



THE STORY SO FAR

A GAMECHANGING GAMES

Glasgow 2026 showed what is possible.

Delivered in less than two years, the Games became one of the fastest turnarounds in the history of major international sport. But Glasgow didn't simply deliver a Commonwealth Games. It sought to demonstrate a new way of hosting – one built on collaboration, existing venues, financial responsibility and a commitment to providing a quality experience for athletes, spectators and residents and creating lasting impact.

Glasgow 2026 matters beyond Scotland.

These Games weren't simply another edition of the Commonwealth Games. They were designed by Commonwealth Games Scotland and Commonwealth Sport, and delivered by the Local Organising Company, as a proof of concept for the future of the Commonwealth Sport Movement. Every decision – from how venues are used to how success is measured – was designed to test a new model for hosting major events.



“

Ever since Glasgow 2014, this is where I've wanted to be. It's finally here, and I'm delighted.

Nicolas Devlin
Boxing,
Team Scotland



It was a model built on collaboration rather than expansion. On making the most of what already exists. On creating lasting value alongside the short-term spectacle.

The result was a Games that felt unmistakably Glasgow: vibrant, welcoming and close enough for athletes, volunteers and fans to experience the city together.

This report is part of an independent evaluation being carried out on behalf of Commonwealth Sport and the Glasgow 2026 Organising Company to assess the social, environmental and economic outcomes of the Glasgow 2026 Commonwealth Games. It uses data gathered before and during the Games to report on inputs and early outputs against the Story of Change.

“

My main aim for Glasgow is just to enjoy racing and view every race as an opportunity... to show everyone how hard I've worked.

Faye Rogers
Para Swimming,
Team Scotland



HOW GLASGOW 2026 DID IT

PROOF OF CONCEPT

Testing a new model for future Commonwealth Games.

STORY OF CHANGE

Embedded from day one to guide every decision.

PRIVATELY FUNDED DELIVERY

A budget that represents a direct investment in Glasgow.

LEAN ORGANISING COMPANY

Demonstrated how a lean OC can deliver through trusted partners.

EIGHT-MILE GAMES

All venues sat within an eight-mile radius.

EXISTING VENUES

Demonstrated world-class delivery using existing competition venues.

HOTEL ACCOMMODATION MODEL

Demonstrated an alternative athlete accommodation model without a traditional Games Village.

ISO 20121

International standard for sustainable event management integrated across Games planning and delivery.

FASTEST TURNAROUND

Delivered in less than two years.

GLASGOW 2026 AT A GLANCE

11 days

10 sports

Largest

Para sport programme

2,749

athletes from



74

nations
and territories



1,168

medals available across
215 medal events



Rwanda
and Tuvalu

First ever Commonwealth
Games medals

Gabon
and Togo

First Commonwealth Games
participation

434k

spectator tickets



4,000

volunteers
completing 156,110 hours



164k

people attended
Game On Live Site and
Merchant City Festival



ISO 20121

certification achieved

A reimagined Games
News Service

2,271

Video flash quotes
downloaded

370m

social media views on
Games and Games Family
channels

750

organisations
joined the All In
programme



All as of 31 July



LEAVING A MARK

Every host city leaves its mark on the Commonwealth Games. Glasgow 2026 wanted to do that by asking a fundamental question:

What if we started with what really matters?

Outstanding sport. Memorable experiences. A warm welcome. Lasting benefits.

Everything else was challenged.

Existing venues became the foundation of the Games. A compact footprint reduced travel. Experienced partners took on delivery where they knew it best.

The Games were guided by Commonwealth Sport's Common Wealth framework, developed through dialogue with governments, members and stakeholders. It defines five interconnected forms of wealth – sporting, cultural, social, diplomatic and economic – that together shape the purpose and long-term impact of the Commonwealth Games and the wider Movement.

Building on this, Glasgow 2026 developed its own Story of Change, translating the Common Wealth framework into a place-based vision that guided planning, delivery and evaluation throughout the Games.

CREATING COMMON WEALTH

Commonwealth Sport's Common Wealth model defines five interconnected forms of wealth, brought to life through Glasgow 2026.



SPORT WEALTH

Strengthening global sport, athlete development and high-performance systems.



SOCIAL WEALTH

Improving wellbeing, equity, safety and inclusive opportunities.



CULTURAL WEALTH

Celebrating identity, creativity and the rich diversity of the Commonwealth.



ECONOMIC WEALTH

Supporting jobs, inward investment, tourism and sustainable growth.



DIPLOMATIC WEALTH

Building connections, collaboration and relationships across the Commonwealth.



GLASGOW 2026 STORY OF CHANGE



The Story of Change was co-created by the people who helped shape, deliver and experience Glasgow 2026.

More than 150 people from 71 organisations came together through 10 co-creation workshops led in partnership with the Centre for Culture, Sport and Events at the University of the West of Scotland.

Their ideas, insights and lived experience helped define the ambitions for Glasgow 2026 and shaped the framework that guided planning, delivery and evaluation throughout the Games.

IMPACT DRIVERS

#1 Delivering a greener Games, treading lighter on the planet

#2 The inclusive Games where everyone belongs

#3 Creating a welcoming Games in a welcoming city

#4 Designing a financially responsible, place-based event for host cities and nations



“

These are a Games that could have come quietly but that is not the Glasgow way. Through innovation and partnership, we have delivered a Games that is smart and sustainable and represents the heart and soul of its host city and nation. Our legacy is a Games model that will evolve and flex with future hosts and the proof that major events can be done differently. Above all, these are Games that every nation of the Commonwealth can now believe they can host.

Phil Batty OBE
Glasgow 2026 Chief Executive

IMPACT DRIVER #1

TREADING LIGHTER

Glasgow 2026 sought to showcase a modern, environmentally responsible approach to major event delivery, focused on reducing emissions, minimising waste and making the best use of existing resources.



TREADING LIGHTER

A more sustainable Games wasn't defined by a single initiative, but was built into the choices made well before the athletes arrived.

Sustainability was embedded from the very beginning, not bolted on. It was built into contracts and Functional Area plans ensuring it shaped decisions at every level. Achieving this ambition meant working closely with every Functional Area and in collaboration with key partners, including EDF, Zero Waste Scotland, BYD and Scottish Water, each helping deliver on specific goals across energy, circularity, waste and transport.

Partnership was further demonstrated through the creation of the Commonwealth Sustainable Event Alliance, a shared platform for current and future hosts of the Commonwealth Games, and other major events to exchange solutions and build legacies that last well beyond the closing ceremony.

Equally important was creating a sustainable spectator experience and using the Games as a platform to influence behaviours. The Circular Economy campaign led by Zero Waste Scotland encouraged people to make more sustainable choices through broadcasted messages at the venues.

Together, these choices point to a Games built less on what was added, and more on what was reused, shared or left better than before.

100%

of competition venues ran from renewable energy from the Scottish Grid

59%

of food offerings across the menus were vegetarian or plant-based

8 mile

footprint for all Games venues



71%

of Games-transportation was either hybrid or electric; 63% electric

First ever

electrified vehicle partner in Games history

As of 31 July 2026



Over 90%

of temporary overlay structures were hired and returned for reuse

99,401

recycled plastic bottles were repurposed into banners

30

new water filling stations installed across the venues and Live Site

100%

reusable, compostable or recyclable serveware at competition venues



IMPACT DRIVER #1

The examples on this page demonstrate one of the defining features of the reimagined Games: delivering meaningful environmental outcomes by collaborating with partners and building on existing infrastructure instead of creating something new.



DIVERTING ONE MILLION PIECES OF PLASTIC FROM THE OCEAN



The King's Baton Relay has always connected communities across the Commonwealth. For Glasgow 2026, it also became a platform for environmental action.

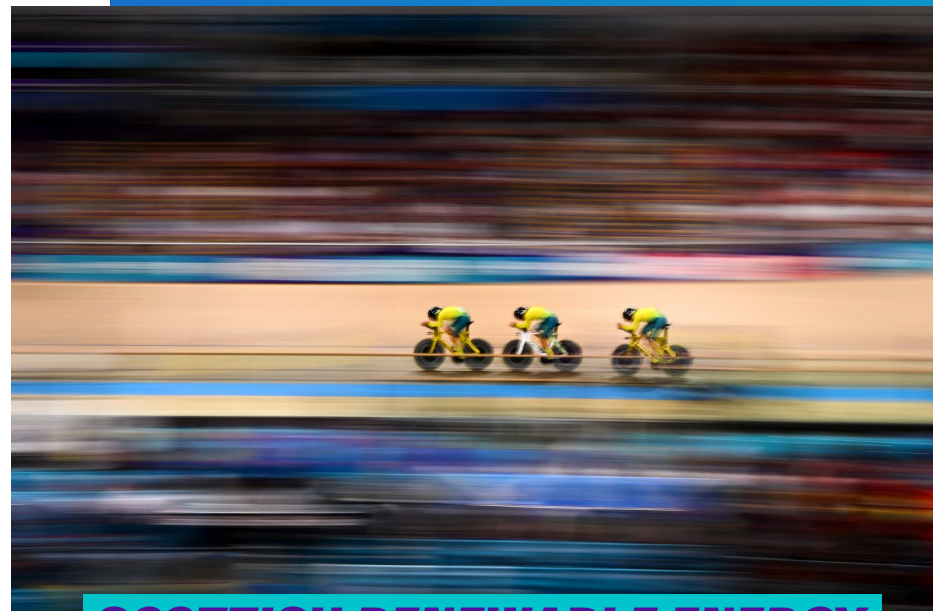
Working with the Royal Commonwealth Society, the Relay challenged communities across the Commonwealth to help prevent one million pieces of plastic from reaching the ocean. The campaign exceeded that goal, with 1,019,554 pieces of plastic collected through 111 clean-ups across 188 locations.

Along the Baton journey, 14,304 volunteers and more than 50 partner organisations took part in clean-up activities and environmental projects,



using the Relay to inspire practical action as well as celebrate sport.

By connecting environmental action with one of the Movement's most recognisable traditions, the Relay demonstrated how sport can bring people together around shared challenges and leave a positive impact in communities across the Commonwealth.



SCOTTISH RENEWABLE ENERGY POWERS THE GAMES



One of the clearest examples of Glasgow 2026's environmental ambitions can be found behind the scenes.

As Official Energy and Utilities Principal Partner, EDF powered three of the Games' iconic competition venues – EDF Scotstoun Stadium, the Glasgow International Arena and Tollcross International Swimming Centre – with 100% traceable renewable electricity from Scottish renewable sources.

Together, the venues received around 5.38GWh of renewable electricity, enough to power approximately 2,000 average UK homes for a year. Importantly, the agreement extends beyond the Games themselves, supporting Glasgow's wider climate ambitions while demonstrating how existing venues can be part of a lower-carbon future.



IMPACT DRIVER #2

EVERYONE BELONGS

Glasgow 2026 sought to create a Games experience that was open, accessible and inclusive to people from all backgrounds, lived experiences and nations across the Commonwealth.

EVERYONE BELONGS

A truly inclusive Games begins in the decisions that shape who can take part, who feels welcome and how people experience the Games.

For Glasgow 2026, inclusion wasn't treated as a standalone programme. It became one of the principles behind the reimagined Games model. That meant thinking beyond the field of play, beyond ticket holders and beyond those already connected to sport.

Whether someone was cheering from the stands, joining a live site, on the field of play, taking part in a community event or watching from home, the ambition was to create a Games where everyone could feel part of the experience.

That philosophy shaped planning from the very beginning. Accessibility and safeguarding were embedded across Games delivery, informed by people with lived experience and developed alongside community organisations, specialist partners and accessibility experts.

At the heart of that ambition sits the largest integrated Para sport programme in Commonwealth Games history.

More than increasing the number of medal events, the aim was to place Para sport at the heart of the Games, ensuring athletes, officials and spectators experienced one integrated celebration of Commonwealth sport.

Athletes from 74 nations and territories took part, including two nations who participated for the first time: Togo and Gabon. Rwanda

and Tuvalu won their first Commonwealth Games medals.

The Leading Women programme invited senior women from sport, culture, business and community organisations to come together, experience the transforming power of sport and connect with like-minded leaders – while providing empowerment opportunities for women nearer the start of their careers. Over 900 women took part in 21 events across the Games.

INCLUSIVE GAMES

47

Para sport events

Largest

Para sport programme in the history of the Games

First

medal event of the Games was for Para sport

16 to 96

age range for volunteers

74

Nations and territories

“



In the Commonwealth Games we're there at the same time, we're mingling with each other, we're training with each other. It's good for the sport and it just shows everybody how inclusive bowls is – it doesn't matter what your ability is.

Pauline Wilson,
Para Bowls, Team Scotland



“

Our focus was on bringing together experienced event professionals and new talent, while prioritising local recruitment and local supply chains and creating opportunities for people who may never previously have worked in major events.”

Sam Spittle

EDP Project Lead – Official Event Delivery Partner Trivandi



CREATING OPPORTUNITIES BEYOND THE GAMES

One of the ambitions behind Glasgow 2026 was to leave behind new skills, experience and opportunities – both in Glasgow, and across the Commonwealth.

The minimum age for volunteering was changed to allow 16 and 17 year olds to take part, while 20 young Rising Stars from the Commonwealth Sport Foundations' local charity partners gave gifts to athletes as part of the medal ceremonies – the first time this has been done at a Games. As one participant reflected, “I didn’t want the night to end.”

The OC’s partners also embraced this ethos. Progress Productions ran a paid work placement scheme, Progress Pioneers, with 75 roles in the Venue Production Team to help people break into the events industry. QTV developed the Host Broadcaster Training Initiative to create a lasting skills legacy beyond the Games by accelerating experienced professionals into senior technical roles. It provided a ten-month Technical Accelerator for six trainees, alongside workshops for 20 new entrants.

EqUIP, a Commonwealth Sport leadership programme, embedded 15 emerging leaders from Commonwealth nations into Games delivery. Working alongside experienced professionals, participants gained practical experience, mentoring and leadership development, helping build the next generation of Commonwealth sport leaders.

The Commonwealth Sport GAPS programme brought together 55 Para athletes and coaches from across 15 countries of the Commonwealth. The pre-Games preparation camp provided sport and physiotherapy students with the opportunity to work within elite Para sport and gain valuable experience.

“

The eqUIP programme was very impactful. It gives me capacity building. It strengthened my leadership skills, my communication skills and logistics skills.

eqUIP programme participant

IMPACT DRIVER #3

A WARM WELCOME

Sport and culture came together to create opportunities for people of all ages, backgrounds and abilities to participate in and shape the Games experience.

A WARM WELCOME

The reimagined model explored whether a Games delivered with a leaner organisational structure could still generate meaningful social and community impact.

From the outset, the organising team recognised that creating a welcoming Games meant looking beyond the competition venues. The Opening Ceremony at Glasgow's iconic Hydro welcomed thousands with a fully immersive experience, setting the tone for the Games.

Community participation became part of the model itself, with opportunities created for people to engage in ways that worked for them, whether as spectators, volunteers, learners, businesses, artists or community organisations.

The result was a Games that extended well beyond the field of play. Across Glasgow and Scotland, communities celebrated through cultural events, creative projects, volunteering, education programmes and local initiatives that reflect the spirit of the Games in their own way.

Glasgow 2026 both welcomed people to the Games and brought the Games into communities across the city.



ALL IN

Unlike previous Games – where use of the official brand was tightly controlled – Glasgow 2026 invited communities, schools, sports clubs, cultural and voluntary organisations and businesses to go All In, with free access to official branding and digital tools. The programme attracted more than 750 organisations and groups across Scotland.

Businesses embraced the opportunity in their own way, from themed menus, watchalongs, decorated shopfronts and community activities. VEGA Glasgow

created a bespoke Glasgow 2026 cocktail menu, while City Sightseeing and Glasgow Taxis joined the campaign.

At the Prince and Princess of Wales Hospice, which supports young adults with life-shortening conditions, Games mascot Finnie visited the hospice's Living Well Hub for sports-themed activities, poetry and arts and crafts. As PPWH Ambassador Loretta Scott put it, the hospice is "a house within a garden within a park within a city and it's incredibly important that our service users feel part of that wider community and big events like the Commonwealth Games happening on their doorstep."



The Games also acted as a catalyst for new partnerships. Through Together We're All In, Scottish Athletics, Scottish Disability Sport, parkrun, SAMH and The Daily Mile Foundation aligned their programmes to encourage more people to be active. Movement for Health used Glasgow 2026 to amplify its National Day of Movement through the Together We Move campaign, encouraging people who wouldn't normally describe themselves as active to recognise that all movement counts. The campaign is intended to continue beyond the Games, supporting a longer-term shift in how movement is understood and celebrated.

A HOST CITY WELCOME

Glasgow 2026 created opportunities for participation across the city and communities welcomed visiting athletes and spectators.

Developed and delivered with Glasgow Life, Glasgow 2026 Festival took place across ten weeks, featuring large-scale art commissions, cultural events and opportunities to take part in sport, culture and community activities across all 23 wards of the city.

The Game On Live Site at Kelvingrove Park – backed by £1 million from Scottish Government's Summer of Sport programme and supported by funding from Commonwealth Sport – and Live@SWG3 welcomed thousands for big-screen sport, performances and 'come and try' activities.

Beyond Glasgow, £2.2 million from National Lottery Awards for All Scotland – funded by National Lottery Community Fund Scotland, sportscotland and Creative Scotland – has already supported 110 Games-inspired arts, sport and community projects across Scotland.



BUILDING A LEGACY TOGETHER

Building on the relationships established through the co-creation process, the Glasgow 2026 Legacy Network, led by the Centre for Culture, Sport and Events at the University of the West of Scotland with support from Spirit of 2012, has become a platform for sharing learning, strengthening partnerships, and helping remove barriers to participation in sport, culture, and physical activity. Since formally launching in February 2026, the Legacy Network has hosted five learning events, bringing together 200 participants to explore how the momentum created by Glasgow 2026 can continue long after the competition has finished. The network now has more than 130 formal members, representing over 100 organisations.

INSPIRING THE NEXT GENERATION

Young people across Scotland and beyond engaged with the Games through a wide range of educational and participation opportunities, including online learning resources, facilitated classroom activities, school visits from athletes and Games mascot Finnie, mass participation events, and youth leadership programmes. These initiatives inspired learning, encouraged active participation, and empowered young people to connect with the values and legacy of the Games.

COMMUNITY BY NUMBERS

164k

people attended Live Site and Merchant City Festival

750

organisations joined the All In programme

271

funded community projects combining Festival Fund and Awards for All



23

wards of Glasgow represented with Festival Fund projects

£2.2 million

made available by National Lottery Awards for All distributors

2,521

educators accessed the digital resources

IMPACT DRIVER #4

A BRIDGE TO THE FUTURE

The evolving major events landscape has created a need for more financially responsible and adaptable hosting models. In response, the Games demonstrated an approach that maximised existing venues and infrastructure, reduced costs and focused on delivering long-term value for the host city and nation.



IMPACT DRIVER #4

A BRIDGE TO THE FUTURE

The true legacy of Glasgow 2026 may be seen in what future host cities choose to do next.

When Glasgow stepped forward following Victoria's withdrawal, the Glasgow 2026 Organising Company and Commonwealth Sport inherited a challenge facing major events around the world: how do you continue delivering world-class experiences while making them more affordable, more sustainable and more attractive to future hosts?

Rather than trying to recreate previous editions of the Commonwealth Games, Glasgow 2026 chose a different path. A lean Organising Company. Existing venues. Trusted delivery partners. A compact footprint. A predominately privately funded operating model.

Together, those decisions aimed to create a new approach that reduced complexity while protecting the quality of the athlete and spectator experience. The ambition was to demonstrate that the Commonwealth Games model could evolve.

For Commonwealth Sport, Glasgow 2026 is a proof of concept. For Glasgow, it is another chapter in a long history of delivering major events. Together, they have shown that innovation doesn't always mean building more. Sometimes it means making better use of what already exists.

This chapter captures the first evidence that a different model can work – not only for Glasgow, but for future Commonwealth Games hosts.

FINANCIALLY RESPONSIBLE GAMES

£162.6m

total budgeted spend, versus Glasgow 2014 spend of £543m (£770mil in today's prices)*

£4.7m

spend on venue upgrades and enablers

99%

privately funded

7 nations

expressed interest in hosting future Commonwealth Games

Amdavad

in India, host for the Centenary Games 2030

*Source: GDP deflator, Office for National Statistics



PARTNERSHIPS IN PRACTICE

The reimagined Games asked every partner to play a bigger role.

The OC kept its core team lean at around 400 staff (compared to 2,166 in Birmingham 2022), embedding Trivandri as its Event Delivery Partner to provide the scale and operational expertise to mobilise rapidly, Progress Productions, MiH Major Events, Reidel and creative agency People were also embedded to provide targeted specialist capabilities, enabling all partners to work as one integrated team, with social value commitments built into every contract.

The same approach was evident with the Games venues, where in-house teams from Scottish Event Campus and Glasgow Life venues collaboratively led operations, production, catering and technical services. The OC benefited from experienced in-house staff, while venue partners were part of the team, shaping decisions on spectator experience and programming.

Benefits also extend beyond the Games. At the Scottish Event Campus, for example, investment from the OC accelerated sustainability improvements, including new waste facilities, and accessibility upgrades such as an advanced arena hearing support system.

Together, these partnerships demonstrated a more collaborative model for future Commonwealth Games hosts.



“

The 2026 Games was a bridge to the Commonwealth Games of tomorrow – an exciting first step in our journey to reset and redefine the Games as a truly collaborative, flexible and sustainable model for the future that minimises costs, reduces the environmental footprint, and enhances social impact – in doing so increasing the scope of countries capable of hosting!

Katie Sadleir CNZM
Chief Executive, Commonwealth Sport



DIPLOMATIC SOFT POWER

Hosting the Games delivered value beyond immediate economic impact. The Team Scotland House and its Commonwealth Club, Games Hosted Events Programme and wider Games stakeholders created opportunities for governments, sponsors and partners to strengthen relationships, showcase Scotland internationally and build diplomatic soft power. These local, national and global connections will continue to generate value beyond the Games.



LOOKING AHEAD

Glasgow 2026 set out to show that major sporting events can be delivered differently.

By making greater use of existing venues, embedding sustainability into decision-making, creating a more inclusive Games and working through partnership rather than expansion, it has demonstrated an alternative to traditional event delivery.

This report uses initial data gathered ahead of and during the Games, including delivery partner reporting, early attendance and participation figures, and case study evidence such as the examples above. An independent evaluation is being undertaken on behalf of Commonwealth Sport and the Glasgow 2026 Organising Company to assess the Games' social, environmental and economic impacts, tracked against the four pillars of Glasgow 2026's Story of Change: a greener Games, a more inclusive Games, a welcoming Games and a financially responsible Games.

The full evaluation, due later in 2026, will draw on a wider evidence base gathered across and after the Games, including athlete, volunteer and visitor survey data, an economic impact assessment, and a series of in-depth case studies, to assess the interim outcomes and capture lessons learned for future host cities. It will provide the fuller evidence base needed to understand impactful innovations and challenges, and how the reimagined Games model can continue to evolve for the Commonwealth Sport Movement.





GLASGOW 2026



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