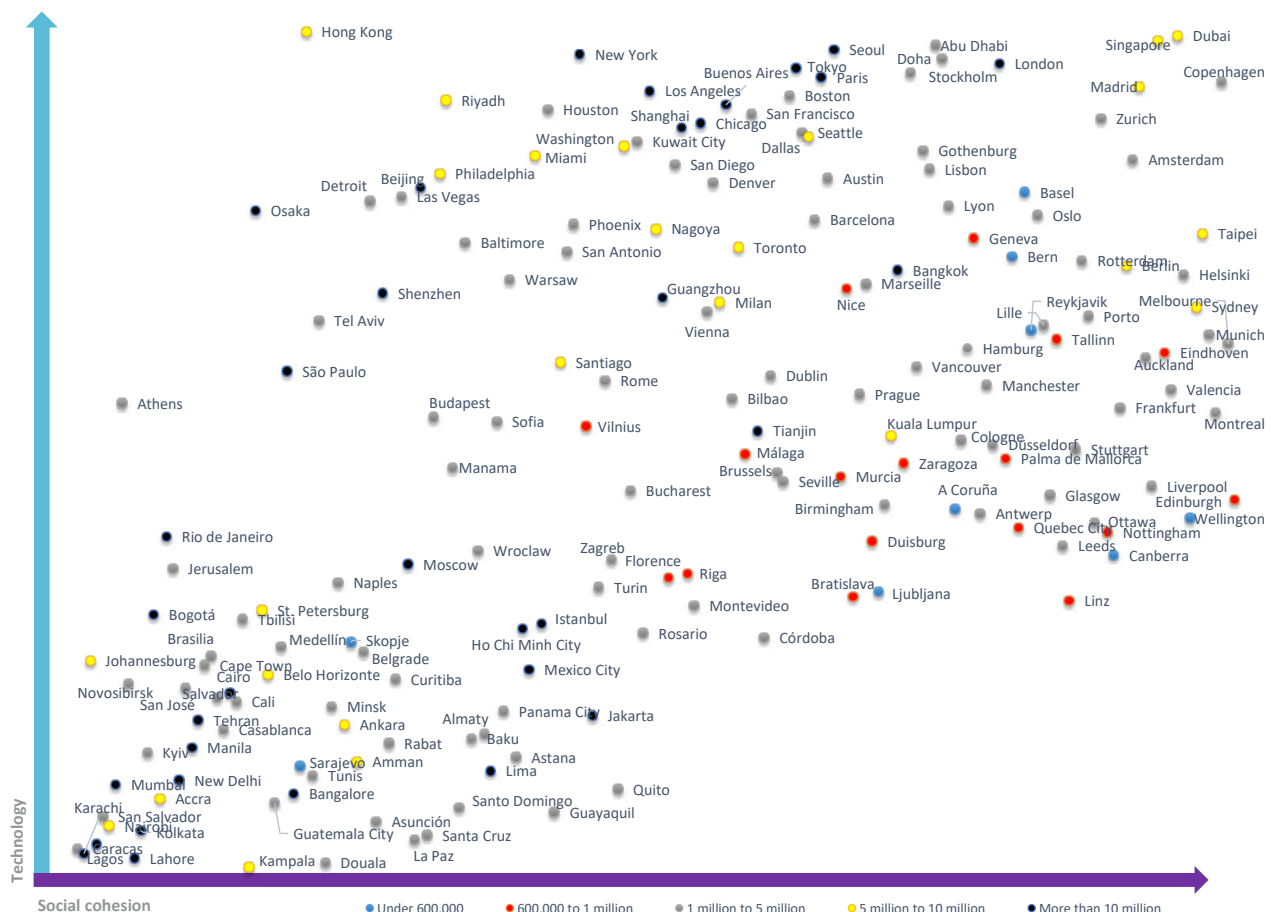


Figure 17 plots cities by rank in the economy (vertical axis) and international profile (horizontal axis) dimensions. On both axes, the closer a city is to 0, the worse its position in the corresponding dimension. Therefore, cities farther to the right have better positions in international profile, and those higher up perform better in economy.

The upper-right area groups cities with very strong positions in economy and advanced positions in international profile. This is the area with the strongest combined performance in both dimensions. This is where major global centers appear, with New York and London in the most favorable corner, along with other US cities such as San Francisco, Seattle, Washington, Boston, Houston, and Austin. European and other global cities with similar profiles also appear in this area. Examples include Paris, Amsterdam, Zurich, Oslo, and Copenhagen, as well as Asian hubs such as Tokyo, and Singapore. Overall, the figure suggests a core of cities that translate economic performance into sustained international presence.

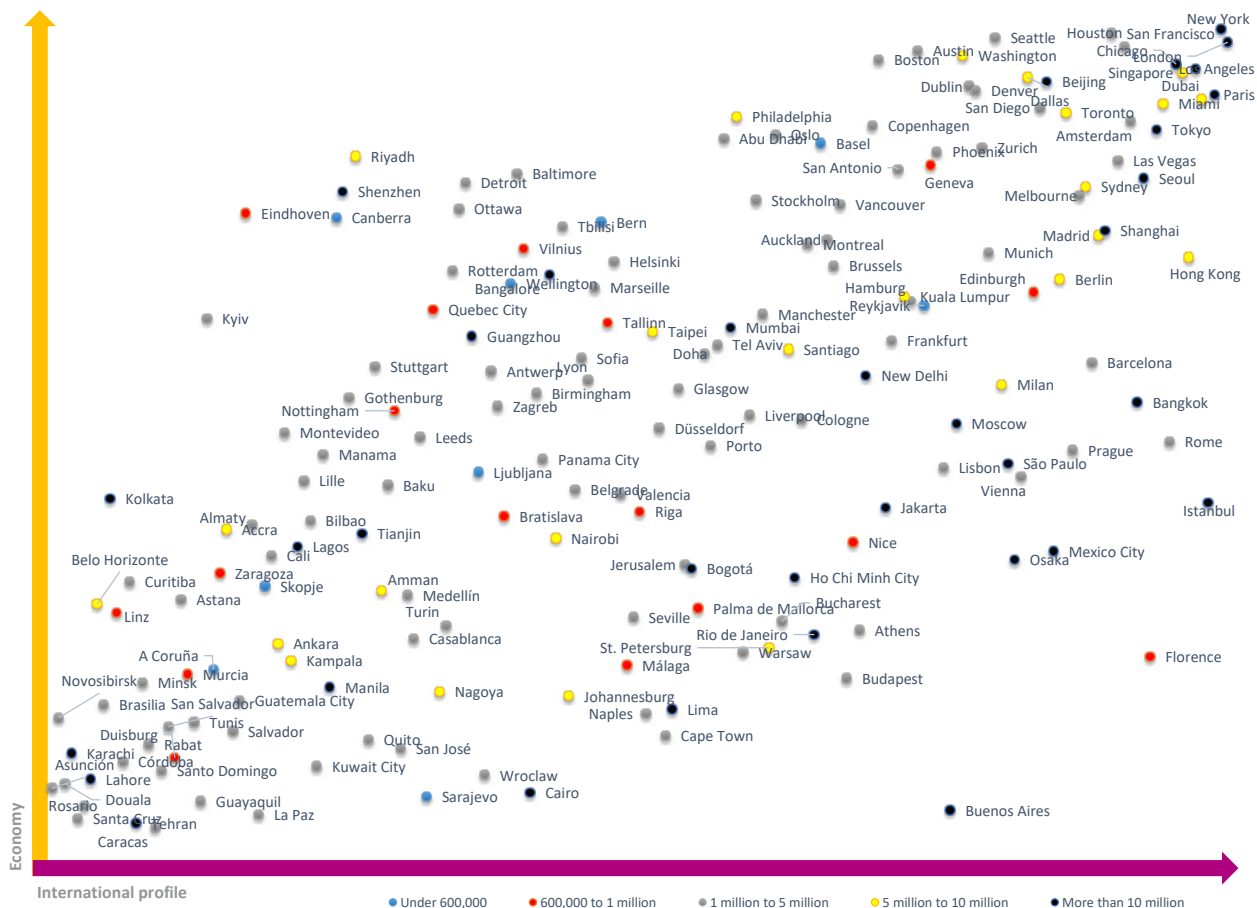
In the upper part of the chart, closer to the center or toward the left, are cities with strong positions in economy that do not reach a comparable level in international

profile. This includes cities such as Shenzhen and Riyadh, along with cities with reasonably strong positions in economy but a more modest international profile within the group, such as Canberra and Eindhoven. The pattern suggests that economic performance does not always translate automatically into international visibility or influence as measured by the index.

The lower-left area concentrates cities with comparatively weak positions in both dimensions. In this area, we find a number of cities in Africa, South Asia, and Latin America, including Karachi, Lahore, Cairo, Asunción, Guayaquil, La Paz, and Santa Cruz. The concentration in this area reflects a clear divide in the index, with these cities starting from weaker positions in both economic capacity and international profile within the sample.

In the lower-right part of the chart are cities with a strong international profile relative to their economies. The clearest case is Buenos Aires, located far to the right but with a low position in the economy dimension. European cities and others with a relatively favorable international profile but a less prominent economic position within the index also appear here. These include Florence, as well as some

Figure 17. Cities plotted by the economy and international profile dimensions



large cities with a relatively strong international profile but more muted economic performance within the group, such as Istanbul and Bangkok. This pattern suggests contexts in which external visibility is not necessarily accompanied by a comparable position in economy.

Megacities (with populations over 10 million) dominate part of the upper-right quadrant, but not in a uniform way. Some clearly rank among the leaders (for example, New York, London, and Tokyo); others lie closer to the center or farther left on the international profile axis (for example, New Delhi and Mumbai). At the same time, many medium-sized cities (with populations ranging from 1 to 5 million), especially in Europe, hold very competitive positions in international profile. This reinforces the idea that size matters but is not the sole determinant of outcomes.

Figure 18 plots cities by rank in the technology (vertical axis) and environment (horizontal axis) dimensions. On both axes, the closer a city is to 0, the worse its position in the corresponding dimension.

The upper-right area groups cities that stand out for both their technological capacity and their environmental per-

formance. A well-defined European cluster can be seen, with Stockholm, Copenhagen, and Paris holding particularly strong positions, along with London and several cities in central and northern Europe, such as Zurich, Amsterdam, Basel, and Oslo. This group also includes global hubs such as Singapore and other cities that combine a strong position in environment with a competitive level of technology.

In the upper band closer to the left side are cities that hold advanced positions in technology but comparatively weaker positions in environment. Dubai and Abu Dhabi stand out as major technology hubs with less solid environmental profiles. Other cities with strong technology profiles but weaker environmental performance—such as Hong Kong, farther to the left—also appear here. Large Asian and North American cities appear in the upper part of the chart but do not reach the far-right area. This pattern indicates that technological leadership is not always accompanied by comparable environmental performance.

The lower-left area contains cities with weak positions in both dimensions. This includes a number of cities in South Asia, Africa, and parts of Latin America, including Karachi, Lagos, Kampala, Kolkata, Accra, and Nairobi. Cities located

Figure 18. Cities plotted by the technology and environment dimensions



near the origin show a pronounced gap and start from less favorable conditions in terms of both technological capabilities and environmental performance.

In the lower-right area are cities with better positions in environment than in technology. This includes several European and English-speaking cities with solid environmental performance but more middle-range or lower positions in technology, such as Edinburgh and Wellington, as well as some European cities that, despite being well ranked in environment, do not reach the leading group in technology. This quadrant brings together cities with clear environmental strengths but room to strengthen digital, innovation, or technology-adoption capabilities under the index's evaluative framework.

Spanish cities are concentrated mostly in the right half, which is indicative of relatively favorable positions in environment within the index. In technology, the picture is more mixed: Madrid appears well positioned in the overall plot, with a strong technology profile and a competitive environmental position. Barcelona is located in the right half, with favorable environmental performance and technology at an upper-middle level. Valencia and Bilbao lie toward the right, with mid-level technology, while Málaga, Murcia, Palma de Mallorca, Zaragoza, and Seville occupy more intermediate or lower positions in technology, generally maintaining reasonably strong environmental ranks.

Megacities (with populations over 10 million) are widely dispersed, but several are far from the upper-right corner. Some stand out in technology without showing a comparable performance in environment, while others do not perform particularly well in either dimension. By contrast, many medium-sized cities (with populations ranging from 1 to 5 million) appear prominently in the right half and, in several cases, also in the upper band, suggesting that strong performance on both dimensions does not depend on size alone.

Strong combined performance in technology and environment is concentrated mainly in a European cluster led by the Nordic cities. At the same time, some cities show very advanced technology but comparatively weaker environmental performance—especially those in the Gulf—while others show the opposite pattern: a favorable environmental profile but weaker technology, which indicates that they have room to strengthen their technological capabilities without losing their environmental strengths.



Cities in Motion: A dynamic analysis

This section presents a figure designed to capture these dynamics and thereby assess the growth trends and potential of different cities. **Figure 19** shows the current rank of each city included in the **CIMI** and its trend on the horizontal and vertical axes, respectively. The chart is divided into four quadrants—consolidated, challengers, high-potential, and vulnerable—that make it possible to read each city's current rank and the direction of its trajectory simultaneously.

Trend (vertical axis) is measured as the change in rank between 2023 and 2025. 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 horizontal axis are the ones whose global rank did not change significantly over the period analyzed.

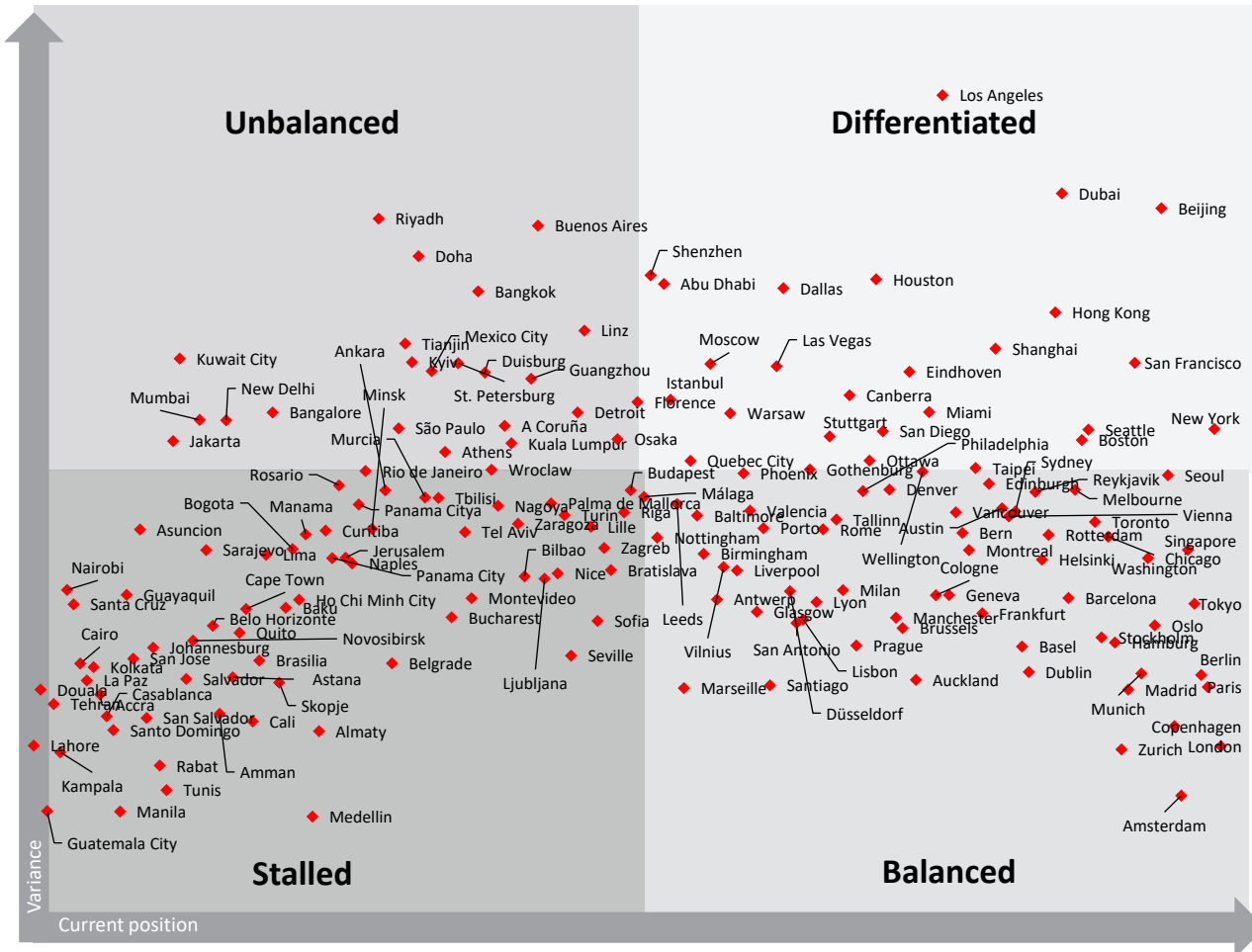
The challenger cities quadrant (upper right) includes 32 cities that combine a high rank with positive momentum. The most striking case is Beijing, which climbs 20 places despite already ranking 30th globally—the largest absolute gain among well-positioned cities. The Chinese capital is followed by Hong Kong and Cologne, whose rebounds are the most pronounced in this quadrant after Beijing. Montreal, Houston, and Istanbul round out the group with the biggest gains. Among the cities posting more moderate improvements—but still notable given their positions—Tokyo, Seoul, Seattle, and Zurich stand out. Santiago, Chile, is the most notable Latin American city in the quadrant and shows the greatest upward movement along the vertical axis on the right-hand side of the chart.

The lower-right quadrant is the most populated, with 59 cities. It includes cities described as “consolidated” because of their current rank, not because of their trajectory over the past three years. This quadrant includes cities such as London, New York, Paris, Berlin, San Francisco, Melbourne, Singapore, Copenhagen, and Madrid, all with no change, reflecting a structural stability that is in itself a strong result given their starting point. However, this quadrant also includes cities that have posted sharp declines over the period analyzed, such as Vienna, Manchester, Dallas, and Austin, which occupy the lowest positions within the quadrant. Barcelona, Chicago, Oslo, Hamburg, and Reykjavik show more moderate declines from competitive positions.

The upper-left quadrant—the cities with high potential—includes 39 cities that occupy middle or lower positions in the ranking but show positive momentum. Tianjin leads this group, rising 11 places from 124th—the largest absolute gain in the quadrant. Sofia and Osaka are the highest-ranked cities in this group. A notable cluster of Central Asian and Eastern European cities—Almaty, Astana, Bangkok, St. Petersburg, Belgrade, Ankara, and Minsk—shows consistent, significant gains, pointing to a regional trend of sustained improvement. In the lower-left corner of the quadrant, Casablanca and Rabat stand out as the cities with the most significant gains in Africa.

The vulnerable quadrant (lower left) contains the cities with the most concerning structural declines. Bucharest and Kuwait City register the most pronounced declines across the entire index. Palma de Mallorca records the third-steepest decline in the chart and the most pronounced among mid-

Figure 20. Cities by current rank and variance



variance shows that even at that level of excellence, there are dimensions in which the city is not among the leaders.

The **balanced cities** category (lower-right quadrant) groups cities with a strong position and low internal dispersion, meaning that their strengths are distributed evenly across dimensions. Amsterdam has the lowest variance in the entire quadrant and, together with Zurich and London, is the clearest benchmark of cross-dimensional balance in the index. Copenhagen, Paris, Berlin, Munich, and Madrid make up the European core of this category. This cluster reflects the city model that the **CIMI** identifies as the most robust—not necessarily a leader in any single dimension, but consistent and free of critical gaps. Santiago is once again the only Latin American city on the positive side of the chart, sharing the same balance range as leading European capitals. Tokyo and Chicago are the most striking cases of large metropolitan areas in elite positions that manage to maintain low variance, setting them apart from the differentiated profile of New York and Los Angeles.

Unbalanced cities (upper-left quadrant) are those that, despite occupying mid-range or low positions in the ranking, show high dispersion across dimensions. They stand out in specific areas but display marked weaknesses in the rest. Riyadh and Buenos Aires sit at the top of this quadrant with the highest variances. In Riyadh's case, the contrast between the city's economic-technological strength and its weaknesses in governance and cohesion creates the most pronounced asymmetry in the group. In the case of Buenos Aires, relative strengths in urban planning and technology coexist with marked weaknesses in economy and social cohesion. Doha, Bangkok, and Tianjin complete the group with the highest degree of imbalance. In the case of Kuwait City, St. Petersburg, and Kyiv, political and institutional structures produce asymmetries that are difficult to correct in the short term. Bangalore and New Delhi illustrate the Indian paradox. These are cities with globally recognized technology ecosystems but deep gaps in the environment, governance, and mobility and transportation dimensions that weigh down their overall rank.

Stalled cities (lower-left quadrant) group those with low ranks and low variance. None has a standout dimension because they all perform poorly across the areas considered. Medellín and Manila show the lowest variances in the entire sample, making them the most paradigmatic cases in this category, with no dimension that clearly sets them apart. Karachi, Kampala, and Lahore complete the group with the lowest variance among cities at the bottom of the index. It is also worth noting the presence of several mid-ranked European cities in this quadrant—Seville, Nice, Bratislava, Zagreb, Ljubljana, and Bilbao—which, unlike the African and Latin American groups, do not exhibit extreme gaps but do share the absence of any differentiating dimension that would allow them to move up in the ranking. Almaty is the most representative case of structural stagnation: minimal variance across very low dimensional ranks and no dimension in which the city stands out.

The variance analysis underlying **Figure 20** and the balance component of the SCI—which will be discussed in the next section—are based on the principle that dispersion across a city's dimensional ranks constitutes strategic information. The difference lies in how this information is used. In **Figure 20**, that dispersion serves to classify cities into four dynamic groups; in the SCI, its inverse is used to penalize unbalanced profiles and reward cross-dimensional consistency. The two analyses are complementary, not redundant. The first describes the structural state of each city, while the second incorporates that structural profile as one of the three components of an aggregate indicator of sustained competitiveness.



Cities in Motion: Sustained competitiveness index

To overcome the limitations inherent in static rankings, **CIMI 2026** introduces the sustained competitiveness index (SCI), a composite indicator that evaluates urban competitiveness from a positional, dynamic, and structural perspective. The SCI is constructed from three indicators, each associated with one of the index's components (see **Figure 21**).

- The first captures **each city's global rank in CIMI 2026**. Since a lower numerical value indicates better performance—the city ranked number one is the top-ranked city—this indicator is inverted. After normalization, the highest-ranked city receives the maximum value and the lowest-ranked city receives the minimum value. This indicator gives rise to the leadership component.
- The second indicator measures the **net change in each city's global rank over the 2023–2025 period**, expressed as the number of positions gained or lost. In this case, a higher value is favorable because it indicates that the city moved up in the ranking over time. Therefore, it is normalized directly without inversion. This indicator forms the basis of the momentum component.
- The third indicator captures the **consistency of each city's performance across the nine dimensions of the index**, measured as the dispersion among the

rankings obtained in each of those dimensions. A high level of dispersion indicates an unbalanced profile—the city leads in some dimensions but ranks much lower in others—whereas lower dispersion points to a more consistent performance profile. Since lower dispersion indicates greater structural robustness, this indicator is also incorporated in an inverted form: the city with the most balanced profile receives the maximum value. This indicator corresponds to the **balance** component.

Once the three indicators have been normalized to the [0,1] interval, the SCI is obtained as the arithmetic mean of the three components, each assigned an identical weight of 33.3%. The decision to assign equal weights is based on a principle of methodological neutrality. In the absence of empirical evidence to justify a hierarchy among them, this avoids introducing normative assumptions about which dimension of competitiveness—current rank, trajectory, or structural balance—should carry greater weight in the overall evaluation.

A notable feature of the SCI is the near absence of correlation among its three components. The analysis confirms that the leadership, momentum, and balance components are practically independent indicators. This independence is significant because it means each component provides genuinely new, nonredundant information about a city's competitiveness. A city may hold

an excellent position in the ranking but have been losing ground for years (high leadership, low momentum); it may have risen rapidly from modest positions (high momentum, low leadership); or it may combine a highly balanced profile with sustained progress without leading in any specific dimension (high balance and momentum, moderate leadership). The SCI integrates these three perspectives simultaneously, something that none of the three indicators could achieve on its own.

The Venn diagram in **Figure 21** provides a visual representation of this independence. Each circle represents one of the three components, and the overlap between pairs of circles represents the variance shared by the two components. The near absence of intersection between momentum and balance, and the minimal overlap among the other pairs, visually confirms that the three components capture distinct and irreducible dimensions of urban competitiveness.

Figure 22 shows the composition of the SCI for the top 50 cities in the ranking, with the contribution of each component broken down into stacked bars. The total length of each bar represents the aggregate SCI; the length of each segment reflects how much each component con-

tributes to the final result. A first reading shows that the balance component exhibits the greatest variability across cities and most clearly differentiates the cities in leading positions from the rest: Zurich, Amsterdam, and Copenhagen display especially large balance segments, indicating that their standing in the SCI rests not only on positional strength, but also on the cross-dimensional robustness of their performance.

By contrast, cities such as Santiago, Cologne, and Montreal show a smaller leadership component relative to their overall SCI standing, offset by stronger contributions from momentum and balance. These are cities that do not lead the traditional ranking but whose combination of upward momentum and a balanced profile makes them benchmarks of sustained competitiveness. The momentum component is the most visually uneven. Cities such as Beijing and Hong Kong show large segments, reflecting their improvement trajectories during the period analyzed, whereas others such as Hamburg and Frankfurt show a smaller momentum contribution despite maintaining competitive positions, suggesting a degree of relative stagnation over the past three years. **Appendix 2** contains the SCI ranking for all 183 cities, together with the weight of each of its components.

Figure 21. Components of the sustained competitiveness index

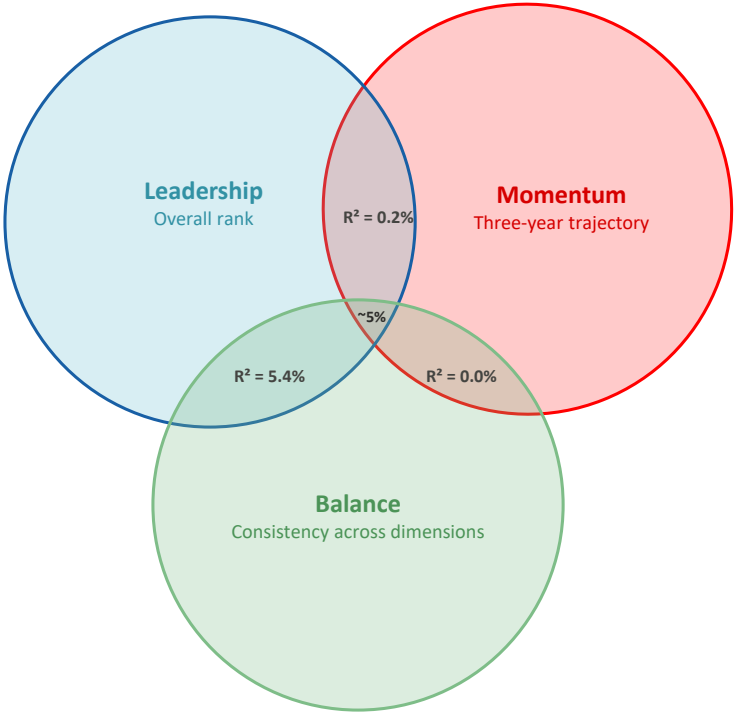
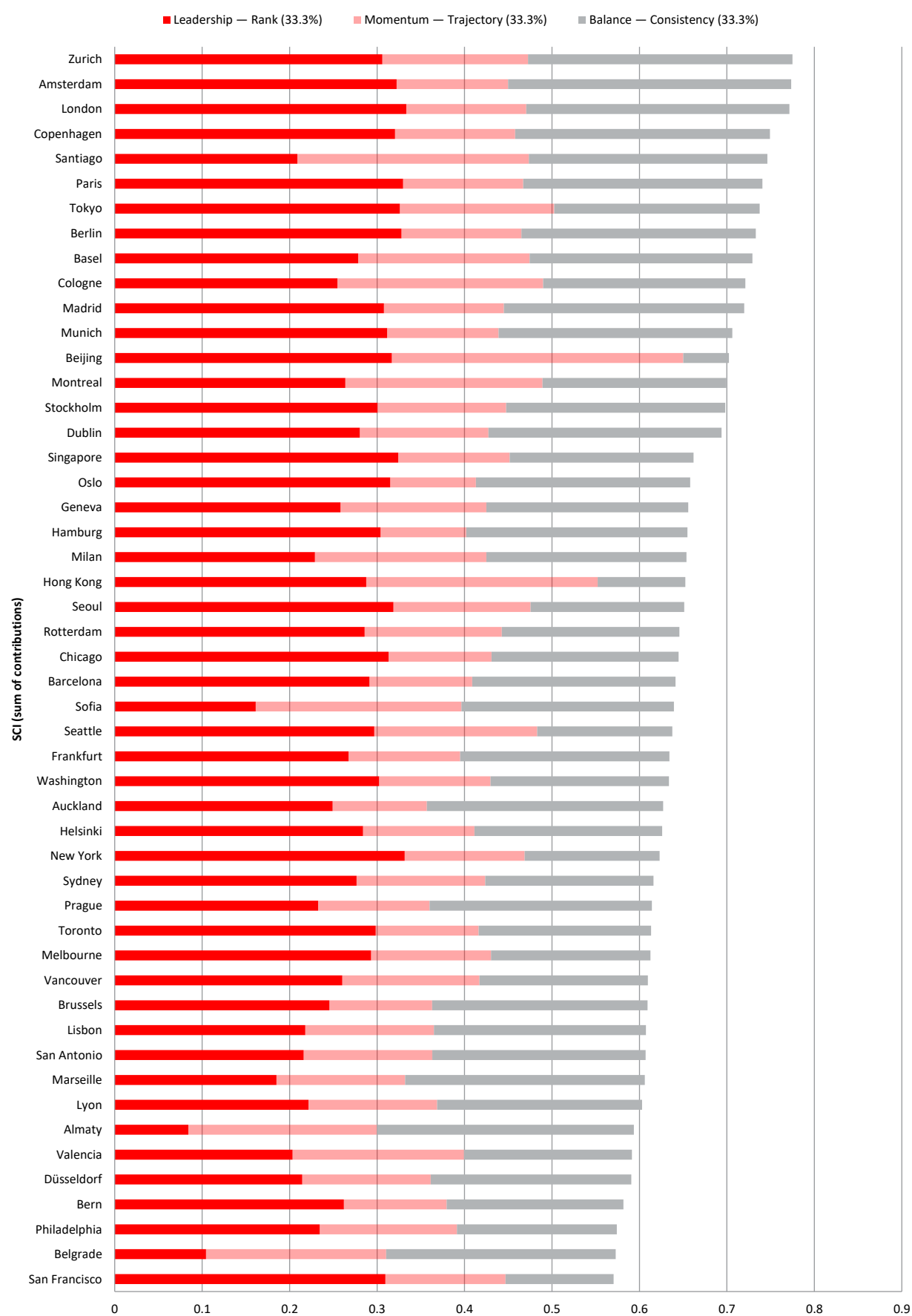


Figure 22. Top 50 in the sustained competitiveness index





Recommendations and conclusions

Beyond the specific ranking results shown graphically in **Appendix 3**, the comparative analysis of 183 cities across the nine dimensions that underpins **CIMI 2026** allows us to draw a set of structural and methodological conclusions with direct implications for urban research and public policy design.

- 1. Urban competitiveness is a multidimensional phenomenon that cannot be understood through partial readings.** The results of **CIMI 2026** confirm that a city's performance can only be assessed holistically. The cities that lead the index are not necessarily those that maximize their performance in one or two dimensions, but those that maintain strong, balanced performance across the model's nine dimensions. Amsterdam, Zurich, and Copenhagen illustrate this principle clearly: their overall rank does not rest on any single strength but on the absence of critical gaps. This finding has direct implications for urban policy design. Competitive specialization, while effective in the short term, can generate structural vulnerabilities that are difficult to reverse.
- 2. Social cohesion is not a secondary objective of urban development, but one of the structural conditions for it.** The dimensional analysis of **CIMI 2026** is consistent with the accumulated evidence in the literature on the link between social cohesion and economic performance. Cities that show sustained deficits in cohesion indicators—income inequality, access to basic services, and the integration of vulnerable

groups—also tend to rank lower in the economy and governance dimensions. This correlation is particularly evident in North American cities and in some Asian metropolises that lead in technology and economy but show growing deficits in social cohesion. While the **CIMI** data do not allow us to establish a causal relationship, they are consistent with the hypothesis that neglecting cohesion compromises the sustainability of economic growth in the medium term.

- 3. International profile requires a broader conception than physical connectivity alone.** The methodological revision of this dimension incorporates new variables related to the quality of a city's tourism appeal and the presence of global services and networks. This revision makes clear that a city's international profile cannot be reduced to its air passenger volume or the number of conferences it hosts. Emerging dimensions such as the quality of visitors' urban experience, the density of spaces serving international professional communities, and a city's culinary and cultural reputation are becoming increasingly important drivers of international appeal. Cities seeking to improve their rank in this dimension should orient their strategies toward the quality and differentiation of what they offer, not just toward infrastructure volume.
- 4. Archetype analysis reveals replicable patterns of sustainable urban development.** The five groups identified using the K-means algorithm display highly differentiated profiles that offer transferable lessons for

cities with similar conditions. The quality-of-life cities archetype—dominated by medium-sized European and Nordic cities—shows that a balance among social cohesion, environment, and governance is not incompatible with a competitive economy. This model has important implications for cities in development: the global tech-metropolis model presents structural limitations in terms of sustainability and equity that the balanced medium-sized-city model does not.

5. Incorporating the sustained competitiveness index (SCI) adds a dynamic and structural perspective to the analysis. The SCI complements the static snapshot provided by the global ranking by integrating three dimensions that the main index does not explicitly capture: current rank, recent trajectory, and consistency of performance across dimensions. The results of the SCI reveal significant divergences from the global ranking—cities such as Santiago and Cologne improve their relative position significantly, while others such as New York and Los Angeles lose ground—reflecting structural differences in urban development models and in their ability to generate sustained competitiveness over time.

6. The availability and quality of urban data remain the main methodological bottleneck for comparative analysis. As in previous editions, the results of the **CIMI** are constrained by the limitations inherent in the available data: the lack of disaggregated city-level data for numerous indicators, heterogeneity in data-collection methodologies across countries and regions, and specific difficulties associated with settings affected by political instability or armed conflict. Improving urban information systems, standardizing data-collection protocols, and developing open-data platforms at the municipal level are not merely requests of the research community; they are necessary conditions for urban assessment tools to fulfill their role in guiding evidence-based public policy.

In conclusion, **CIMI 2026** confirms that urban competitiveness is a systemic, dynamic, and multidimensional phenomenon that cannot be reduced to isolated indicators or static comparisons. The 2026 edition further strengthens the methodological robustness of the index by incorporating new indicators across several dimensions and presenting the SCI as a complementary assessment tool. It also opens new avenues for future research into the conditions under which cities can build trajectories of sustained improvement in an increasingly uncertain global environment.

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.	<i>Financial Times</i>	Human Capital
4	Coworking spaces	Number of 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 consumer expenditure on leisure and recreation per capita.	Euromonitor	Human Capital
8	Student mobility	International mobility rate of outbound tertiary-level 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 World University Rankings	Human Capital
11	Theaters	Number of theaters in the city.	OpenStreetMap	Human Capital
12	Female-friendly	Indicates whether the 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 (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	Death rate	Death rate per 100,000 city inhabitants.	Euromonitor	Social Cohesion
25	Unemployment rate	Number of unemployed/labor force.	Euromonitor	Social Cohesion
26	Murder rate	Murder rate per 100,000 city inhabitants.	Nomad List	Social Cohesion
27	Suicide rate	Suicide rate per 100,000 city inhabitants.	Nomad List	Social Cohesion
28	Terrorism	Number of terrorist incidents in the city in the last three years.	Global Terrorism Database, University of Maryland	Social Cohesion
29	Racial tolerance	Index of racial tolerance in the city.	Nomad List	Social Cohesion
30	Unicorn companies	Number of unicorn companies in the city.	CB Insights	Economy
31	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
32	Global Startup Ecosystem Index	An indicator that ranks startup ecosystems.	StartupBlink	Economy
33	Mortgage	Percentage of a household's actual monthly mortgage cost relative to household income (lower values indicate better affordability).	Numbeo	Economy
34	Percentage early-stage entrepreneurs	Percentage of new entrepreneurs.	Global Entrepreneurship Monitor	Economy
35	Number of large companies	Number of companies with more than 250 employees in the city.	BigPicture 2023 Q4 Free Company Dataset	Economy
36	Number of Fortune 500 companies	Number of Fortune 500 companies in the city.	Fortune 500	Economy
37	GDP	Gross domestic product in millions of USD.	Euromonitor	Economy
38	Estimated GDP	Projected GDP growth for the next year.	Euromonitor	Economy
39	GDP per capita	Gross domestic product per capita.	Euromonitor	Economy
40	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
41	Productivity	Labor productivity calculated as GDP/employed population (in thousands).	Euromonitor	Economy

Appendix 1 (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
42	Hourly wage in USD	Hourly wage in the city in USD.	Euromonitor	Economy
43	Time required to start a business	Number of calendar days needed to complete the procedures to legally operate a business.	World Bank	Economy
44	Legal status of Bitcoin	Indicator that shows whether Bitcoin is legal in the city.	Nomad List	Governance
45	ISO 37120 certification	Indicates whether the 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
46	Government buildings	Number of government buildings and premises in the city.	OpenStreetMap	Governance
47	Embassies	Number of embassies in the city.	OpenStreetMap	Governance
48	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
49	E-Participation Index	This index supplements the EGD 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.	UN	Governance
50	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. This indicator captures the human capacity component.	UN	Governance
51	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
52	Governance Index	The cities topping this ranking have a higher number of institutions that protect residents' rights and promote political stability.	Oxford Economics	Governance
53	Telecommunication Infrastructure Index	The E-Government Development Index (EGDI) is a composite measure of three important dimensions of e-government: provision of online services, telecommunication connectivity, and human capacity. This indicator captures the development status of telecommunication infrastructure.	UN	Governance
54	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
55	Online Service Index	Reflects the scope and quality of e-government services. From the EGDI, a composite measure consisting of three key dimensions: online service delivery, telecommunication connectivity, and human capacity. This indicator reflects the scope and quality of online services.	UN	Governance
56	Research centers	Number of research and technology offices in the city.	OpenStreetMap	Governance
57	Open data platform	Indicates whether or not the city has an open data system.	CTIC Foundation and World Bank	Governance
58	Democracy Index	The top-ranked countries in this index are the ones considered most democratic.	Economist Intelligence Unit	Governance
59	Reserves	Measures total reserves in millions of current USD. Calculated at city level based on population.	World Bank	Governance
60	Reserves per capita	Measures reserves in millions of current USD.	World Bank	Governance
61	TMN	Number of municipal government memberships in transnational municipal environmental networks per city.	School for Environment and Sustainability, University of Michigan	Governance
62	Green area per capita	Green space per person (m ² /inhabitant)	UN	Environment
63	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
64	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
65	Environmental Performance Index	Assesses environmental performance on a scale from 1 (poor) to 100 (excellent).	Yale University	Environment
66	CO ₂ Emission Index	CO ₂ Emission Index.	Numbeo	Environment
67	Pollution Index	Measures the level of pollution in the city.	Numbeo	Environment
68	PM ₁₀	Measures the amount of particles in the air with a diameter of 10 µm or less. Annual mean.	Global Residence Index	Environment
69	PM _{2.5}	Measures the amount of particles in the air with a diameter of 2.5 µm or less. Annual mean.	IQAir	Environment
70	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
71	Average share of green areas in cities and urban areas	Average proportion of green spaces in cities and urban areas.	UN	Environment
72	Renewable water resources	Renewable water sources per capita.	FAO	Environment
73	Renewable energy usage	Percentage of the city's energy derived from renewable sources.	Energy Institute – Statistical Review of World Energy	Environment
74	Climate vulnerability	The risk the city faces due to climate change.	National Geographic	Environment
75	Bicycle, moped, and e-scooter rental service	Assesses whether the city offers rental services for bikes, mopeds, or e-scooters.	Numbeo	Mobility and Transportation
76	Bike sharing	Number of shared bicycles in the city.	Bike-sharing World Map	Mobility and Transportation

Appendix 1 (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
77	Metro stations	Number of metro stations in the city.	Metrobits	Mobility and Transportation
78	Traffic Inefficiency Index	Estimates traffic inefficiencies. High values represent high driving inefficiencies, such as long travel times.	Numbeo	Mobility and Transportation
79	Commute time index	Measures the average number of minutes spent traveling to work.	Numbeo	Mobility and Transportation
80	Traffic congestion index	Estimates the time spent in traffic, assuming that dissatisfaction with commute times increases exponentially for journeys exceeding 25 minutes.	Numbeo	Mobility and Transportation
81	Metro lines	Number of metro lines in the city.	Metrobits	Mobility and Transportation
82	Length of metro system	Length of the metro system in a city.	Metrobits	Mobility and Transportation
83	Bicycle ownership per household	Bicycle ownership per household.	Euromonitor	Mobility and Transportation
84	High-speed train	Binary variable that shows whether the city has a high-speed train or not.	OpenRailwayMap	Mobility and Transportation
85	Vehicles in the city	Number of commercial vehicles in the city.	Euromonitor	Mobility and Transportation
86	Flights	Number of inbound flights (air routes) in the city.	OpenFlights	Mobility and Transportation
87	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
88	Bike Advance	Indicates whether the city has a bike-sharing system.	Bike-sharing World Map	Urban Planning
89	Buildings	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.).	SkyscraperPage.com	Urban Planning
90	Electric charging stations	Electric car charging points in the city.	OpenStreetMap	Urban Planning
91	Percentage of urban population with convenient access to public transportation	Percentage of the urban population that can access a public transportation stop within a walking distance of 500 meters (for low-capacity public transportation systems) and/or within 1,000 meters (for high-capacity systems) along the street network.	UN	Urban Planning
92	Percentage of the urban population with adequate sanitation services	Percentage of population that uses at least basic sanitation services—that is, improved sanitation facilities that are not shared with other households.	World Bank	Urban Planning
93	Artificial intelligence projects	Indicates whether or not the city has artificial intelligence projects.	AI Localism	Urban Planning
94	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
95	Road traffic death rate	Number of fatalities from road traffic accidents per 100,000 inhabitants.	WHO	Urban Planning
96	Attractions	Number of tourist attractions in the city rated 5 stars by travelers.	Tripadvisor	International Profile

Appendix 1 (continued)

No.	Indicator	Description / Unit of measurement	Source	Dimension
97	Number of hotels	Number of hotels in the city.	Travel Weekly	International Profile
98	Coworking spaces	Number of coworking spaces in the city.	Coworker	International Profile
99	Hotels per capita	Number of hotels per capita.	OpenStreetMap	International Profile
100	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
101	McDonald's	Number of McDonald's locations in the city.	OpenStreetMap	International Profile
102	Passengers per airport	Number of passengers per airport, in thousands.	Euromonitor	International Profile
103	Starbucks	Number of Starbucks locations in the city.	Starbucks	International Profile
104	Guided tours	Number of guided tours in the city rated 5 stars by travelers.	Tripadvisor	International Profile
105	Mobile broadband	Active mobile broadband subscriptions.	International Telecommunication Union	Technology
106	Population coverage by 4G mobile network technology	Percentage of the population covered by 4G mobile network technology.	International Telecommunication Union	Technology
107	Population coverage by 5G mobile network technology	Percentage of the population covered by 5G mobile network technology.	International Telecommunication Union	Technology
108	Innovation Cities Index	Ranks leading cities in innovation.	2ThinkNow	Technology
109	Internet	Percentage of households with Internet access.	Euromonitor	Technology
110	Computers/PCs	Percentage of households with a computer/PC.	Euromonitor	Technology
111	Social media	Number of registered LinkedIn members in the city.	LinkedIn	Technology
112	Broadband subscriptions	Number of broadband subscriptions per 100 inhabitants.	International Telecommunication Union	Technology
113	Fixed broadband speed	Fixed-network speed in the city, in megabytes per second.	Speedtest Global Index	Technology
114	Mobile Internet speed	Mobile Internet speed in the city, in megabytes per second.	Speedtest Global Index	Technology
115	Population	Number of inhabitants.	Euromonitor	Cluster

Appendix 2.

Sustained competitiveness index

#SCI	City	SCI	CIMI rank	Leadership	Momentum	Balance
1	Zurich	0.775	16	0.918	0.500	0.907
2	Amsterdam	0.773	7	0.967	0.382	0.971
3	London	0.771	1	1.000	0.412	0.903
4	Copenhagen	0.749	8	0.962	0.412	0.875
5	Santiago	0.746	69	0.626	0.794	0.818
6	Paris	0.740	3	0.989	0.412	0.820
7	Tokyo	0.738	5	0.978	0.529	0.705
8	Berlin	0.733	4	0.984	0.412	0.804
9	Basel	0.729	31	0.835	0.588	0.764
10	Cologne	0.721	44	0.764	0.706	0.693
11	Madrid	0.720	15	0.923	0.412	0.824
12	Munich	0.706	13	0.934	0.382	0.802
13	Beijing	0.702	10	0.951	1.000	0.157
14	Montreal	0.699	39	0.791	0.677	0.631
15	Stockholm	0.698	19	0.901	0.441	0.752
16	Dublin	0.694	30	0.841	0.441	0.800
17	Singapore	0.662	6	0.973	0.382	0.630
18	Oslo	0.658	11	0.945	0.294	0.735
19	Geneva	0.656	42	0.775	0.500	0.693
20	Hamburg	0.655	17	0.912	0.294	0.759
21	Milan	0.654	58	0.687	0.588	0.686
22	Hong Kong	0.653	26	0.863	0.794	0.301
23	Seoul	0.651	9	0.956	0.471	0.527
24	Rotterdam	0.646	27	0.857	0.471	0.609
25	Chicago	0.645	12	0.940	0.353	0.642
26	Barcelona	0.641	24	0.874	0.353	0.697
27	Sofia	0.639	95	0.484	0.706	0.729
28	Seattle	0.638	21	0.890	0.559	0.463
29	Frankfurt	0.634	37	0.802	0.382	0.718
30	Washington	0.634	18	0.907	0.382	0.612
31	Auckland	0.627	47	0.747	0.324	0.811
32	Helsinki	0.626	28	0.852	0.382	0.644
33	New York	0.623	2	0.995	0.412	0.463
34	Sydney	0.616	32	0.830	0.441	0.577
35	Prague	0.614	56	0.698	0.382	0.763
36	Toronto	0.613	20	0.896	0.353	0.592

Appendix 2 (continued)

#SCI	City	SCI	CIMI rank	Leadership	Momentum	Balance
37	Melbourne	0.613	23	0.879	0.412	0.547
38	Vancouver	0.610	41	0.780	0.471	0.578
39	Brussels	0.609	49	0.736	0.353	0.739
40	Lisbon	0.607	64	0.654	0.441	0.727
41	San Antonio	0.607	65	0.648	0.441	0.732
42	Marseille	0.606	82	0.555	0.441	0.822
43	Lyon	0.603	62	0.665	0.441	0.703
44	Almaty	0.594	137	0.253	0.647	0.882
45	Valencia	0.591	72	0.610	0.588	0.576
46	Düsseldorf	0.591	66	0.643	0.441	0.688
47	Bern	0.582	40	0.786	0.353	0.607
48	Philadelphia	0.574	55	0.703	0.471	0.549
49	Belgrade	0.573	126	0.313	0.618	0.788
50	San Francisco	0.570	14	0.929	0.412	0.371
51	Seville	0.570	99	0.462	0.471	0.777
52	Reykjavik	0.563	29	0.846	0.294	0.550
53	Wellington	0.562	46	0.753	0.412	0.522
54	Glasgow	0.562	71	0.615	0.353	0.716
55	Denver	0.561	51	0.725	0.412	0.547
56	Tallinn	0.560	59	0.681	0.412	0.588
57	Liverpool	0.557	74	0.599	0.412	0.659
58	Rabat	0.556	161	0.121	0.618	0.929
59	Antwerp	0.555	77	0.582	0.382	0.699
60	Rome	0.552	61	0.670	0.382	0.602
61	Edinburgh	0.547	36	0.808	0.294	0.539
62	Astana	0.545	150	0.181	0.647	0.807
63	Porto	0.544	70	0.621	0.412	0.600
64	Manchester	0.544	50	0.731	0.177	0.724
65	Shenzhen	0.543	87	0.528	0.853	0.250
66	Medellín	0.543	138	0.247	0.382	1.000
67	Austin	0.542	34	0.819	0.235	0.573
68	Moscow	0.542	78	0.577	0.677	0.372
69	Osaka	0.541	92	0.500	0.647	0.477
70	Houston	0.539	53	0.714	0.647	0.255
71	Leeds	0.539	83	0.550	0.500	0.567
72	Ljubljana	0.537	103	0.440	0.500	0.670

Appendix 2 (continued)

#SCI	City	SCI	CIMI rank	Leadership	Momentum	Balance
73	Taipei	0.536	38	0.797	0.294	0.517
74	Montevideo	0.535	114	0.379	0.529	0.697
75	Boston	0.533	22	0.885	0.235	0.478
76	Istanbul	0.528	84	0.544	0.618	0.422
77	Shanghai	0.525	35	0.813	0.412	0.351
78	Ottawa	0.523	54	0.709	0.353	0.506
79	Eindhoven	0.522	48	0.742	0.441	0.383
80	Vilnius	0.522	76	0.588	0.324	0.654
81	Bratislava	0.522	93	0.495	0.412	0.658
82	Gothenburg	0.520	63	0.659	0.382	0.519
83	Birmingham	0.520	79	0.571	0.353	0.636
84	Casablanca	0.519	169	0.077	0.618	0.861
85	Lille	0.516	96	0.478	0.471	0.598
86	San Diego	0.513	52	0.720	0.353	0.466
87	Tunis	0.510	160	0.126	0.441	0.964
88	Zagreb	0.509	94	0.489	0.412	0.628
89	Málaga	0.507	88	0.522	0.441	0.557
90	Minsk	0.505	129	0.297	0.618	0.601
91	Las Vegas	0.503	68	0.632	0.500	0.376
92	Stuttgart	0.501	60	0.676	0.353	0.473
93	Nottingham	0.500	86	0.533	0.353	0.613
94	Amman	0.499	152	0.170	0.471	0.857
95	Baku	0.498	142	0.225	0.559	0.711
96	Manila	0.498	167	0.088	0.412	0.993
97	Miami	0.497	45	0.758	0.294	0.439
98	Canberra	0.497	57	0.692	0.382	0.416
99	Ankara	0.491	127	0.308	0.618	0.548
100	Nagoya	0.490	110	0.401	0.500	0.569
101	Vienna	0.489	33	0.824	0.059	0.584
102	Santo Domingo	0.488	168	0.082	0.500	0.880
103	Quebec City	0.483	81	0.560	0.382	0.507
104	San Salvador	0.481	163	0.110	0.471	0.863
105	Bilbao	0.481	106	0.423	0.353	0.667
106	Manama	0.480	139	0.242	0.588	0.609
107	Kuala Lumpur	0.475	108	0.412	0.529	0.483
108	Zaragoza	0.475	107	0.418	0.412	0.594
109	Turin	0.474	100	0.456	0.382	0.582

Appendix 2 (continued)

#SCI	City	SCI	CIMI rank	Leadership	Momentum	Balance
110	Kampala	0.473	176	0.039	0.471	0.911
111	Baltimore	0.471	80	0.566	0.265	0.583
112	San José	0.470	165	0.099	0.529	0.781
113	Riga	0.469	91	0.506	0.324	0.578
114	Ho Chi Minh City	0.469	140	0.236	0.471	0.700
115	Lima	0.468	145	0.209	0.559	0.637
116	Novosibirsk	0.468	156	0.148	0.500	0.756
117	Tianjin	0.468	124	0.324	0.735	0.344
118	Accra	0.467	170	0.071	0.500	0.831
119	Brasilia	0.466	146	0.203	0.412	0.784
120	Phoenix	0.464	73	0.604	0.265	0.524
121	Curitiba	0.464	136	0.258	0.529	0.604
122	Dubai	0.462	25	0.868	0.382	0.136
123	Guangzhou	0.460	105	0.429	0.559	0.393
124	Nice	0.459	101	0.451	0.265	0.663
125	Belo Horizonte	0.457	153	0.165	0.471	0.736
126	Salvador	0.455	157	0.143	0.412	0.809
127	Cali	0.453	147	0.198	0.294	0.868
128	Warsaw	0.453	75	0.593	0.324	0.441
129	St. Petersburg	0.452	116	0.368	0.618	0.372
130	Cape Town	0.449	148	0.192	0.441	0.712
131	Lahore	0.443	180	0.017	0.412	0.902
132	Wroclaw	0.442	111	0.396	0.412	0.519
133	Tbilisi	0.441	119	0.352	0.412	0.558
134	Quito	0.438	149	0.187	0.382	0.745
135	Naples	0.437	132	0.280	0.382	0.649
136	Murcia	0.437	121	0.341	0.412	0.558
137	Karachi	0.435	183	0.000	0.382	0.923
138	Skopje	0.433	143	0.220	0.265	0.814
139	A Coruña	0.426	109	0.407	0.412	0.458
140	Duisburg	0.425	112	0.390	0.500	0.385
141	Bangkok	0.425	113	0.385	0.618	0.272
142	Douala	0.419	179	0.022	0.412	0.824
143	Guatemala City	0.418	178	0.028	0.235	0.993
144	Kolkata	0.414	171	0.066	0.382	0.793
145	Florence	0.412	89	0.517	0.294	0.425
146	Johannesburg	0.411	162	0.115	0.353	0.766
147	Lagos	0.411	182	0.006	0.441	0.786

Appendix 2 (continued)

#SCI	City	SCI	CIMI rank	Leadership	Momentum	Balance
148	Detroit	0.410	98	0.467	0.324	0.440
149	Tehran	0.410	177	0.033	0.353	0.844
150	Kyiv	0.410	123	0.330	0.529	0.370
151	Jerusalem	0.403	133	0.275	0.294	0.641
152	Budapest	0.402	90	0.511	0.147	0.548
153	Athens	0.402	118	0.357	0.353	0.494
154	Nairobi	0.400	175	0.044	0.471	0.686
155	Tel Aviv	0.395	115	0.374	0.206	0.606
156	Santa Cruz	0.389	174	0.050	0.412	0.706
157	Rio de Janeiro	0.388	130	0.291	0.353	0.521
158	São Paulo	0.388	125	0.319	0.382	0.462
159	Sarajevo	0.371	154	0.159	0.324	0.630
160	Rosario	0.368	134	0.269	0.294	0.541
161	Los Angeles	0.364	43	0.769	0.324	0.000
162	Asunción	0.363	164	0.104	0.382	0.602
163	Córdoba	0.363	131	0.286	0.235	0.567
164	Bucharest	0.362	117	0.363	0.000	0.724
165	Guayaquil	0.360	166	0.093	0.294	0.693
166	Caracas	0.360	181	0.011	0.412	0.656
167	Palma de Mallorca	0.357	102	0.445	0.059	0.566
168	New Delhi	0.356	151	0.176	0.441	0.451
169	Linz	0.355	97	0.473	0.265	0.326
170	Panama	0.351	135	0.264	0.147	0.642
171	Cairo	0.350	173	0.055	0.206	0.788
172	La Paz	0.349	172	0.060	0.177	0.811
173	Abu Dhabi	0.345	85	0.539	0.235	0.262
174	Bogotá	0.336	141	0.231	0.147	0.629
175	Bangalore	0.326	144	0.214	0.324	0.440
176	Mexico City	0.321	120	0.346	0.235	0.383
177	Mumbai	0.319	155	0.154	0.353	0.450
178	Jakarta	0.312	159	0.132	0.324	0.479
179	Dallas	0.302	67	0.637	0.000	0.268
180	Doha	0.274	122	0.335	0.265	0.223
181	Buenos Aires	0.274	104	0.434	0.206	0.181
182	Riyadh	0.236	128	0.302	0.235	0.171
183	Kuwait City	0.168	158	0.137	0.000	0.365

Appendix 3.

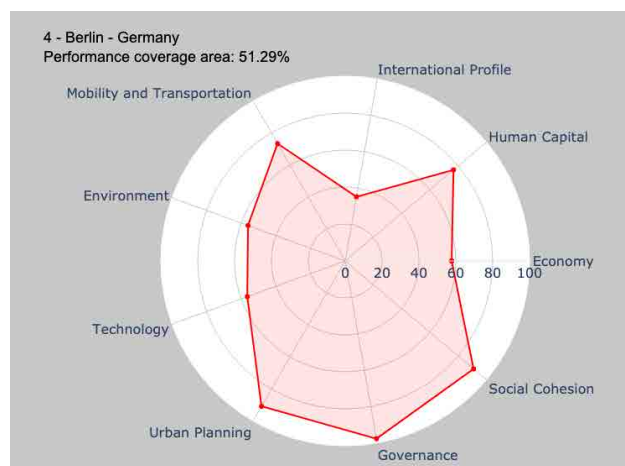
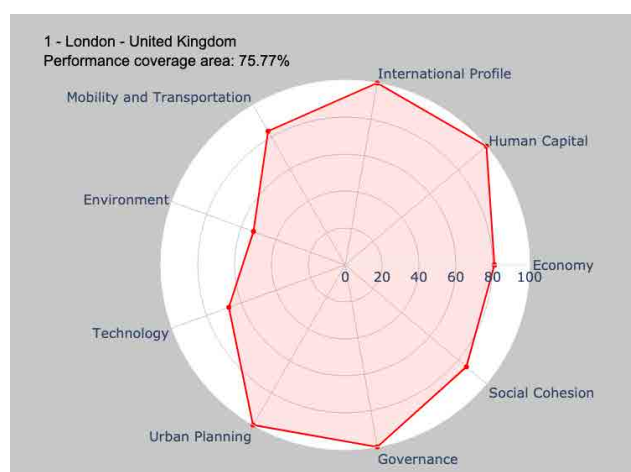
Graphical analysis of the profiles of the 183 cities

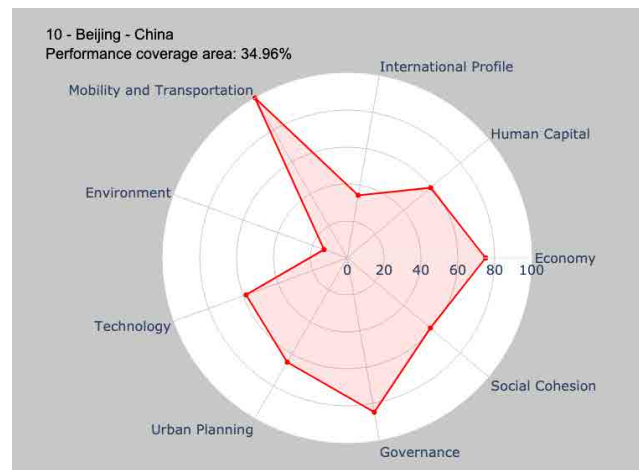
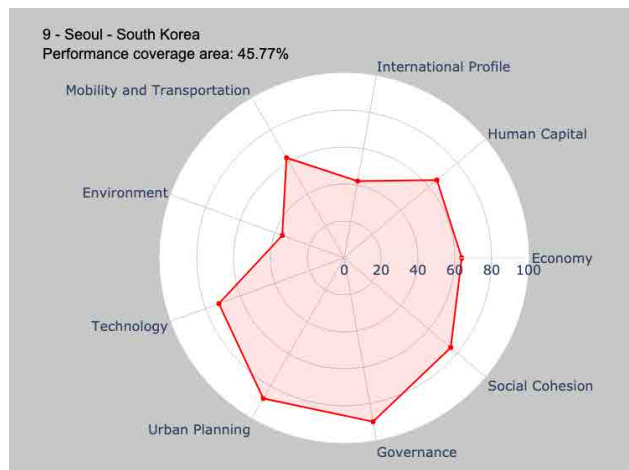
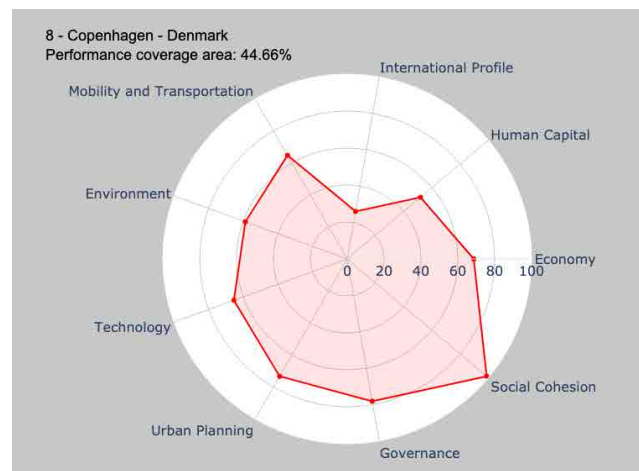
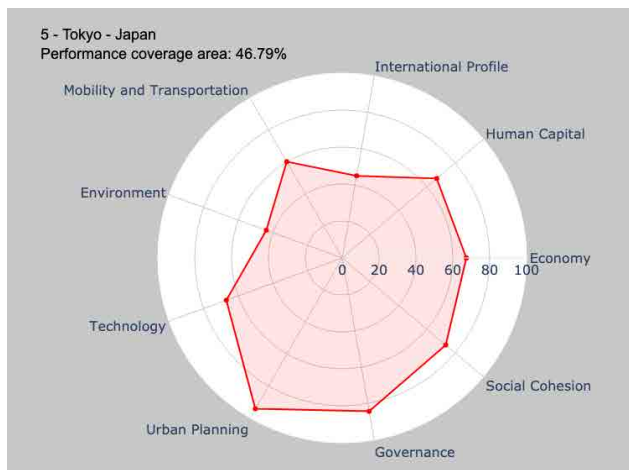
Below we present a graphical analysis of the 183 cities included in the **CIMI**, based on the nine key dimensions. These radar charts, ordered according to each city's position in the ranking, are intended to facilitate interpretation of the profile of each city by showing the values for each dimension.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

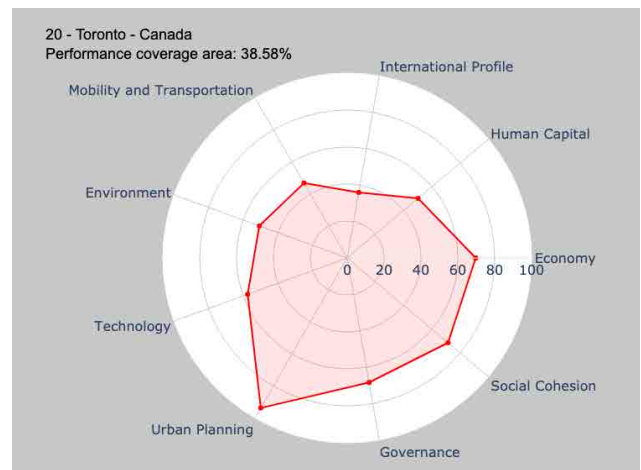
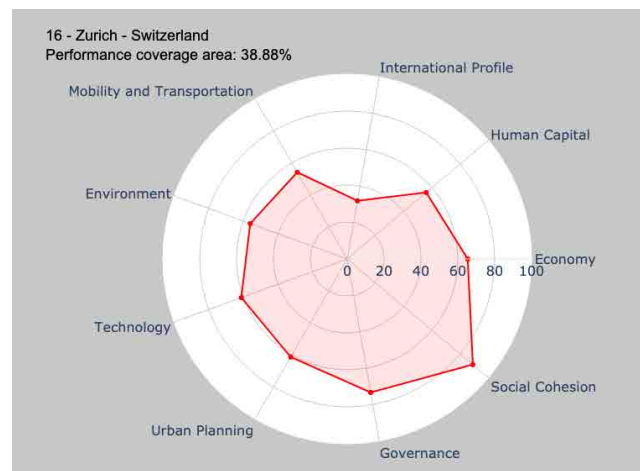
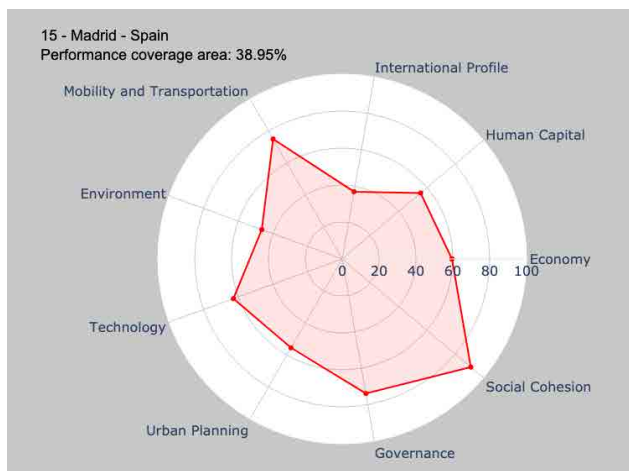
Last year, we introduced an indicator that reflects each city's current performance and future growth potential. This indicator, called the *performance coverage area*,¹ visually represents the area covered within a nonagon (a nine-sided polygon) based on a city's rank in each of the dimensions evaluated.

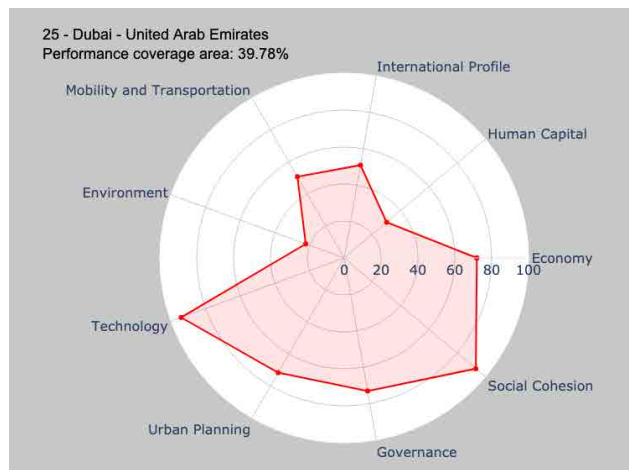
¹ This indicator is not directly comparable to each city's position in the ranking, as the radar chart assigns equal weight to each dimension, whereas the methodology used to calculate the **CIMI** assigns different weights. See *IESE Cities in Motion Index: Metodología y modelización, Índice 2014*.

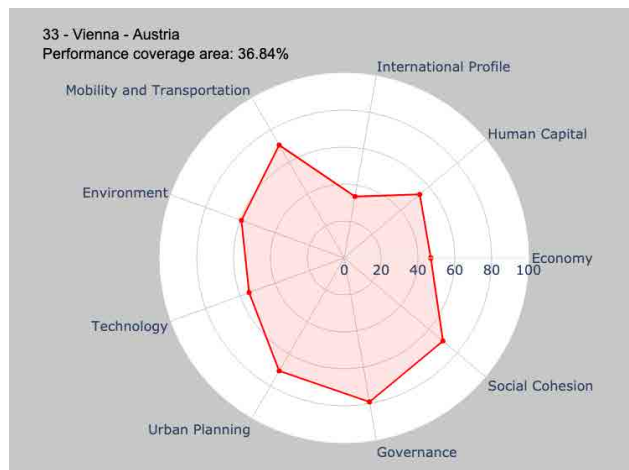
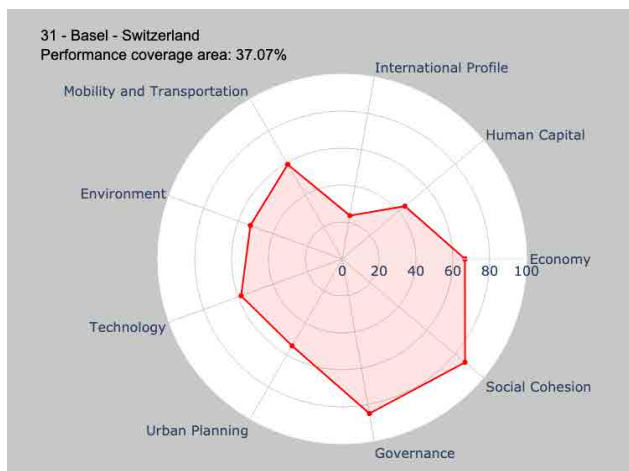
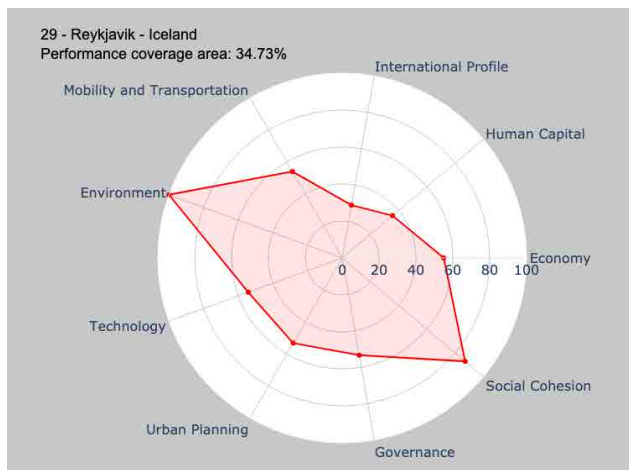
In an ideal scenario, a perfect city that ranks first in every dimension would be represented on a radar chart by radii reaching the chart's outermost edge, forming a complete nonagon filled in red. Such a city would score 100% for this indicator. However, since no city is perfect and all have areas 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.

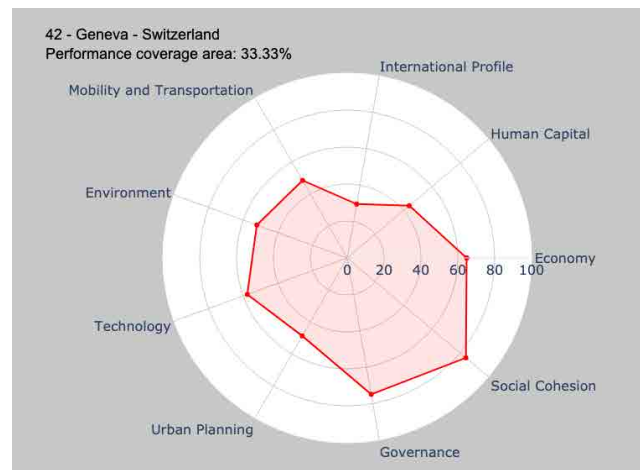
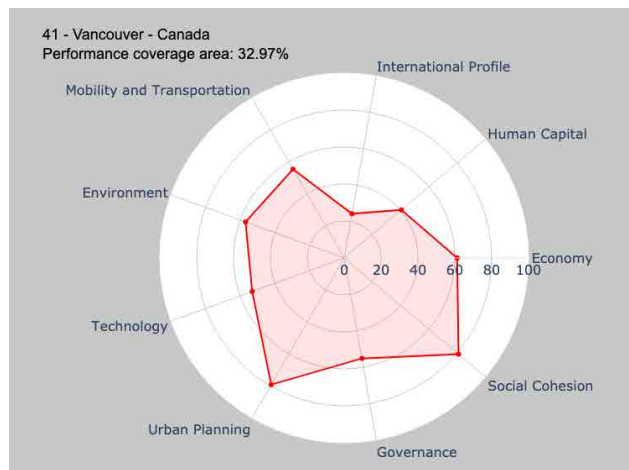
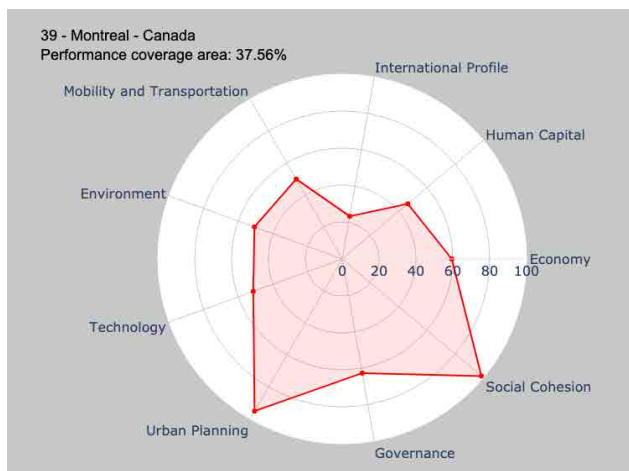
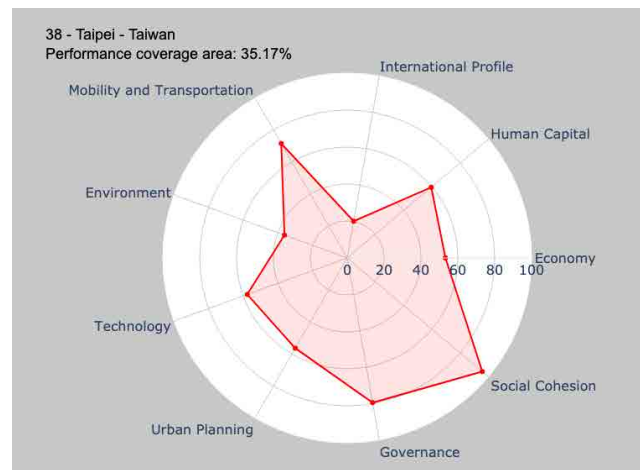
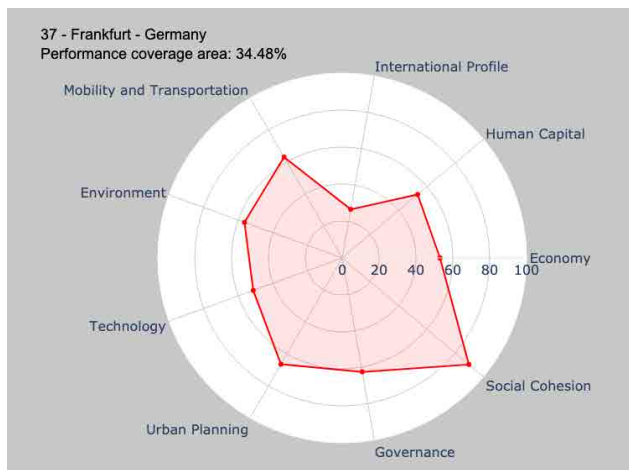




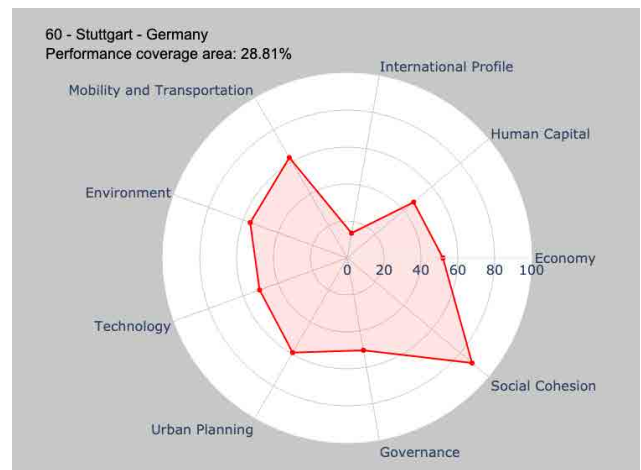
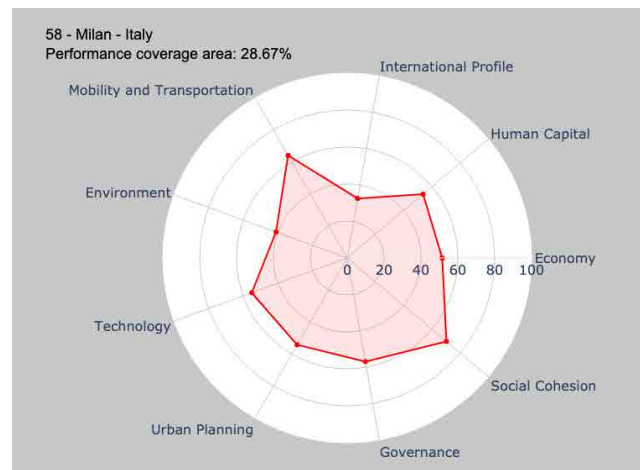
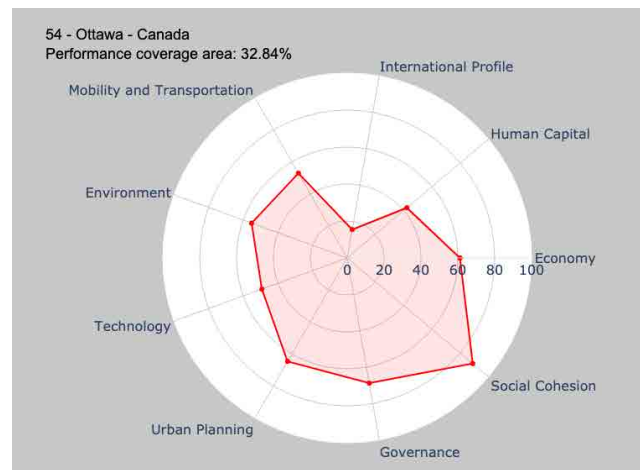


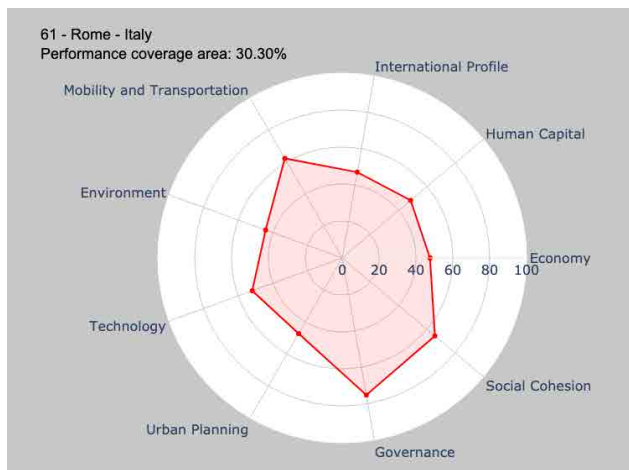


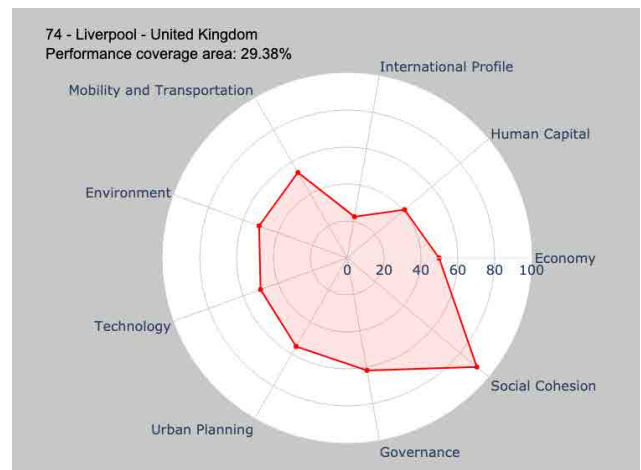
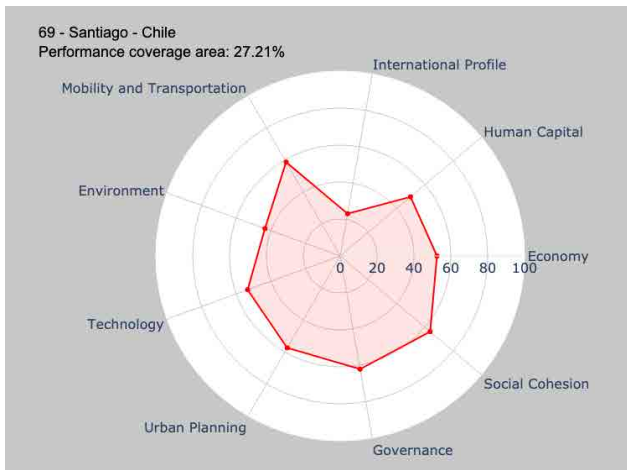


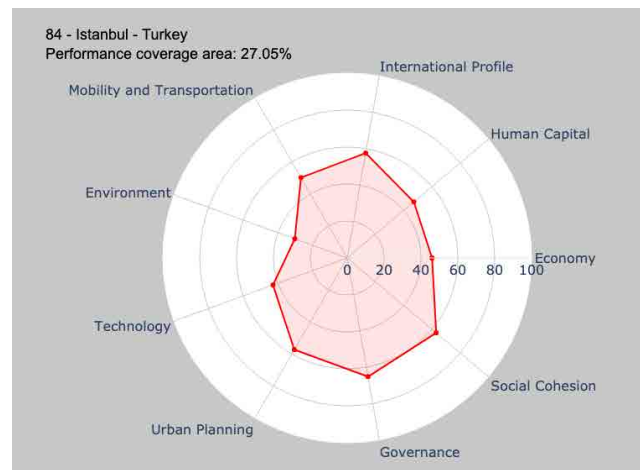
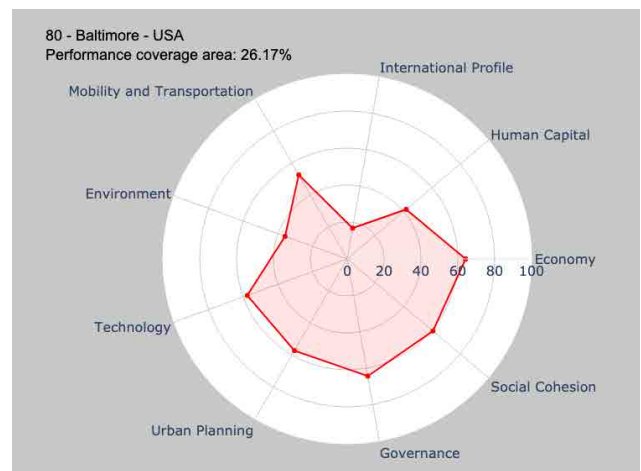
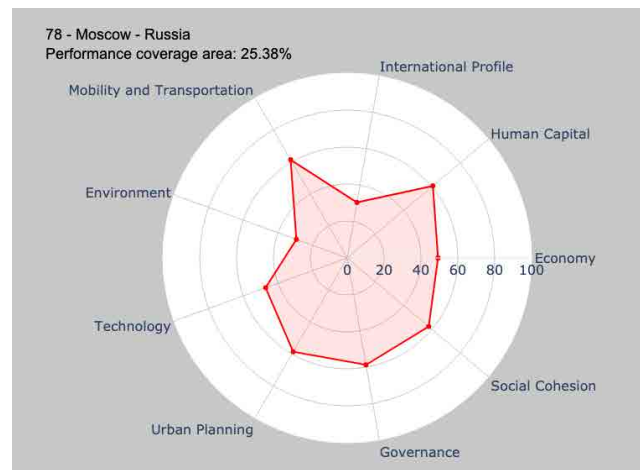


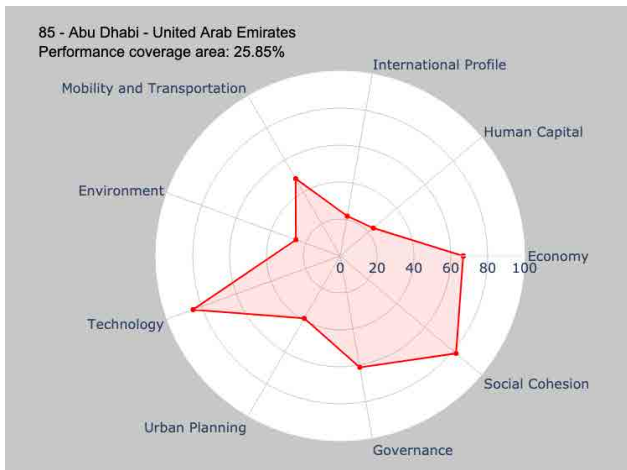


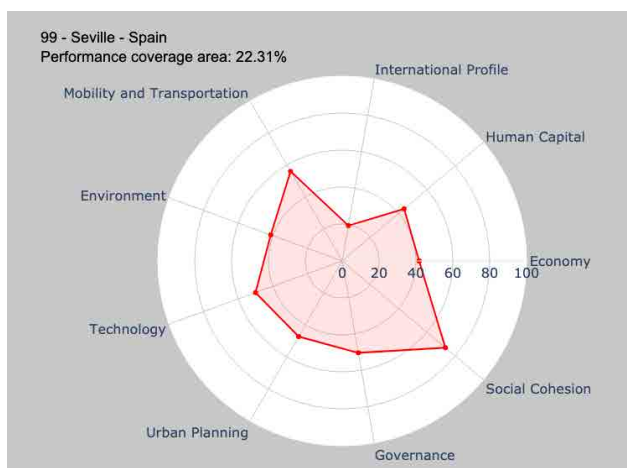
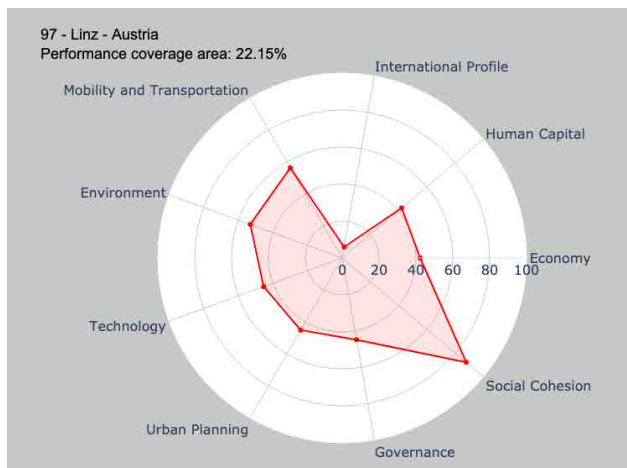
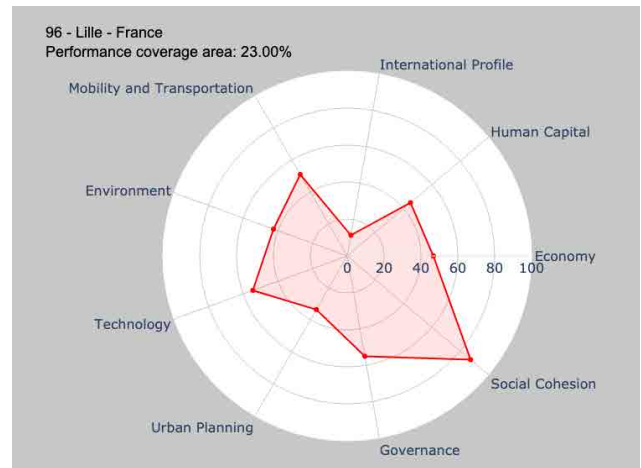
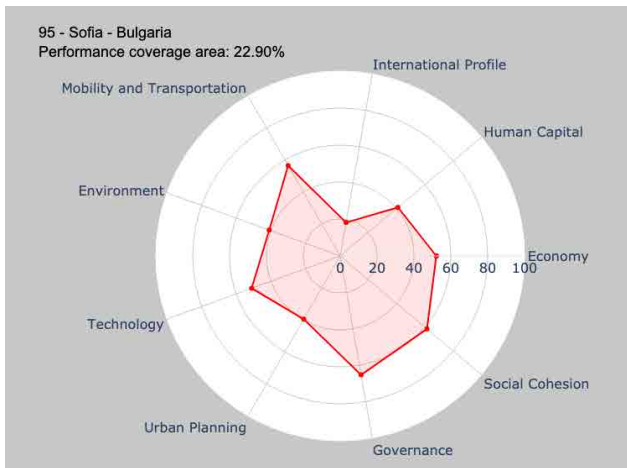


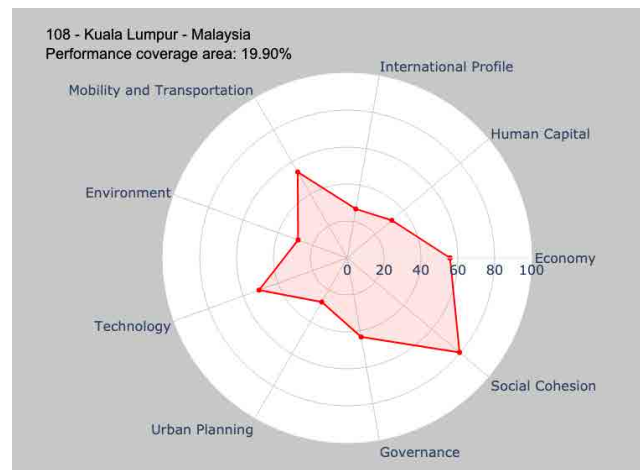
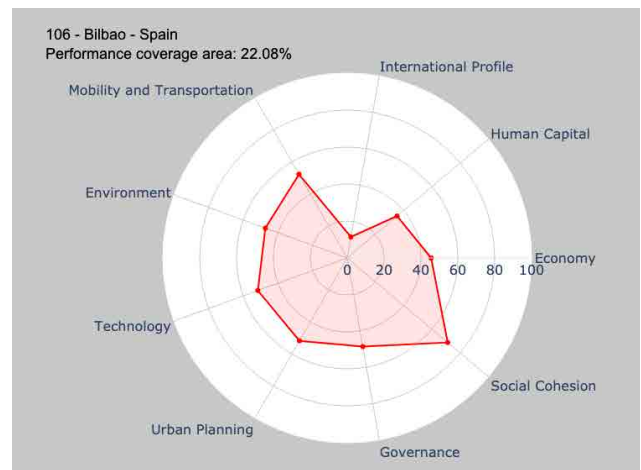


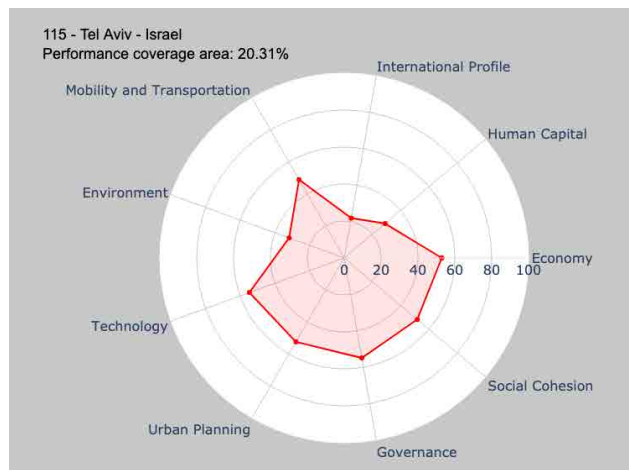
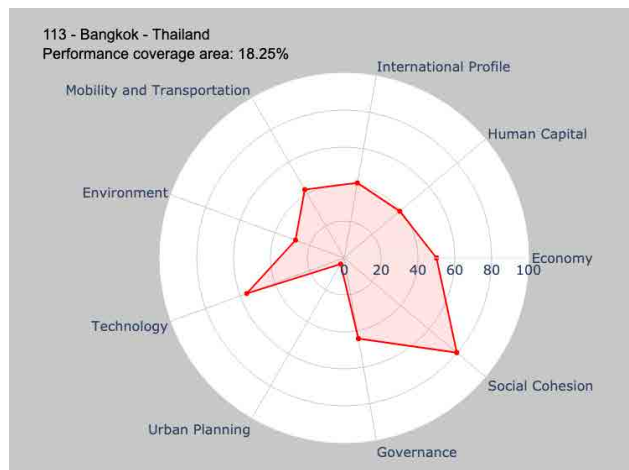
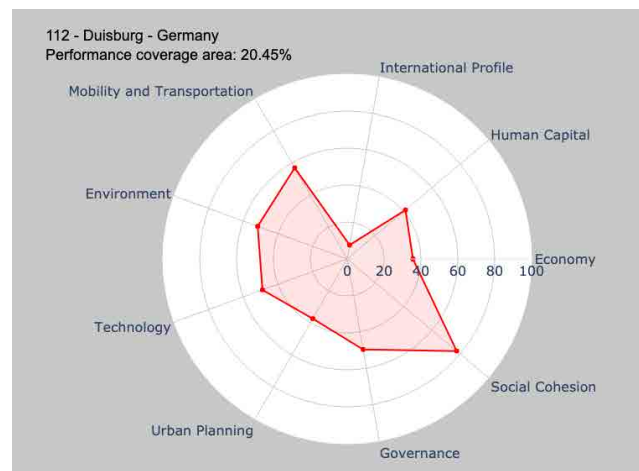
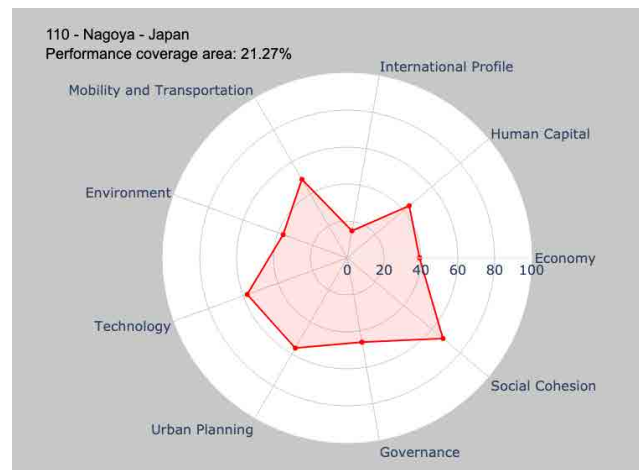


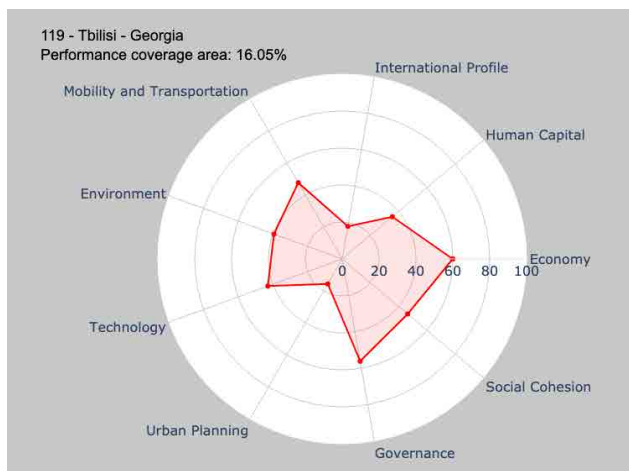
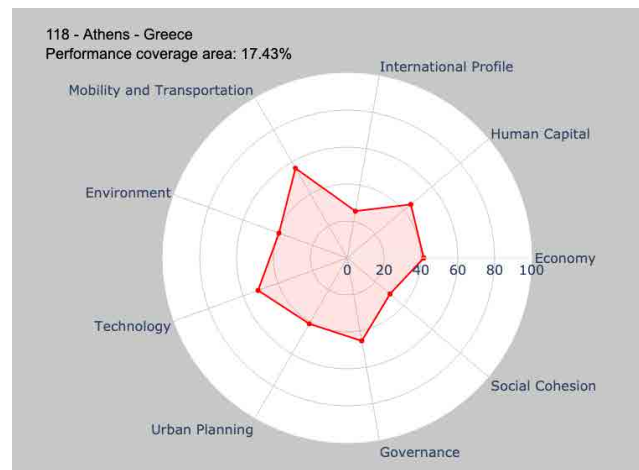


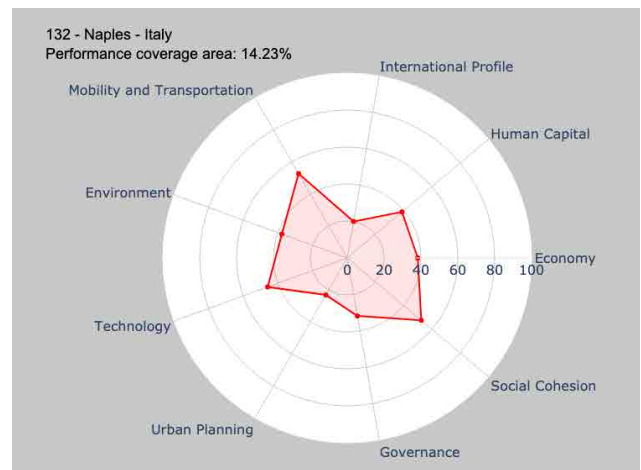
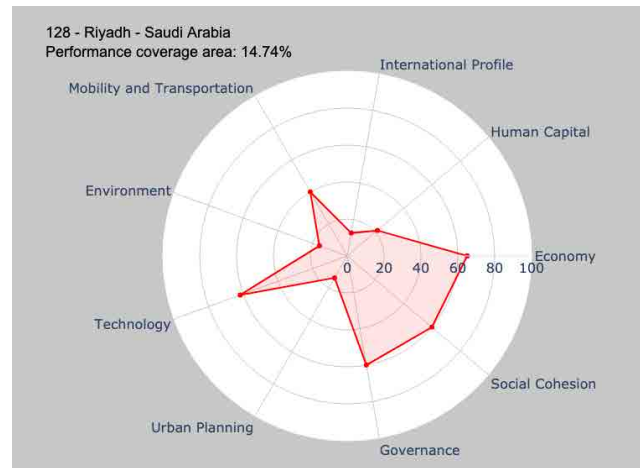
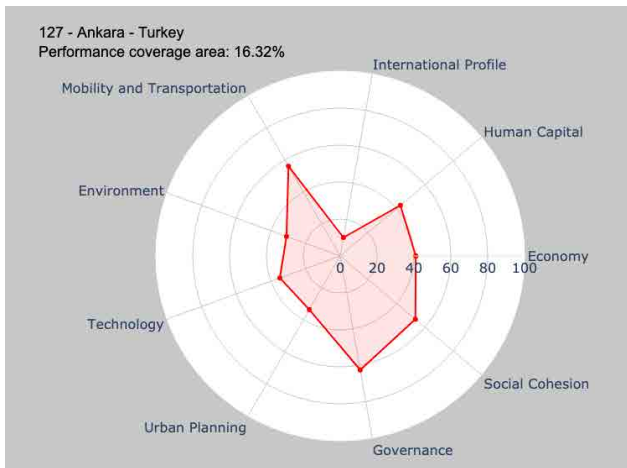


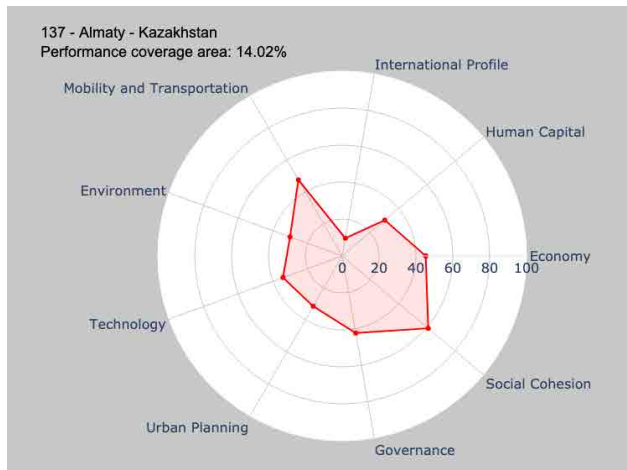
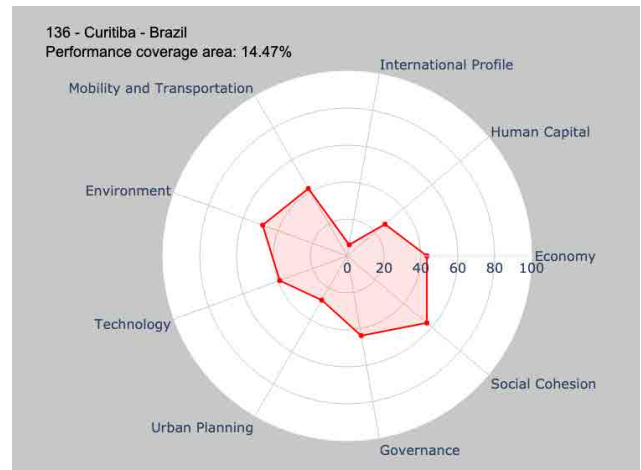
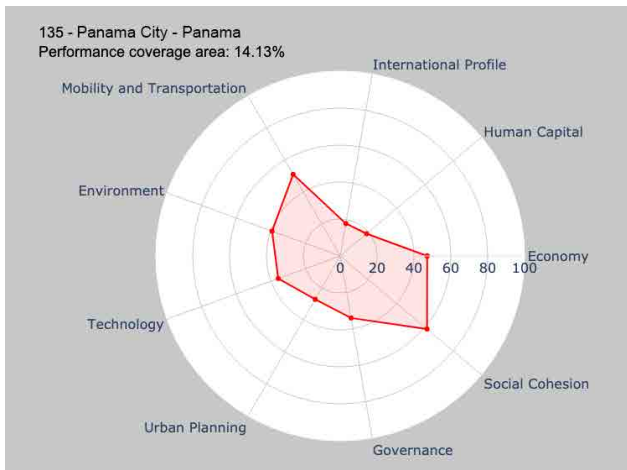


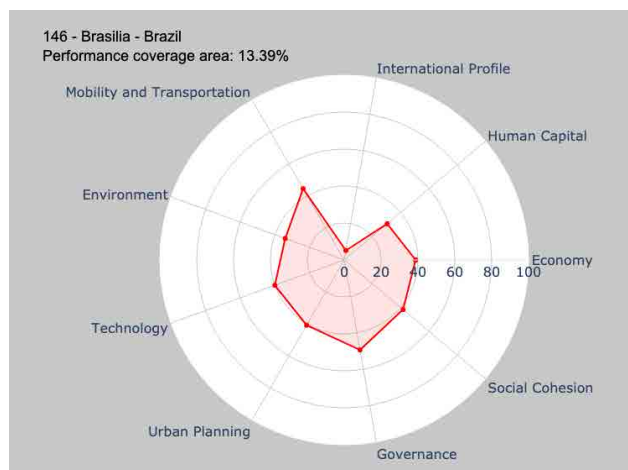
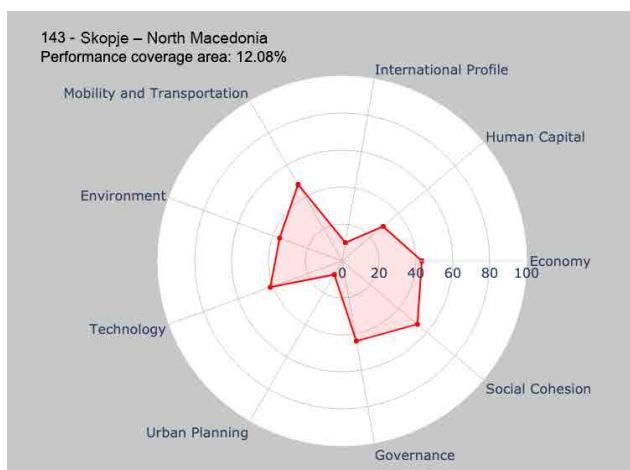


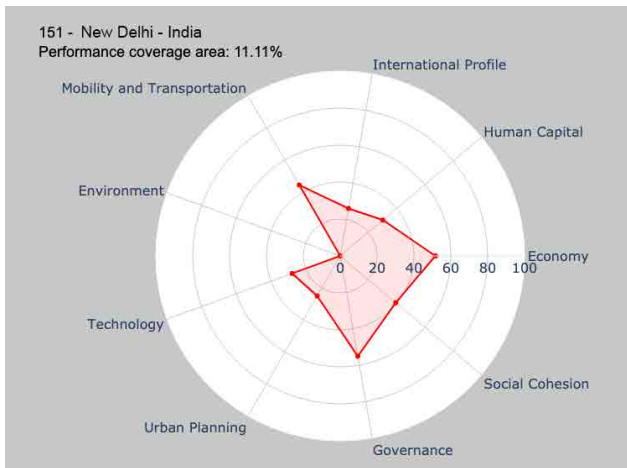
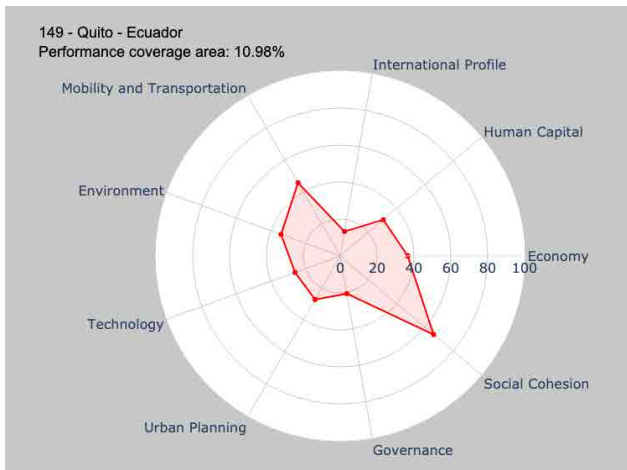


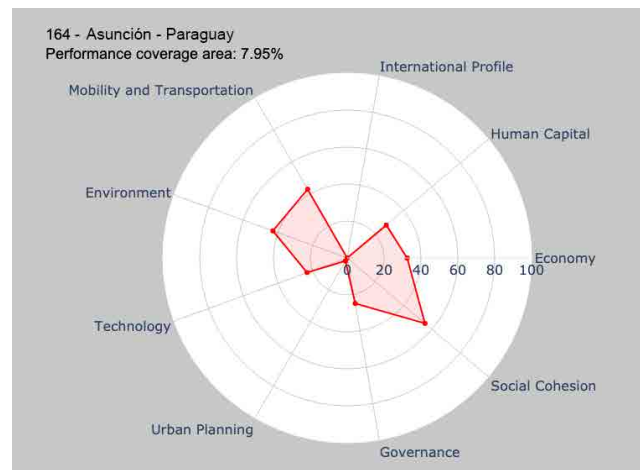
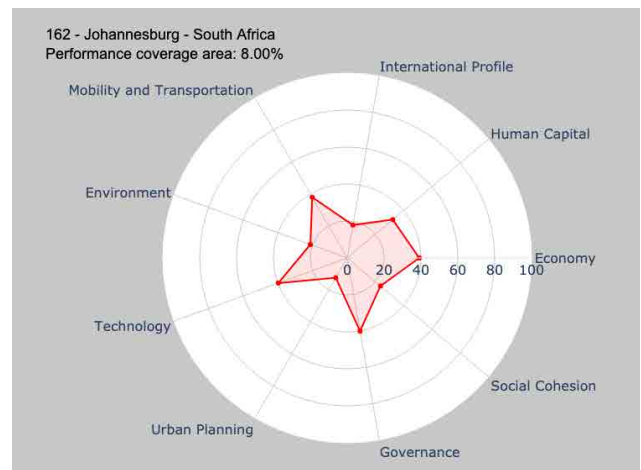
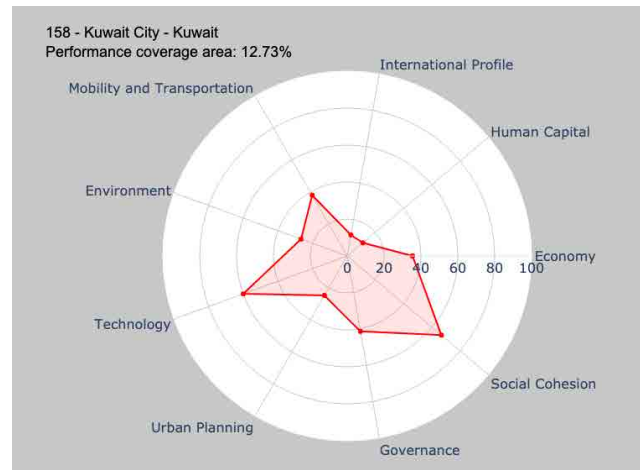


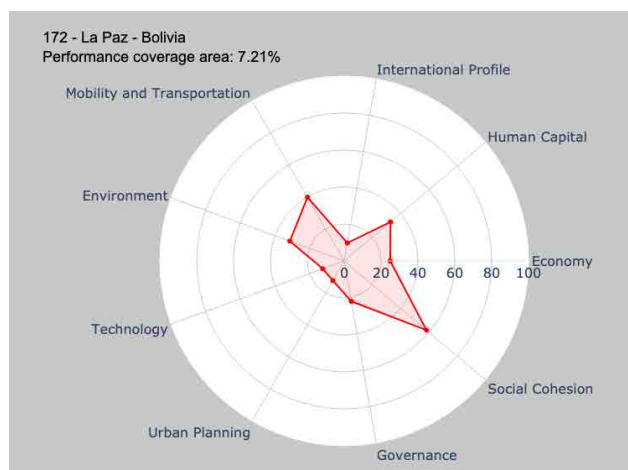
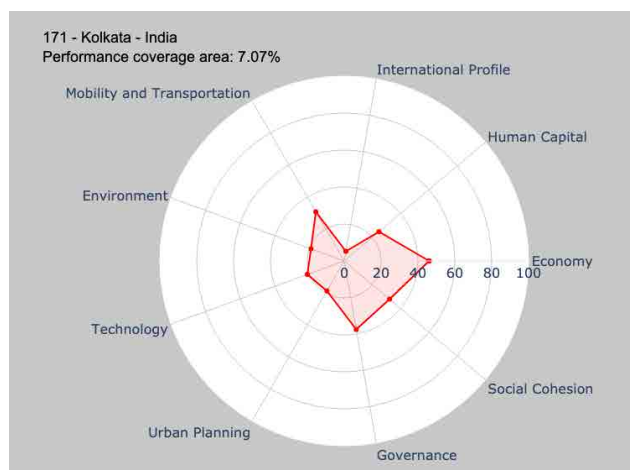
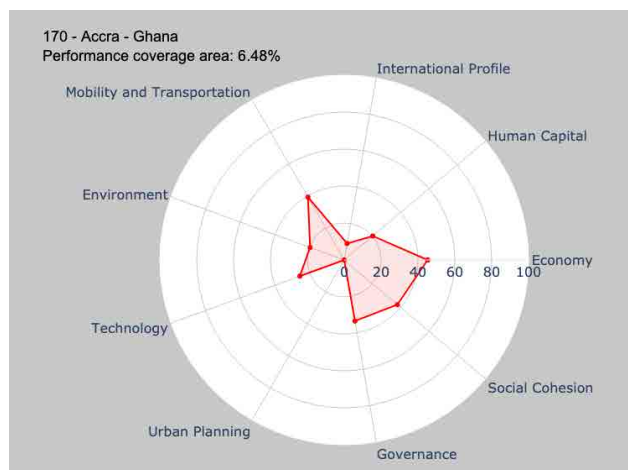
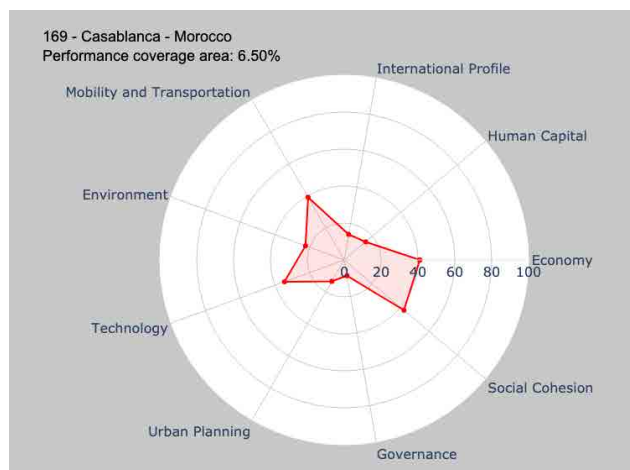
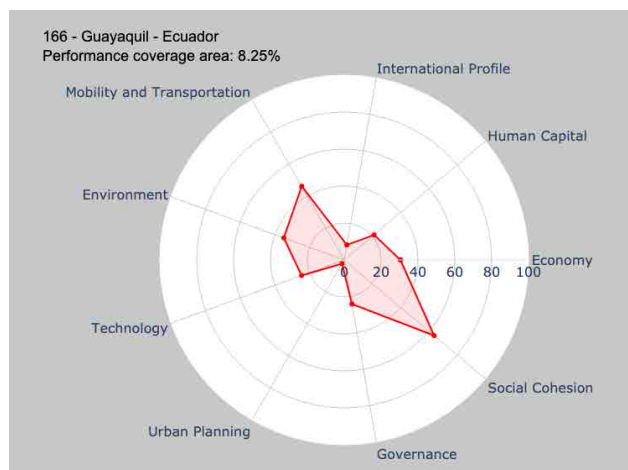
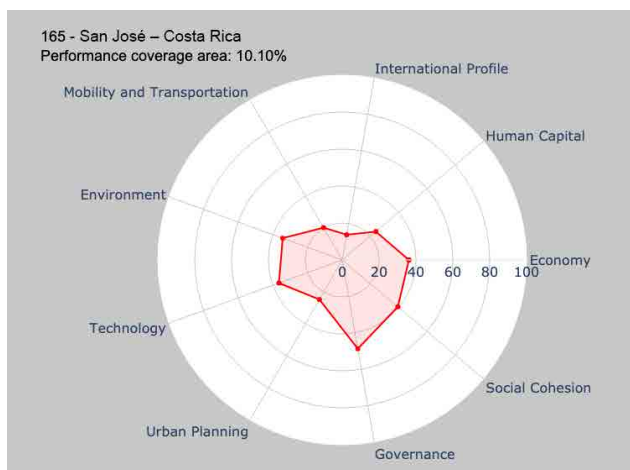


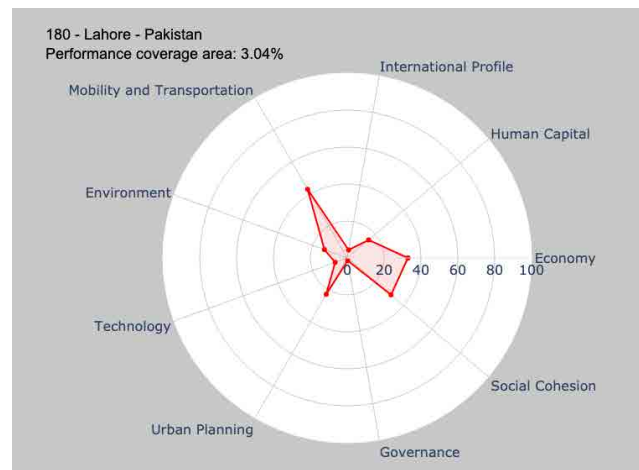
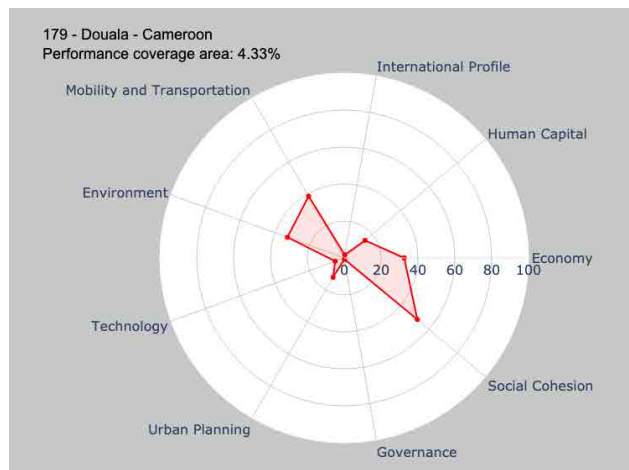
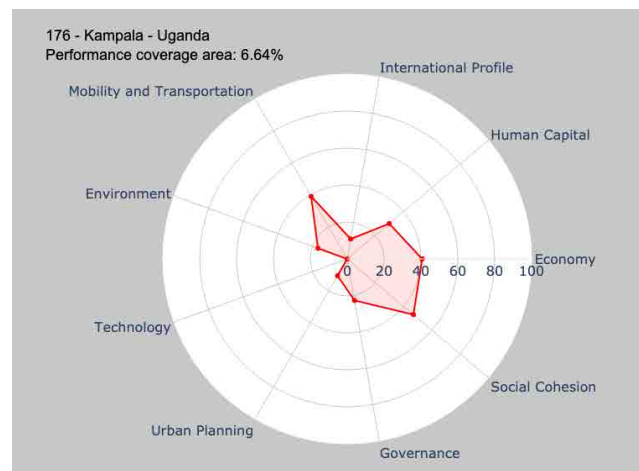
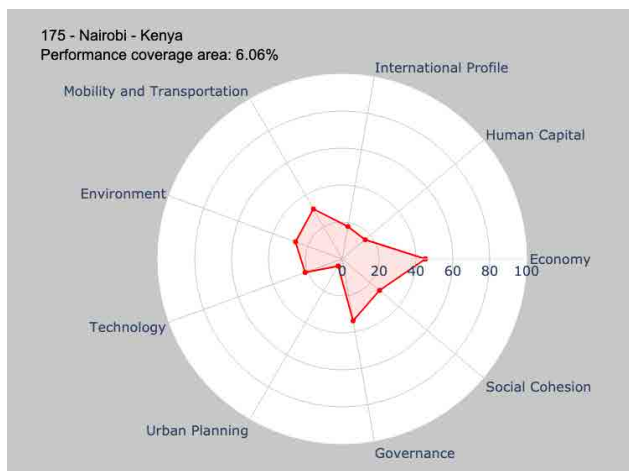
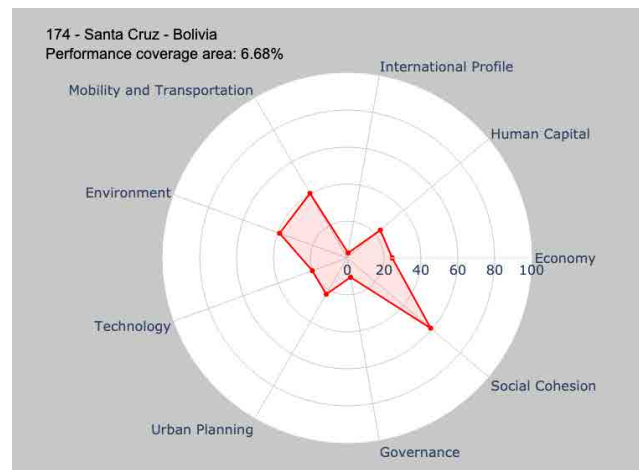


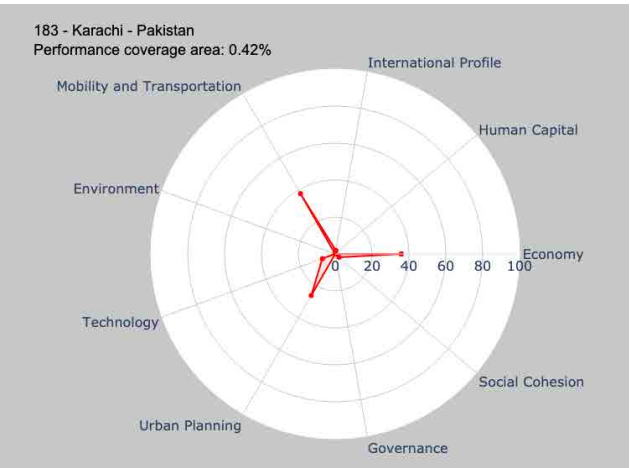
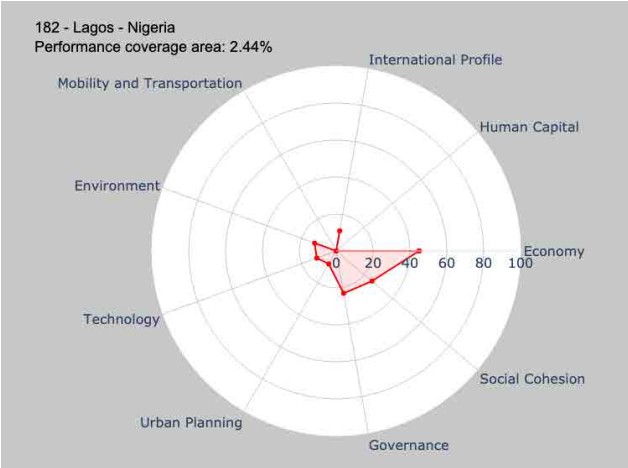












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