Dell 2019 Women Entrepreneur Cities (WE Cities) Index

Rating Global Cities’ ability to attract and support High Potential Women Entrepreneurs
At the height of the recession in 2009, Dell started brainstorming ways we could help our customers continue to grow and influence the global economy. Two realities inspired us to focus on women entrepreneurs:

1. Entrepreneurs are the force that leads the economy

2. Women business owners in 2009 made up the fifth largest GDP, but still struggled to access the capital, networks and resources they need to take their businesses to the next level.

We invested in this research to better understand the obstacles standing in women’s way of not just starting a business, but growing it.

Our first few years of research really looked at the operational and enabling environments for women entrepreneurs in key countries.

In 2016, 2017 we drilled down and ranked cities to the city level to assess the impact of local policies as well as national laws and customs.

This year, we’ve re-ranked those cities to measure their progress.
The San Francisco Bay Area out ranked New York for the No. 1 spot this year, largely in part because the Bay Area is one of the best places for women to gain access to capital. It also moved from 6th place to 2nd place in Culture, illustrating that the number of role models and public dialogue around diversity.

Out of a total of 100 possible points, the No. 1 ranked San Francisco Bay Area scored only 63.7. That’s evidence that there is still much work to do to level the field for women.

Lack of funding, high-cost of living, low representation of women in leadership roles, and the lack government led policies that support women entrepreneurs were among the barriers, globally.

Thirty out of 50 cities improved on more than half of their indicators, with Latin America and Europe seeing the highest percentage of their cities move up.

The most-improved cities represent nearly every region, which indicates how broad-based the improvements have been around the world.

Mexico City had the greatest improvement ranking No. 45 in 2017, moving up to No. 29 this year.
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Overview

The Dell Women Entrepreneur Cities Index (WE Cities) is:
A measure of a city’s ability to attract and support high-potential women entrepreneurs (HPWE). HPWE want to grow and scale their businesses.

50 ranked cities were chosen for:
Reputation as established or emerging hubs of innovation and entrepreneurship.
Geographic diversity.

Cities included in the WE Cities rankings already have thriving commercial entrepreneurship.
Strong entrepreneurship is not necessarily strength for women entrepreneurs.

We provide additional detail on:
the pillars used to construct the index.
the biggest movers between 2017 and 2019.
The Index Construction
Details

The rating highlights **RELATIVE** strengths and weaknesses

Robust, data-driven analysis can help cities leverage their strengths to improve areas in which they are less competitive.

Indicators measure **INPUTS** that attract and support HPWE rather than **OUTCOMES** such as the presence of HPWE in the city.

The rating helps cities to develop actionable strategies that attract and support HPWE

The rating has **71 INDICATORS**

Almost two-thirds (45) have a gender-based component.

The vast majority (67) are specific to the city/MSA level, not the country level.

All indicators use the most current data available, mostly from 2017-2019.

The indicators have sources such as IHSM Smart Cities IoT Intelligence Service, Knight Frank Wealth Report, Github, WEConnect International, LinkedIn and **crunchbase**.
The Index Construction Details

The rating has 2 ENVIRONMENTS, 5 PILLARS, AND 4 WEIGHTING CRITERIA

- OPERATING ENVIRONMENT
  - Markets
  - Talent
  - Capital

- ENABLING ENVIRONMENT
  - Culture
  - Technology

WEIGHTING CRITERIA

1. Relevance
2. Quality of underlying data
3. Uniqueness in the index
4. Contains a gender-specific component

Almost all pillars contain a POLICY sub-category. It captures important policies that help level the playing field for women entrepreneurs.
WE CITIES INDEX

Pillars and Sub-Pillars

OPERATING ENVIRONMENT

Markets
- Operate in a fair and level market

Talent
- Find the right talent and expertise

Capital
- Equal access to financial capital

ENABLING ENVIRONMENT

Culture
- Celebrate woman entrepreneurs

Technology
- Enable business through technology
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FURTHER REFERENCES
Dell Global WE Cities Rankings 2019

1. Bay Area
2. New York
3. London
4. Boston
5. Los Angeles
6. Washington DC
7. Seattle
8. Paris
9. Toronto
10. Stockholm
11. Vancouver
12. Sydney
13. Melbourne
14. Austin
15. Chicago
16. Amsterdam
17. Portland
18. Barcelona
19. Berlin
20. Atlanta
21. Singapore
22. Houston
23. Hong Kong
24. Copenhagen
25. Minneapolis

26. Taipei
27. Munich
28. Belfast
29. Mexico City
30. Dublin
31. Miami
32. Tel Aviv
33. Pittsburgh
34. Tokyo
35. Milan
36. Johannesburg
37. Dubai
38. Beijing
39. Warsaw
40. Nairobi
41. Seoul
42. Lima
43. Bangalore
44. Kuala Lumpur
45. Sao Paulo
46. Guadalajara
47. Shanghai
48. Istanbul
49. Jakarta
50. Delhi
Dell Global WE Cities Rankings 2019
TOP 10 OVERALL

1. SAN FRANCISCO
2. NEW YORK
3. LONDON
4. BOSTON
5. LOS ANGELES
6. WASHINGTON DC
7. SEATTLE
8. PARIS
9. TORONTO
10. STOCKHOLM

Overall score bounded by range in data set: 25.00 to 65.00
# Dell Global WE Cities Rankings 2019

## TOP 10 OPERATING ENVIRONMENT

<table>
<thead>
<tr>
<th>Markets</th>
<th>Talent</th>
<th>Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 NEW YORK</td>
<td>1 BOSTON</td>
<td>1 SAN FRANCISCO</td>
</tr>
<tr>
<td>2 SAN FRANCISCO</td>
<td>2 LONDON</td>
<td>2 NEW YORK</td>
</tr>
<tr>
<td>3 LONDON</td>
<td>3 LOS ANGELES</td>
<td>3 LONDON</td>
</tr>
<tr>
<td>4 CHICAGO</td>
<td>4 WASHINGTON DC</td>
<td>4 LOS ANGELES</td>
</tr>
<tr>
<td>5 PARIS</td>
<td>5 SYDNEY</td>
<td>5 BOSTON</td>
</tr>
<tr>
<td>6 WASHINGTON DC</td>
<td>6 BARCELONA</td>
<td>6 BEIJING</td>
</tr>
<tr>
<td>7 KUALA LUMPUR</td>
<td>7 NEW YORK</td>
<td>7 STOCKHOLM</td>
</tr>
<tr>
<td>8 NAIROBI</td>
<td>8 MINNEAPOLIS</td>
<td>8 TOKYO</td>
</tr>
<tr>
<td>9 BOSTON</td>
<td>9 SAN FRANCISCO</td>
<td>9 SEATTLE</td>
</tr>
<tr>
<td>10 SEATTLE</td>
<td>10 TORONTO</td>
<td>10 PARIS</td>
</tr>
</tbody>
</table>

- **2019 top ten city**: 2019 top ten city
- **NOT a 2019 top ten city**: NOT a 2019 top ten city
Dell Global WE Cities Rankings 2019

TOP 10

ENABLING ENVIRONMENT

**Culture**
1. NEW YORK
2. SAN FRANCISCO
3. LONDON
4. SYDNEY
5. MELBOURNE
6. LOS ANGELES
7. SEATTLE
8. VANCOUVER
9. AMSTERDAM
10. STOCKHOLM

**Technology**
1. SAN FRANCISCO
2. AUSTIN
3. LONDON
4. NEW YORK
5. HONG KONG
6. SINGAPORE
7. AMSTERDAM
8. BARCELONA
9. CHICAGO
10. MEXICO CITY
In the top 10 cities overall, 6 are in the U.S., 3 are in Europe, and 1 is in Canada.

Of the top 10 cities overall, NYC and London rank in the top 10 on all 5 pillars.

In this index, 31 cities rank in the top 5 for at least one pillar or sub-category, and 32 cities rank in the bottom 5 for at least one pillar or sub-category. This demonstrates the competitiveness of these 50 cities.

None of the top 10 overall cities rank in the bottom 10 for any pillar.

Of the bottom 10 overall cities, Nairobi and Kuala Lumpur both rank in the top 10 for markets, which demonstrates a race to the top!
Highlights from the Rating

TOP 5

1. SAN FRANCISCO
   - Markets: 2nd
   - Talent: 9th
   - Capital: 1st
   - Culture: 2nd
   - Tech: 1st

2. NEW YORK CITY
   - Markets: 1st
   - Talent: 7th
   - Capital: 2nd
   - Culture: 1st
   - Tech: 4th

3. LONDON
   - Markets: 3rd
   - Talent: 2nd
   - Capital: 3rd
   - Culture: 3rd
   - Tech: 3rd

4. BOSTON
   - Markets: 9th
   - Talent: 1st
   - Capital: 5th
   - Culture: 17th
   - Tech: 14th

5. LOS ANGELES
   - Markets: 14th
   - Talent: 3rd
   - Capital: 4th
   - Culture: 6th
   - Tech: 15th
Highlights from the Rating

TOP 10

WASHINGTON, D.C.
- MARKETS: 6TH
- TALENT: 4TH
- CAPITAL: 20TH
- CULTURE: 16TH
- TECH: 11TH

SEATTLE
- MARKETS: 10TH
- TALENT: 24TH
- CAPITAL: 9TH
- CULTURE: 7TH
- TECH: 18TH

PARIS
- MARKETS: 5TH
- TALENT: 12TH
- CAPITAL: 10TH
- CULTURE: 13TH
- TECH: 23RD

TORONTO
- MARKETS: 11TH
- TALENT: 10TH
- CAPITAL: 13TH
- CULTURE: 14TH
- TECH: 12TH

STOCKHOLM
- MARKETS: 36TH
- TALENT: 14TH
- CAPITAL: 7TH
- CULTURE: 10TH
- TECH: 13TH
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Approach and Key Findings
2017 vs. 2019

We compared cities that remained at the top and bottom of the rankings to cities that changed the most.

We identified common areas in which cities are setting the pace and common areas in which cities need to improve.

The top 10 cities progressed in all major pillars.

The bottom 10 cites progressed in 3 of the 5 pillars, but slipped in Culture and Technology.

Capital and Culture have tended to move up together, over time it will be interesting to see if this pattern persists and if one helps drive the other.

Top-performing cities have large capital flows. Bottom-performing cities have relatively small capital flows but have progressed in terms of gender-equal access to capital.
Comparing the Top and Bottom 10 Scores

Capital

The median Capital score for top 10 Capital cities increased to 30.7 in 2019 from 26.8 in 2017.

San Francisco, New York and London are in the heart of the financial industry, which the Capital scores reflect.

Lima had the bottom score in both 2017 and 2019 for capital, but still progressed from 5.7 in to 7.6.

Culture

New York achieved the top Culture score for both years, improving from 63.5 to 68.0.

The median Cultue score for top 10 Culture cities increased to 54.8 in 2019 from 33.4 in 2017.

The top 10 Culture cities had closer Culture scores than the bottom 10 Culture cities. The range between 41st place and 50th place was about 1.7x greater than the range between 1st place and 10th place. Again showing the tight competition.
Race to the Top

Capital & Culture show the most improvement among both top and bottom cities
Both the top and bottom 10 cities have increased funding for women entrepreneurs!
Five percent of venture dollars globally have gone to female-founded teams in the last five years. In contrast, male founders have raised 86 percent of venture dollars. Male and female co-founded teams have raised 9 percent of venture dollars. Over this 5 year period, Crunchbase [has] seen increases in both amounts and [percentages] invested in female founders. However, we still have a ways to go to reach the All Raise goal of 25 percent [of funding going] to companies with at least one female founder.

Gené Teare, Strategic Research crunchbase
Where the 50 WE cities are making strides

All of the global WE cities invest in smart city technology and the talent needed to drive the 21st century. Women are part of that innovation and many cities have increased the amount of funding and percentage of funding going to women entrepreneurs. It is perhaps no surprise that many have also seen growth both in population and GMP.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of cities that improved*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of the labor force employed in IT</td>
<td>50</td>
</tr>
<tr>
<td>Number of Smart City projects</td>
<td>50</td>
</tr>
<tr>
<td>Percentage of labor force employed in professional services (finance, marketing, accounting, law)</td>
<td>49</td>
</tr>
<tr>
<td>Population with entrepreneurial experience</td>
<td>48</td>
</tr>
<tr>
<td>Value of VC funds awarded to businesses with at least 25% women executives</td>
<td>46</td>
</tr>
<tr>
<td>Ratio of women to men with MBAs</td>
<td>44</td>
</tr>
<tr>
<td>Percentage of VC funds awarded to businesses with at least 25% women executives</td>
<td>44</td>
</tr>
<tr>
<td>Number of accelerators</td>
<td>43</td>
</tr>
<tr>
<td>Percentage of businesses in at least the 2nd funding round with a woman founder or executive</td>
<td>42</td>
</tr>
<tr>
<td>Cost of living</td>
<td>41</td>
</tr>
<tr>
<td>Number of women founders or executives in at least the 2nd funding round</td>
<td>41</td>
</tr>
<tr>
<td>Ratio of women to men with executive experience</td>
<td>40</td>
</tr>
</tbody>
</table>

*For policy indicators, cities that already had a policy in place in 2017 did not count as “improved.”*
## Where Cities May Need to Focus

Many top cities already have these policies and excel at appointing women to leadership positions.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of cities that improved</th>
<th>Cities that improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presence of a city portal/website for business creation</td>
<td>10</td>
<td>Istanbul, Kuala Lumpur, Los Angeles, Mexico City, Miami, Nairobi, Pittsburgh, Sao Paulo, Vancouver, Warsaw</td>
</tr>
<tr>
<td>Policy for &quot;equal remuneration for work of equal value&quot;</td>
<td>10</td>
<td>Austin, Beijing, Chicago, Dubai, Guadalajara, Houston, Shanghai, Stockholm, Tokyo, Washington DC</td>
</tr>
<tr>
<td>Presence of open data initiatives</td>
<td>8</td>
<td>Dubai, Dublin, Guadalajara, Istanbul, Johannesburg, Mexico City, Tel Aviv, Tokyo</td>
</tr>
<tr>
<td>Women mayors in the most recent three terms</td>
<td>7</td>
<td>Amsterdam, Atlanta, Belfast, Melbourne, Mexico City, Bay Area, Seattle</td>
</tr>
<tr>
<td>Presence of a paid paternity leave policy</td>
<td>7</td>
<td>Boston, Dubai, Los Angeles, Bay Area, Seattle, Vancouver, Washington DC</td>
</tr>
<tr>
<td>Collection of data on technology use by gender</td>
<td>7</td>
<td>Barcelona, Dublin, Guadalajara, Lima, Mexico City, Toronto, Vancouver</td>
</tr>
<tr>
<td>Number of top 34 most active corporate VC firms</td>
<td>6</td>
<td>Amsterdam, Austin, Beijing, Los Angeles, Seoul, Tokyo</td>
</tr>
<tr>
<td>Frequency of events for women in business</td>
<td>6</td>
<td>Barcelona, Copenhagen, Delhi, Melbourne, Milan, Munich</td>
</tr>
</tbody>
</table>

*For policy indicators, cities that already had a policy in place in 2017 did not count as “improved.”*
What is setting some cities apart?

### TOP-RANKED US CITIES

<table>
<thead>
<tr>
<th>City</th>
<th>Rank</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Francisco</td>
<td>1</td>
<td>63.6</td>
</tr>
<tr>
<td>New York City</td>
<td>2</td>
<td>59.8</td>
</tr>
<tr>
<td>Boston</td>
<td>4</td>
<td>50.9</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>5</td>
<td>50.8</td>
</tr>
<tr>
<td>Washington, D.C.</td>
<td>6</td>
<td>47.9</td>
</tr>
<tr>
<td>Seattle</td>
<td>7</td>
<td>47.7</td>
</tr>
<tr>
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<td>6</td>
<td>47.9</td>
</tr>
<tr>
<td>Seattle</td>
<td>7</td>
<td>47.7</td>
</tr>
<tr>
<td>Austin</td>
<td>14</td>
<td>44.7</td>
</tr>
<tr>
<td>Chicago</td>
<td>15</td>
<td>44.6</td>
</tr>
<tr>
<td>Portland</td>
<td>17</td>
<td>43.7</td>
</tr>
<tr>
<td>Atlanta</td>
<td>20</td>
<td>41.9</td>
</tr>
<tr>
<td>Houston</td>
<td>22</td>
<td>41.3</td>
</tr>
<tr>
<td>Minneapolis</td>
<td>25</td>
<td>40.9</td>
</tr>
<tr>
<td>Miami</td>
<td>32</td>
<td>38.8</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>33</td>
<td>38.6</td>
</tr>
</tbody>
</table>

### LOWER-RANKED US CITIES

- Paid maternity or parental leave policy in effect
- Paid maternity or parental leave policy passed, but not in effect
- No paid maternity or parental leave policy

Top-ranked US cities have paid maternity or parental leave policies
Equal representation can help societies implement policies that benefit everyone. Even top 10 cities lack equal representation.

- **19%** Average of cities that were in Bottom 10 in 2017 & 2019
- **28%** Average of cities that moved out of Bottom 10 in 2019
- **23%** Average of cities that moved into Bottom 10 in 2019
- **36%** Average of the Top 10 cities in 2019

Bottom 10 cities have relatively low representation of women in the legislature.
Paris has the highest 2019 score: 44%

France requires that corporate boards have at least 40% women members

Women on Corporate Boards

2017 Average: 15%

2019 Average: 18%
Women on Corporate Boards

- **3%**
  - Increase in the average % of women on boards in the 50 global WE cities

- **37**
  - Number of cities that increased their % of women on boards

- **1-3 Percentage points**
  - Most frequent range of improvement (19 cities in this range)
  - The next most frequent range was **6-9 percentage point improvement** (9 cities in this range)

**Average Percentage of Board Members who are Women by Region**

- Europe
- Middle East and Africa
- North America
- APAC
- Latin America

Most cities made incremental improvements, but there is still a long way to go to reach parity.
Women on Corporate Boards

**Honorable Mention (>25%)**
- London
- Sydney
- Melbourne
- Amsterdam
- Portland
- Johannesburg
- Tel Aviv

**Most Improved**
- Lima (14% improvement)

**Needs improvement (<10%)**
- Dubai
- Seoul
- Guadalajara
- Mexico City
- Tokyo
- Sao Paulo
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More cities moved up in the ranking than moved down – a true race to the top!

The median city had an overall score of 40.3 in 2019 versus 39.3 in 2017.

2019’s top score was 63.7; 2017’s top score was 62.9.

30 cities increased in a majority of their comparable indicators.*

All cities increased or remained the same in over 50% of their indicators.

All regions increased their overall median score.

*Due to changes in source and/or collection method, four indicators are not directly comparable between 2017 and 2019.
Index Comparison Notes: 2017 vs. 2019

We analyzed raw data to compare city improvement from 2017 to 2019. Because different indicators are measured differently—ratios, dollar values, percentages, and more—there is no single “correct” comparison method.

We rank the cities based on improvement in each indicator. We then take a weighted sum of ranks for all indicators. Each indicator’s weight matches its weight in the index.

We standardize all growth on a 0 to 100 scale. We then aggregate the growth in the same way we construct the index — that is we weight each standardized improvement score and some the weighted scores.

We sum the total number of indicators that improved.

The individual standardized scores for each city are not directly comparable between 2017 and 2019.

If a city improves less than other cities, its 2019 standardized score may decrease compared to its 2017 standardized score.

The scores for the 2019 index are scaled from 0 to 100.

The change in rank of the cities can be compared – overall and in the individual pillars and sub-pillars.

We can also compare median scores to see how the cities as a group are moving (i.e., the distribution).

We used several different methods to compare improvement:

- We rank the cities based on improvement in each indicator. We then take a weighted sum of ranks for all indicators. Each indicator’s weight matches its weight in the index.
- We standardize all growth on a 0 to 100 scale. We then aggregate the growth in the same way we construct the index — that is we weight each standardized improvement score and some the weighted scores.
- We sum the total number of indicators that improved.
Improvement by Region: 2017 to 2019

Each region has unique strengths that it leverages to help level the playing field for HPWE!

- Overall improvement was fairly consistent across all geographic regions.
  - North America had the most improvement by a slight margin.
- There was more variation within individual pillars.
  - Europe improved the most by a large margin in the Capital pillar, followed by APAC.
  - North America rose to the top in the Culture pillar, followed by Europe.
  - Latin America improved most in the Markets pillar, followed by North America.
  - APAC improved most in the Talent pillar, followed by Europe.
  - Middle East and Africa improved most by a large margin in the Technology pillar, followed by Latin America.

- Each region improved most or second most in a unique pillar.
  - Similar overall improvement is a mark of diversity, not homogeneity.
All 50 global WE cities improved

Those that improved the most moved up, while those that improved the least moved down

Top and Bottom Improvers and Change in Index Position
Capital, Markets and Culture increased their median standardized scores between 2017 and 2019. Some cities made large strides in Talent, especially in the area of women with executive experience. In Technology, increasing mobile phone data costs have increased the cost of business.

Culture and Capital both showed strong improvement: the median city increased by 2.4 points in both pillars.
Number of indicators* that improved in each city
Mexico City leads the pack followed by the Bay Area, Houston and London

<table>
<thead>
<tr>
<th>North America</th>
<th>APAC</th>
<th>Europe</th>
<th>Middle East and Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Houston, 42</td>
<td>Hong Kong, 39</td>
<td>London, 42</td>
<td>Dubai, 37</td>
</tr>
<tr>
<td>San Francisco, 42</td>
<td>Beijing, 38</td>
<td>Stockholm, 40</td>
<td>Joha... 34</td>
</tr>
<tr>
<td>Washington DC, 41</td>
<td>Delhi, 38</td>
<td>Milan, 39</td>
<td>Tel Aviv, 34</td>
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<tr>
<td>Austin, 40</td>
<td>Sydney, 38</td>
<td>Paris, 38</td>
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<tr>
<td>Pittsburgh, 38</td>
<td>Shanghai, 36</td>
<td>Amsterdam, 37</td>
<td>Istanbul, 36</td>
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<td>Atlanta, 37</td>
<td>Tokyo, 36</td>
<td>Belfast, 35</td>
<td>Nairobi, 28</td>
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<td>Los Angeles, 40</td>
<td>Melbourne... 34</td>
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<td>New York, 38</td>
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<td>Chicago, 39</td>
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<td>Singapore, 31</td>
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</tbody>
</table>

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Dell Global WE Cities Comparison: 2019 vs. 2017
Cities ranked Left to right In order of improvement Score by region*

<table>
<thead>
<tr>
<th>North America</th>
<th>APAC</th>
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*Improvement scores are calculated based on a standardized (0 to 100 scale) of improvement and weighted according to each indicator's weight in the index. While the previous slide shows the number of indicators that improved, this slide shows relatively how large the improvement in those indicators were.
More cities moved up in the ranking than moved down

Latin America and Europe saw the highest percentage of their cities move up
All regions increased their overall median scores, but some individual pillars declined.
Cities on the Move
Thirty-three out of 50 cities ranked in the top 10 for improvement in at least one pillar.

3 cities moved from the bottom half to top half: Barcelona, Houston and Copenhagen.

3 cities (Tokyo, Dubai and Mexico City) moved out of the bottom 10.

One city from APAC, EMEA, and Latin America fell into the bottom 10: Seoul, Nairobi and Lima.

More cities moved up than moved down, which also means that there were some bigger downward movements than upward movements. The index shows a true race to the top!
**Cities Racing to the Top**

<table>
<thead>
<tr>
<th>MEXICO CITY: MOST IMPROVED INDICATORS</th>
<th>VANCOUVER: MOST IMPROVED INDICATORS</th>
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<tbody>
<tr>
<td>Percentage of women with a tertiary education</td>
<td>Women as a percentage of the legislature</td>
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<td>Women as a percentage of faculty at top business schools</td>
<td>Value of VC funds awarded to businesses with at least 25% women executives</td>
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<tr>
<td>Percentage of the population with a tertiary education</td>
<td>Population with entrepreneurial experience</td>
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<td>Number of projects and amount of money raised on crowdfunding websites</td>
<td>Number of projects and amount of money raised on crowdfunding websites</td>
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<tr>
<td>Number of high-net-worth individuals</td>
<td>Ratio of women to men with executive experience</td>
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<td>Women as a percentage of the legislature—2018 elections yielded positive results for women at all levels of government</td>
<td>Corporate vendor programs for women-owned business procurement</td>
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<tr>
<td>Percentage of women who use smart phones</td>
<td>Indicators that measure education</td>
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<td>Average cost of 1 minute of prepaid mobile phone</td>
<td>Indicators that measure women’s business leadership</td>
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<tr>
<td>Corporate vendor programs for women-owned business procurement</td>
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Dell Global WE Cities Rankings 2019

The most-improved cities represent nearly every region, which indicates how broad-based the improvements have been around the world.

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2019 top ten city | NOT a 2019 top ten city
Dell Global WE Cities Rankings 2019

TOP 10 OPERATING ENVIRONMENT IMPROVEMENT

Markets

1. WASHINGTON DC
2. SAO PAOLO
3. BELFAST
4. ISTANBUL
5. VANCOUVER
6. BOSTON
7. SYDNEY
8. LIMA
9. JOHANNESBURG
10. LOS ANGELES

Talent

1. BOSTON
2. TOKYO
3. LOS ANGELES
4. AMSTERDAM
5. LONDON
6. DELHI
7. MELBOURNE
8. LIMA
9. DUBLIN
10. DUBAI

Capital

1. COPENHAGEN
2. SEATTLE
3. BERLIN
4. SAN FRANCISCO
5. GUADALAJARA
6. WARSAW
7. TOKYO
8. BOSTON
9. MUNICH
10. KUALA LUMPUR

2019 top ten city

NOT a 2019 top ten city
Many of the bottom 10 cities have made big strides in Technology since 2017.
Vying for the Top Spot: The Bay Area vs. NYC

The Bay Area has a major advantage in Capital funding, but NYC has a better Capital base for women entrepreneurs.

The Bay Area scores higher in Technology cost and policy, so it moved to the top of the Technology pillar.

While the Bay Area fell slightly in Talent, it improved from 6th place to 2nd place in Culture, particularly access to mentors and role models.

The Bay Area improved its population with entrepreneurial experience at the 4th fastest pace.

The Bay Area appointed women to boards of business associations at the 6th fastest pace and tied for the most improvement in the number of business associations headed by women.

Despite moving to 2nd place, NYC still ranks highly on nearly every pillar and sub-pillar.

Both cities fall in the bottom 5 for the cost of their Markets.
PART 1
Scoring 50 global cities
1. Scoring Overview
2. Scoring Construction
3. Methodology Overview

PART 2
WE Cities 2019 Results

PART 3
Emerging Leading Practices

PART 4
Comparison to WE Cities 2017

PART 5
DWEN 2019 – Singapore Spotlight

FURTHER REFERENCES
As shown on Singapore’s dashboard, its decline in rank is not because Singapore has done poorly – it is because **THE COMPETITION IS VERY TIGHT AND IT’S A TRUE RACE TO THE TOP**

**AREAS OF STRENGTH**

Singapore still ranks in the top half and is ahead of the other Asian cities in the index.

Singapore fall was more due to many other cities making progress forward leaving Singapore behind. Singapore ranked in the bottom 10 for the size of its improvement between 2017 and 2019. It ranked 38th for the number of indicators improved.

Talent and Technology are Singapore’s strongest pillars. Indeed, it improved in both, ranking 11th in 2019 for Talent and moving from 10th to 6th place in technology.

The Talent pillar benefitted from increasing its top school rankings as well as its business school rankings. It also increased its pool of professionals needed to help scale businesses.
Singapore: areas to improve

The Markets size sub-pillar was hampered by a high cost of living, and Access suffered from a lack of accelerators and relatively few female board members, which decreased from 2017. While corporate vendor programs increased other cities increased more and there is still a lack of a government procurement goal for Women Owned Businesses.

However women faculty at top business schools decreased slightly as did women’s enrollment in top business schools.

In the Capital pillar, while VC funding to female entrepreneurs increased, relative to other cities the venture capital funding was somewhat light. Singaporean women also saw less crowdfunding and there were fewer female founders as well as a slight decline in high net worth individuals.

Its Culture score was relatively lower due to few female role models or leaders, relatively less press coverage of successful women in business compared to 2017, and lack of non-discrimination in hiring policy.

Singapore is more advanced than the majority of its neighbors in the region in actively addressing gender parity issues.

Gender parity pay continues to be an issue and, despite Singaporean men entering the work place two years later than women due to national service, they are then accelerated past women at the mid senior level whilst women begin to leave the work place or take up less burdensome roles to turn their attention to their home obligations.

However, they experience the same senior drop off trends seen in the West (in some part due to child and elder care constraints, traditional societal value norms about the role of a woman and corporate practices which create glass ceilings for women.
In a competitive race of top global cities, APAC improved, but not as much as other regions.

In APAC ranked lowest in terms of overall improvement with an improvement score 2.3 points below North America and 1.2 points below the Middle East & Africa. APAC mainly fell behind in Culture and Markets. It improved greatly in Technology and was the top improving region in that pillar.
For Further Reference


For Further Reference (Cont.)


Zimmerman, Eilene. “Only 2% Of Women-Owned Businesses Break The $1 Million Mark -- Here’s How To Be One Of Them” Forbes, 1 April 2015