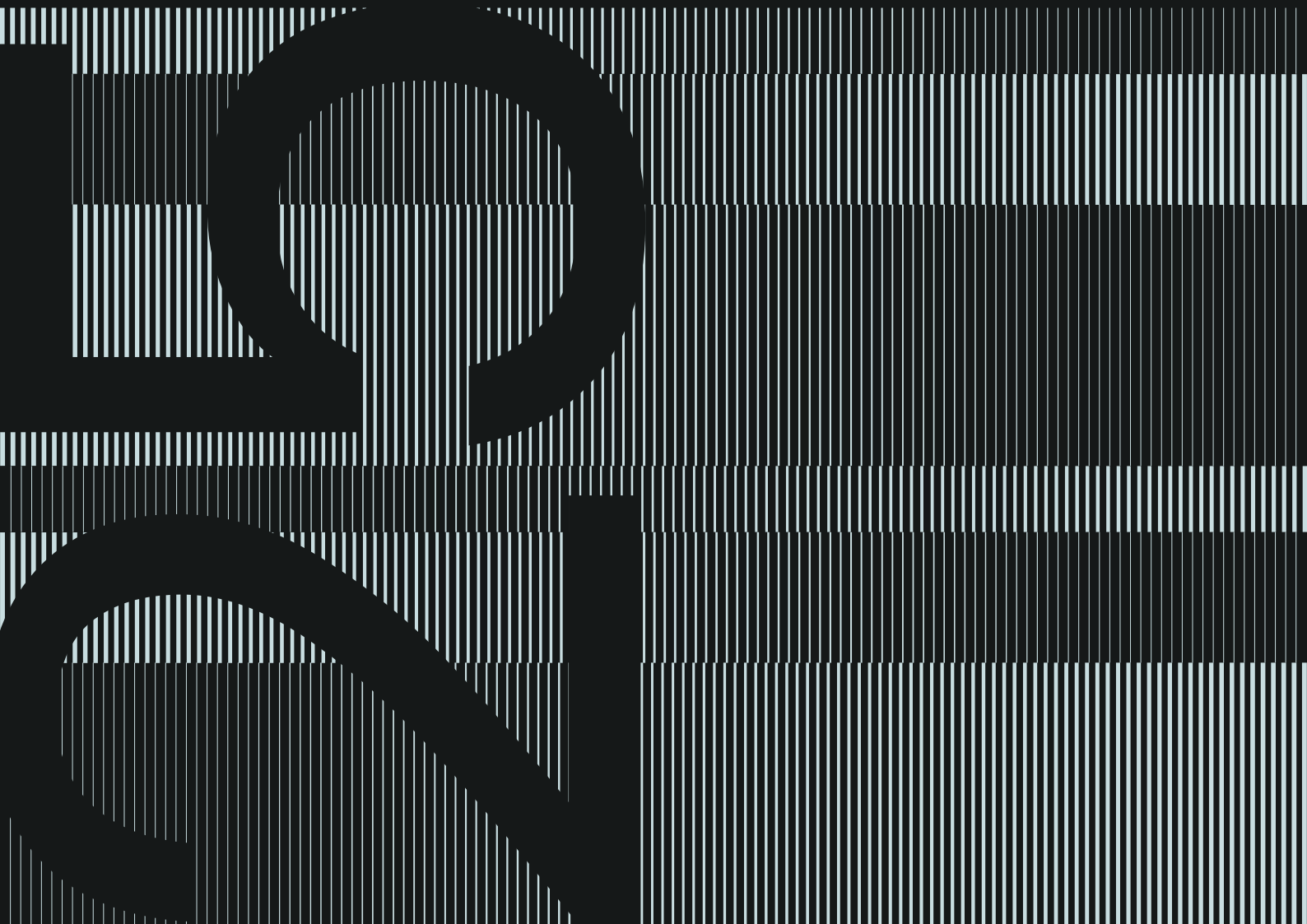
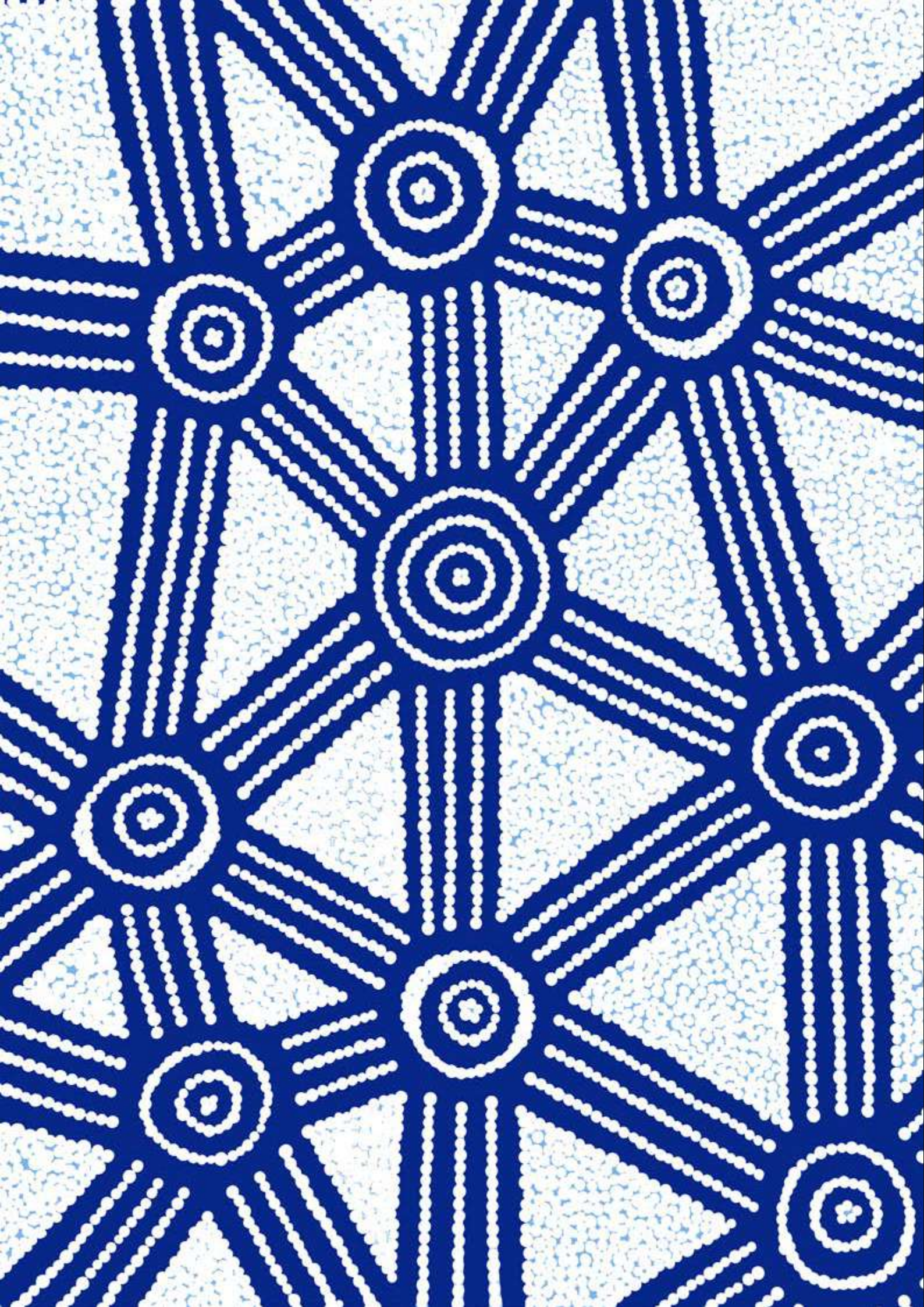


Melbourne Airport's Economic and Social Impact Report 2025





Melbourne Airport acknowledges the First Nations of the lands on which our airport operates. Melbourne Airport is committed to working closely with First Nations people in Melbourne to deepen our understanding about how our airport can continue to operate and develop in a way that recognises and celebrates the airports' First Nations cultural heritage. Melbourne Airport pays respect to their Elders past and present.

Acknowledgment of Country

Artwork created by Keedeen Rigney.

This artwork reflects the influence, both direct and indirect, we can have on people when it comes to Reconciliation and what it means in the long term. The design depicts a water source, and how like our influence, it has many rivers, streams, creeks and run-offs. By being the change we want to see, Melbourne Airport staff have been making genuine efforts in the past to gain meaningful outcomes for Aboriginal and Torres Strait Islander peoples' futures, as well as ensuring we create a safer space culturally for staff and customers.


MELBOURNE AIRPORT



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Message

from 
Melbourne Airport CEO
Lorie Argus



This past year has been transformative for Melbourne Airport. As Victoria’s gateway to the world and a key driver of economic activity, Melbourne Airport has set new records for international passenger numbers in FY25. With Melbourne’s population expanding rapidly, we are investing in infrastructure to ensure Melbourne Airport is able to support the extra capacity required to meet future demand. Over the next decade, we will deliver the largest capital works program in our history, with more than \$17 billion of planned projects, to support increased capacity and enhance the experience for all who travel through Melbourne Airport.

As we reflect on 2025, we are proud to have partnered with ConnellGriffin to present Melbourne Airport’s Economic and Social Impact Report. Building on the previous edition, this year’s report examines how Melbourne Airport’s commitments extend far beyond our operational boundaries through our community investment and partnerships programs. For the first time, we have included a measure of the social value we generate, highlighting the broader social and community benefits of our operations and investments. These insights complement the economic impact analysis and provide a holistic view of the role we play and the contribution we make to our communities.

This report highlights the impact that Melbourne Airport has across Victoria, including:

1. Melbourne Airport contributed nearly \$22 billion in direct and indirect gross value added (GVA) and approximately 239,000 direct and indirect jobs in FY25, accounting for nearly one per cent of Australia’s GDP.
2. Over the course of a year, a single daily international flight contributes on average \$190 million in GVA, supporting 2,000 direct and indirect FTE jobs.
3. The contributions made by the Airport in FY25 to its community and corporate partners helped create around \$4 million in social value for communities across Victoria.

To grow and sustain this contribution for all Victorians, Melbourne Airport relies on a fit-for-purpose policy and regulatory framework. We encourage policymakers to:

1. **Improve the efficiency of airport planning and environmental approvals** – With Melbourne Airport embarking on a \$17 billion capital investment program over the next decade, more efficient planning and environmental approvals are critical. Streamlining these processes will reduce costly delays, provide greater certainty for investors and contractors, and help ensure that vital infrastructure is delivered in time to meet forecast demand.
2. **Champion a seamless border experience** – International passenger volumes reached nearly 12 million in FY25, up 8.3 per cent on the previous year. Optimising passenger processing through investment in digital technologies such as SmartGates will be essential to manage this growth, enhance the traveller experience, and maintain Melbourne’s reputation as a world-class destination.
3. **Support competition in international aviation** – A competitive aviation ecosystem provides passengers with greater choice through a wider range of airlines, encourages price competitiveness, and drives innovation and efficiency. This not only strengthens global connectivity but also delivers better outcomes for travellers and the broader economy.

As we look ahead, Melbourne Airport remains committed to being Victoria’s gateway to opportunity – driving economic growth, supporting local employment, and building stronger communities across Victoria.



Lorie Argus
Chief Executive Officer, Melbourne Airport

Foreword

from ↘
ConnellGriffin MD
Brian Connell

Melbourne Airport stands as one of Victoria’s most critical economic assets and a key piece of social infrastructure that connects Victoria to the world. As Australia’s busiest 24/7 airport, it serves not only as a major transportation hub but as a cornerstone of Victoria’s economic prosperity, supporting local jobs and contributing to the state’s economy each year.

The significance of Melbourne Airport extends far beyond its runways and terminals. It is an economic catalyst that drives growth across multiple industries – from retail, tourism and hospitality to logistics, manufacturing, and professional services. The Airport’s operations create a ripple effect throughout Victoria’s economy, supporting businesses in every corner of our state and providing employment opportunities for Victorians from all walks of life.

Over the next decade, Melbourne Airport will embark on an unprecedented period of growth and transformation. Significant infrastructure investments are planned to support increasing passenger demand, including the new Third Runway development, international terminal expansion, a new international terminal baggage system and enhanced precinct offerings. These investments represent not just improvements to aviation infrastructure, but strategic commitments to Victoria’s long-term economic competitiveness and the wellbeing of our communities.

Understanding the full scope of Melbourne Airport’s economic and social contribution has never been more important. In an era of rapid change and recovery, we must clearly articulate how this critical infrastructure supports Victorian families, businesses, and communities. It is with great pleasure that ConnellGriffin have partnered with Melbourne Airport to deliver the 2025 Economic and Social Impact Report, which provides essential insights into the Airport’s current impact and its potential to drive future prosperity.

The investment decisions made today regarding Melbourne Airport will shape Victoria’s economic landscape for generations to come. By comprehensively examining both the economic and social impacts that flow from the Airport’s operations and future developments, we can quantify its substantial contribution to Victorian prosperity and inform strategic decision-making for our state’s continued growth.

The findings in this report demonstrates that Melbourne Airport is more than a transport hub – it is an engine of opportunity that connects Victoria to global markets, supports local employment, and contributes to the economic vitality that underpins our state’s prosperity.



Brian Connell
Managing Director
ConnellGriffin



Over the next decade,
Melbourne Airport
will embark on an
unprecedented
period of growth
and transformation.

Executive Summary

Melbourne Airport has demonstrated exceptional resilience and growth momentum as Australia’s busiest 24/7 airport. Operating to serve the nation’s growing travel demands, the Airport facilitated the movement of 36 million travellers in the past year, representing a strong (17 per cent) increase from the last report undertaken in FY23.

Most remarkably, international travel has reached new record levels, with FY25 seeing a total of 11,953,262 passengers, an 8.3 per cent increase on the previous financial year, signalling strong confidence in Melbourne’s position as Australia’s premier international gateway. This growth underscores both the Airport’s operational excellence and the city of Melbourne’s enduring appeal as a destination for global business, international education, and tourism.

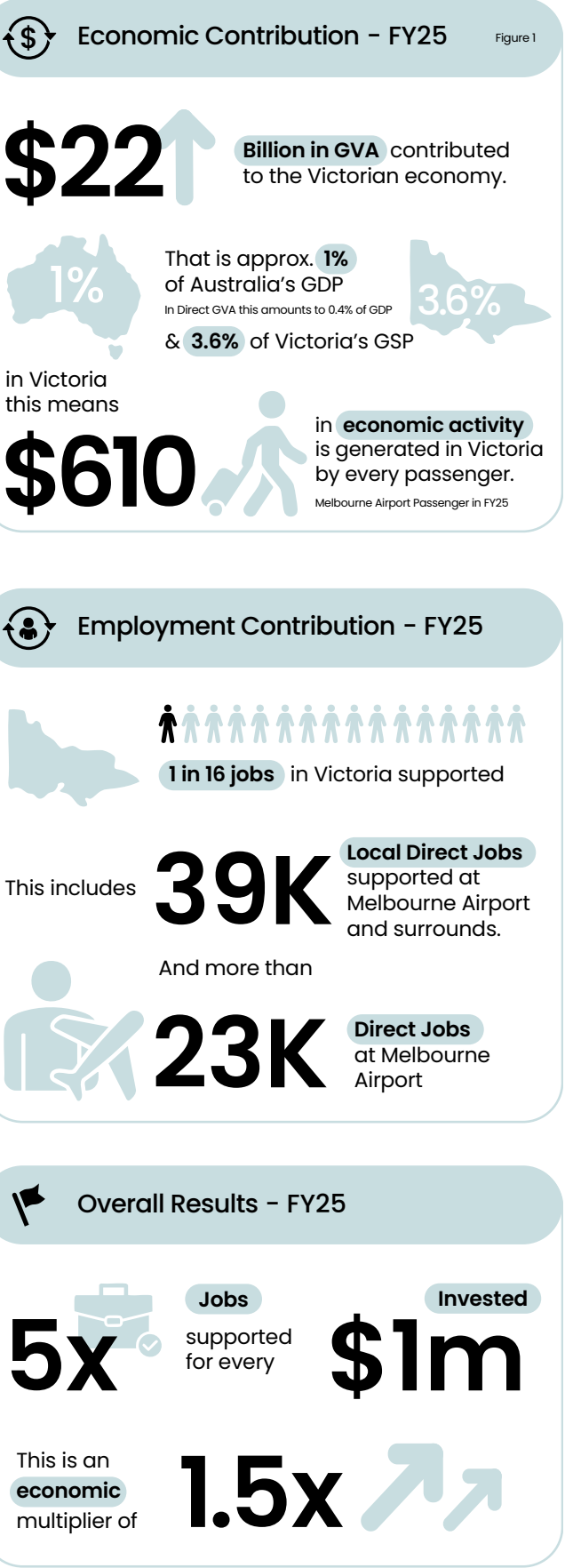
Melbourne Airport is a major driver of Victoria’s economy, delivering economic value and supporting employment benefiting everyday Australians without the reliance on government funding.

Melbourne Airport contributes \$22 billion in direct and indirect gross value added (GVA) and 239,000 direct and indirect jobs in FY25, supporting nearly one per cent of Australia’s gross domestic product (GDP). This translates to an economic multiplier of 1.5, meaning for every dollar invested another \$0.50 of GVA is generated. Accounting for the majority of this impact is tourism and international education activities facilitated by the Airport. Combined, these sectors are estimated to have contributed \$14.6 billion in direct and indirect GVA, supporting 160,000 direct and indirect FTE jobs in Victoria. However, Melbourne Airport’s current operations extend far beyond passenger travel. The Airport serves as a critical logistics hub, functioning as a major enabler of domestic and international trade that connects local businesses to global markets including the rapid transport of high-value, time-sensitive goods.

To support these services, the Airport precinct serves as the largest Victorian employment hub outside of the Melbourne CBD, directly employing over 23,200 FTE jobs across airlines, ground handling, retail hospitality and logistics sectors. It is a key employment hub for Melbourne’s north and west with a majority of the workforce falling within the neighbouring catchments of Hume, Brimbank, Maribyrnong, Merri-bek, Moonee Valley and Hobsons Bay Local Government Areas (LGAs). Extending through the supply chain, the Airport further supports more than 110,000 indirect jobs state-wide in businesses engaged to supply goods and services to airport activities.

Melbourne Airport’s ownership structure directly connects everyday Australians to the benefits of major infrastructure investment through their superannuation funds. This ownership structure means that when Melbourne Airport generates strong returns through efficient operations and measured growth, these benefits flow directly back to everyday Australians through their retirement savings, supporting the financial wellbeing of all Australians across our communities.

Figure 1 – Melbourne Airport’s estimated economic contribution in FY25
Source: ConnellGriffin analysis. Analysis based on the Airport’s total (direct + indirect) economic and employment contribution from all activities in FY25.

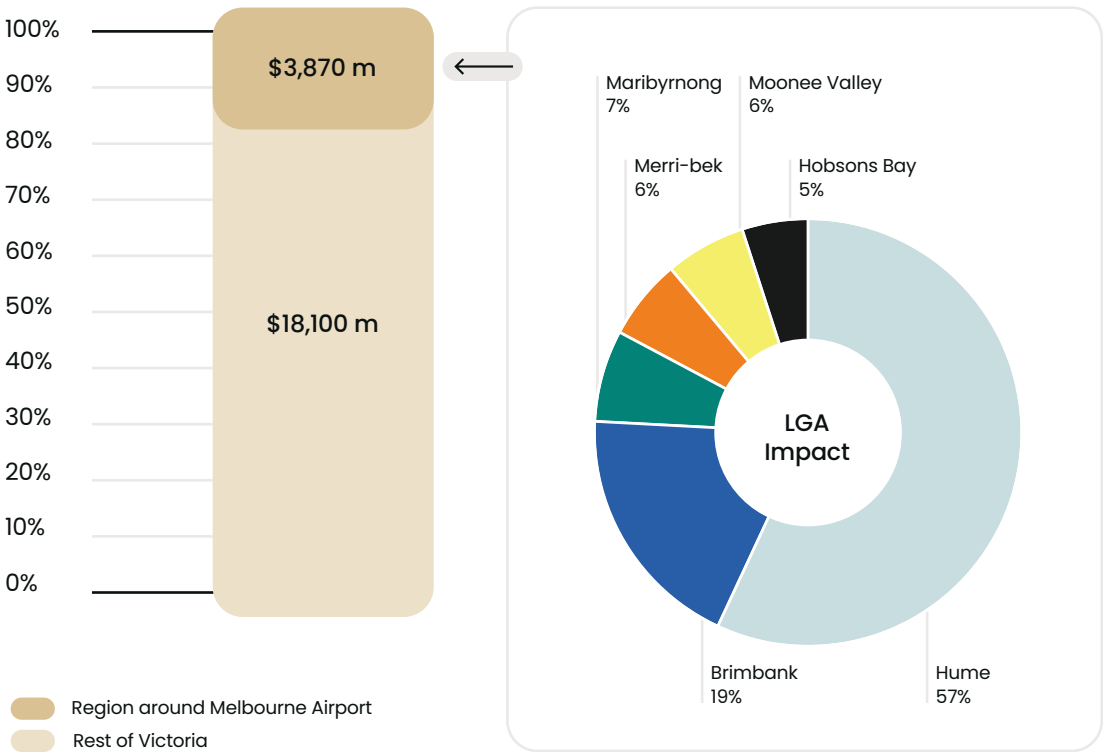


Melbourne Airport drives \$4 billion in economic activity across local communities

Melbourne Airport’s operations generate substantial economic activity across the surrounding LGAs of Hume, Brimbank, Maribyrnong, Merri-bek, Moonee Valley, and Hobsons Bay, contributing an estimated \$4 billion in GVA primarily within the construction, transport, education, and professional services sectors.

Scale & Distribution of the Airport’s economic impact in FY25

Figure 2



This economic activity translates directly into jobs, with more than 23,200 direct FTE jobs supported within the borders of the Airport. Beyond the Airport’s immediate boundaries, a further 16,000 FTE jobs are sustained across neighbouring LGAs through airport-related activities, spanning tourism-dependent roles such as hotel and hospitality staff, as well as specialised engineering and construction positions linked to the Airport’s ongoing infrastructure development programs.

The local economic impacts extend beyond the regions in proximity to the Airport, with the LGAs of Melbourne, Yarra, Wyndham, Melton and Whittlesea also experiencing increases in economic output due to the Airport’s activities.

In addition to its economic impact, Melbourne Airport helps create \$4 million in social value for communities in Melbourne’s north and west.

Beyond its economic contribution, Melbourne Airport generates significant social value. Through its Community Investment Strategy, corporate partnerships, and community engagement initiatives, Melbourne Airport generated around \$4 million in social value for communities across Victoria. In particular, the Airport’s activities are concentrated within Greater Melbourne and into some regional areas (such as the Macedon Ranges).

Figure 2 – Scale and distribution of the Airport’s estimated economic impact in FY25 – Source: ConnellGriffin analysis; Australian Bureau of Statistics (2024b). Analysis based on the Airport’s estimated total (direct + indirect) economic contribution from all activities in FY25 across Victoria and for specified LGAs.

Social Contribution

Figure 3



Overall Results

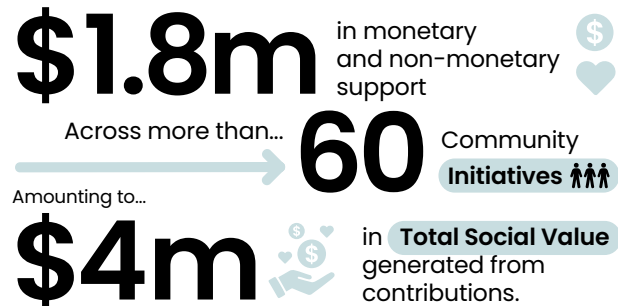


Figure 3 – Melbourne Airport’s estimated social contribution in FY25 – Source: ConnellGriffin analysis. Analysis based on the Airport’s total social contribution from various initiatives supported through the Community Investment Strategy, corporate partnerships and community engagement activities in FY25.

Over 140 locations across surrounding LGAs benefited from active engagement, ranging from direct financial to in-kind support for organisations and individuals. In total, Melbourne Airport provided more than \$1.8 million in monetary and in-kind support to community and corporate partners – its monetary contributions alone helped generate an estimated \$3.47 in social value generated for each dollar contributed.

Locations of Melbourne Airport’s Community Activities Across Victoria

Type of community-level activity by Melbourne Airport, FY25

- Community partnership or initiative
- Corporate partnership
- Community engagement (e.g. newsletter, Airport virtual assistant)
- Locations of Airport community-level activities or engagement, FY25

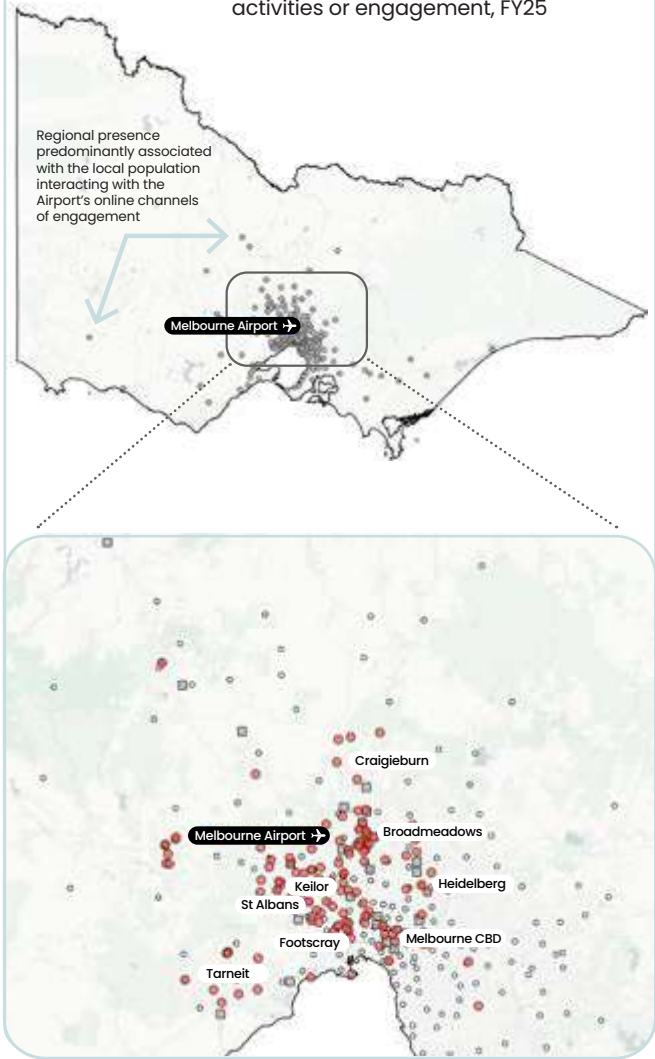


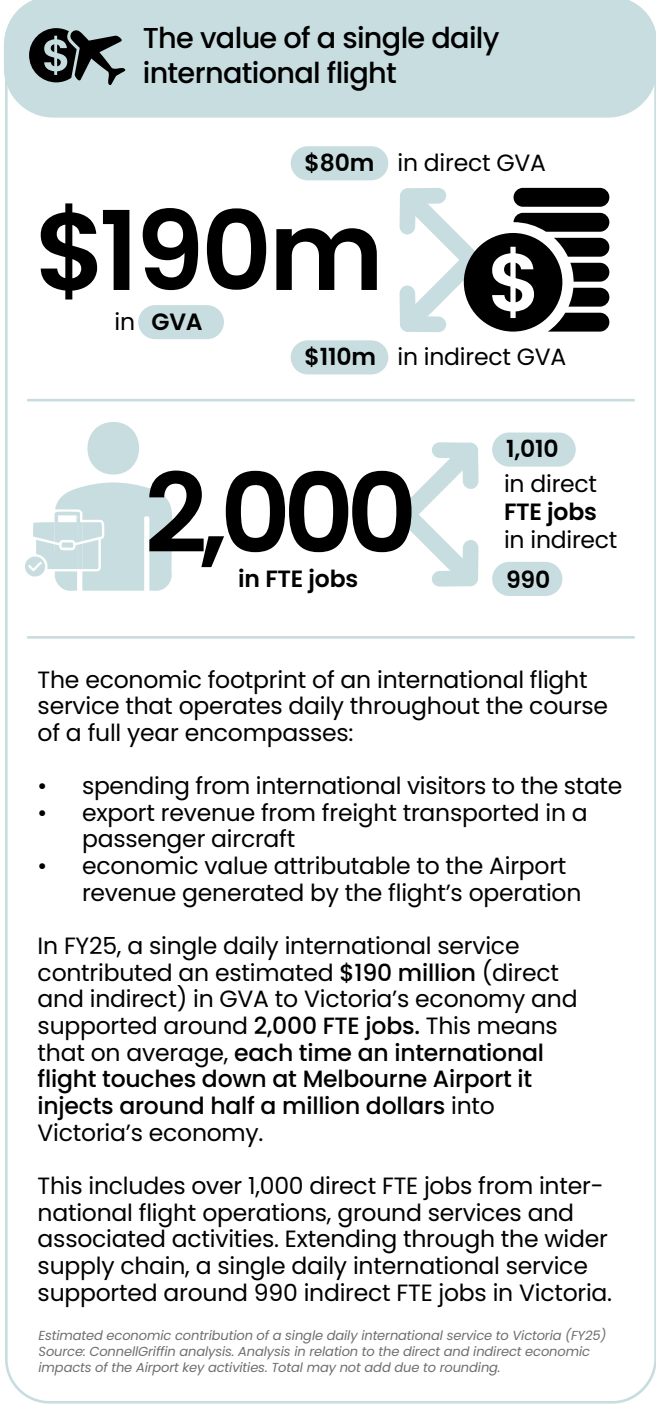
Figure 4 – Locations of Melbourne Airport’s community activities across Victoria Source: ConnellGriffin analysis of Melbourne Airport (2025a) data.

→ Connecting Victoria to the world:
The power of a single daily international flight.

Over the course of a year, a single daily international service contributes on average approximately \$190 million in direct and indirect GVA, supporting 2,000 direct and indirect FTE jobs and generates substantial economic value beyond the immediate passenger and freight movements. This means that on average, each time an international flight touches down at Melbourne Airport it injects around half a million dollars into Victoria’s economy.

Each service creates a direct pipeline for tourism, enabling hundreds of visitors to enter Victoria every day and inject spending into local businesses including hotels, restaurants, retail stores, and tourist attractions. It also strengthens global business connections, giving local companies greater access to international markets, partners, and investment opportunities.

At a consumer level, the addition of a daily flight expands choice and convenience for travellers, making Victoria a more attractive place to live, work and play, reinforcing Melbourne’s position as a globally connected city.



Estimated economic contribution of a single daily international service to Victoria over the course of FY25

Source: ConnellGriffin analysis. Analysis in relation to the direct and indirect economic impacts of the Airport key activities.

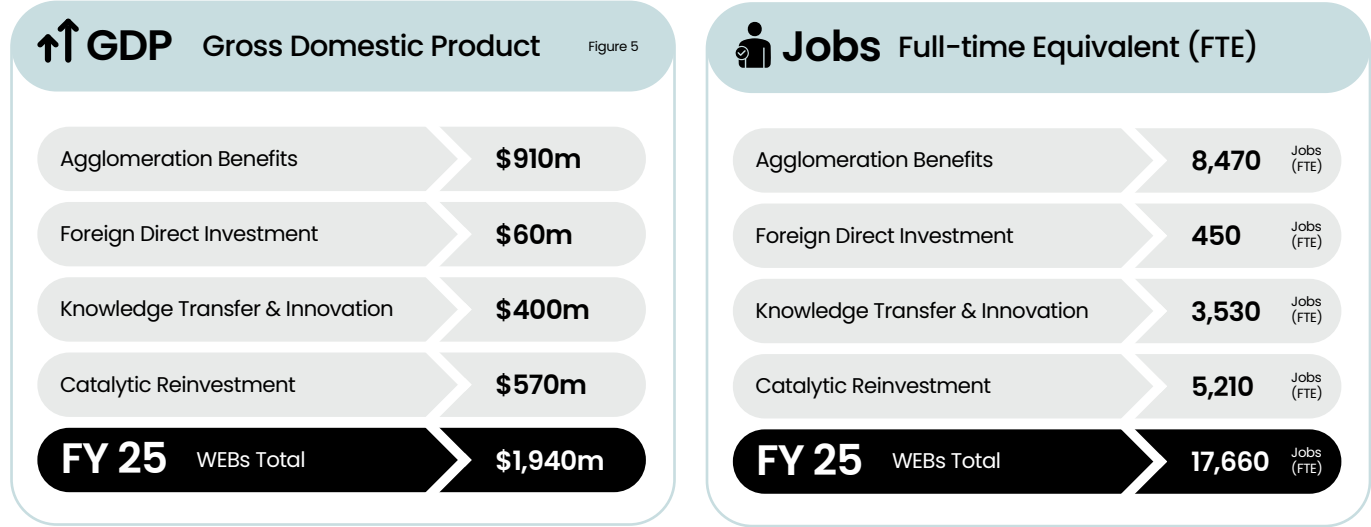


Driving over \$1.9 billion of Wider Economic Benefits across Australia.

Looking beyond immediate economic impacts, Melbourne Airport serves as a powerful driver of wider economic benefits, fostering agglomeration, boosting innovation and productivity, and attracting sustained investment through its international connectivity. By attracting complementary industries and businesses to cluster around its precinct, the Airport generates efficiencies that stimulate economic activity and support local employment. The Airport’s expanding route network further boosts national productivity, enabling businesses to access international markets more quickly and at a lower cost.

Beyond facilitating trade, Melbourne Airport enables new in-flows of foreign direct investment, with its partnerships with premium hotels creating on-site accommodation and conference facilities that strengthen the Airport’s role in supporting an international business ecosystem. It also connects Victoria to global innovation networks, supporting the movement of knowledge workers, researchers, and entrepreneurs who drive technological progress.

The Airport’s capacity to attract international visitors underpins private investment in tourism infrastructure, from hotels and entertainment venues to convention centres and stadiums. This connectivity provides the confidence for ongoing reinvestment, reinforcing Melbourne Airport’s role as a critical piece of social infrastructure.



The need for Melbourne Airport to grow with the city, delivering step-change infrastructure.

Victoria’s economy is forecast to grow by 2.5 per cent next year, underpinned by strong population growth, rising consumption, and significant public and private investment in infrastructure. With the state’s population expected to surpass nine million by 2041, driven by average net overseas migration of more than 80,000 annually, demand for travel services is expected to rise sharply. This growth will increase pressure on air travel capacity, requiring more flights to more destinations and enhanced passenger experiences.

To meet this demand, Melbourne Airport is investing more than \$17 billion over the next decade in one of Australia’s largest infrastructure programs. The works include major terminal upgrades, improved ground transport connections, expansion of entertainment and retail facilities, and the development of a new Third Runway. This investment will support jobs, catalyse economic growth, and ensure Victoria remains globally connected and competitive well into the future.

A fit-for-purpose policy and regulatory framework is essential for Melbourne Airport to continue serving the needs of all Victorians.

Unlocking the full potential of private investment and securing Melbourne’s global competitiveness relies on three key enablers:

- **Improved efficiency of airport planning and environmental approvals** are essential to accelerate infrastructure delivery. Currently, overlapping planning, environmental, aviation and building processes create costly delays and uncertainty. More efficient approvals processes provide confidence to investors and contractors, ensuring critical capacity is delivered in time to meet growing demand.
- **A seamless border** is vital to delivering a world-class passenger experience. Without modernisation, increased traveller volumes risk longer queues and reputational damage for the nation. Investment in smart technologies, biometrics and integrated digital processing systems such as additional SmartGates enable faster, more secure border movements, strengthening Melbourne’s appeal to host tourism, international education, foreign businesses and major events.
- **Greater airline competition** drives consumer choice, lowers fares and boosts productivity. A more dynamic aviation market would foster innovation, efficiency and service quality, while expanding global connectivity for businesses, visitors, students and investors alike.

Now is the ideal moment to consider these reforms, which will help Melbourne Airport continue fulfilling its role as a global gateway, supporting innovation, attracting talent and investment, and strengthening Victoria’s position in international trade, tourism, education, and culture for years to come.



Figure 5 — Estimated Wider Economic Benefits of Melbourne Airport activities in Australia
Source: ConnellGriffin analysis. Analysis in relation to the Airport’s economic and employment WEBS contribution in FY25.



Background

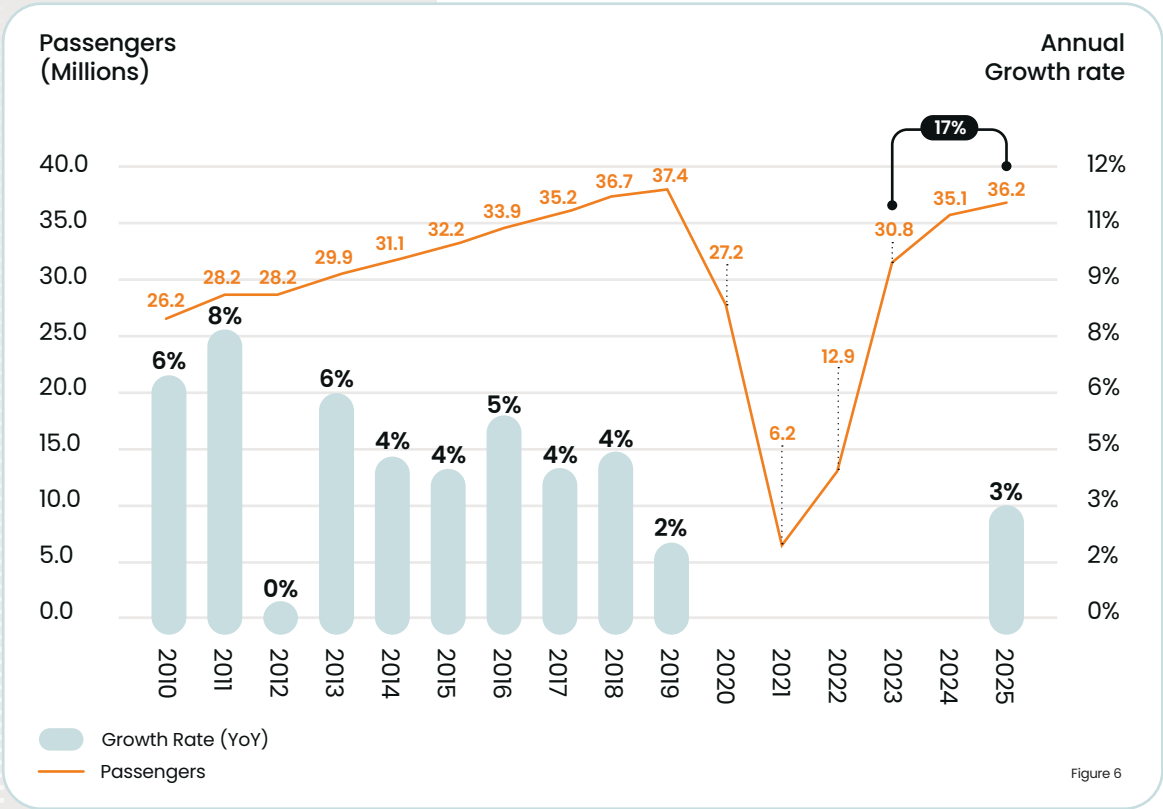
→ Melbourne Airport is Australia’s busiest 24-hour airport

Melbourne Airport operates 24-hours a day, seven days a week. In the past year, 36 million travellers have passed through Melbourne Airports doors as demand for air travel continues to grow.

This includes more than 24 million domestic passengers and nearly 12 million international travellers. This overall figure represented a 17 percent increase from the last report undertaken in FY23 with passenger numbers reaching unprecedented levels in FY25.

This growth has been built over decades of infrastructure investment, reflecting Melbourne’s position as a global destination and demonstrating the Airport’s capacity to adapt and scale its operations to meet increasing demand.

Historic Passenger Growth: 2010–2025



The Airport’s operations today encompass not just passenger services but freight and logistics capabilities, retail, entertainment and commercial developments, as well as world-class manufacturing hubs and broader supporting infrastructure that collectively generate economic activity for Victoria.

The economic and social impact analysis stems from the need to quantify the substantial benefits that Melbourne Airport delivers nationally, to Victoria and to our local communities, highlighting the need for continued support and investment in this critical infrastructure.

An exemplar of private infrastructure investment

Melbourne Airport is operated under a 50-year lease from the Australian Government (1997–2047) with a 49-year extension option, held by Australia Pacific Airports Corporation Limited (APAC). Melbourne Airport is owned by major superannuation and infrastructure investment funds including Dexus, IFM Investors, Future Fund, SAS Trustee Corporation and Utilities of Australia.

This ownership structure has been a longstanding example of the power of leveraging private capital to underpin growth in world-class social infrastructure, while simultaneously enabling everyday Australians to benefit from the growth of major assets like Melbourne Airport through essential connectivity and economic stimulus that supports local jobs, business growth and community prosperity across the state. The equity investment provided by these owners, alongside the Airport’s ability to raise debt funding, underpin the Airport’s ability to deliver major aviation infrastructure and do so with no reliance on government funding.

Private investment in the Airport enables Melbourne Airport to design, build, and upgrade core assets such as runways, terminals, and commercial developments that expand capacity and generate both commercial value and broader economic benefits from property, ground transport, and retail activities. The Airport’s profits are either reinvested back into the Airport business or distributed back to the owners which in turn delivers steady, long-term value for the Airport’s owners and investors and, in the case of superannuation funds, directly benefiting millions of Australians through their retirement savings.

The capital investment program highlighted within this report presents a step-change opportunity to unlock further benefits from Melbourne Airport, over the long-term, delivering increased value to superannuation and other fund shareholders and the broader national economy.

As the aviation sector faces evolving challenges and opportunities, there is an imperative to ensure that the regulatory environment continues to support and enable the significant economic impact that Melbourne Airport brings to the economy. Melbourne Airport is an example of how private infrastructure ownership, operating within a fit-for-purpose regulatory framework, can deliver a diverse range of economic and societal benefits that extend far beyond traditional aviation services. However, maintaining this success requires ongoing regulatory settings that recognise the Airport’s diverse role as an economic catalyst and allow for the flexibility needed to adapt to changing market conditions and invest in future growth.

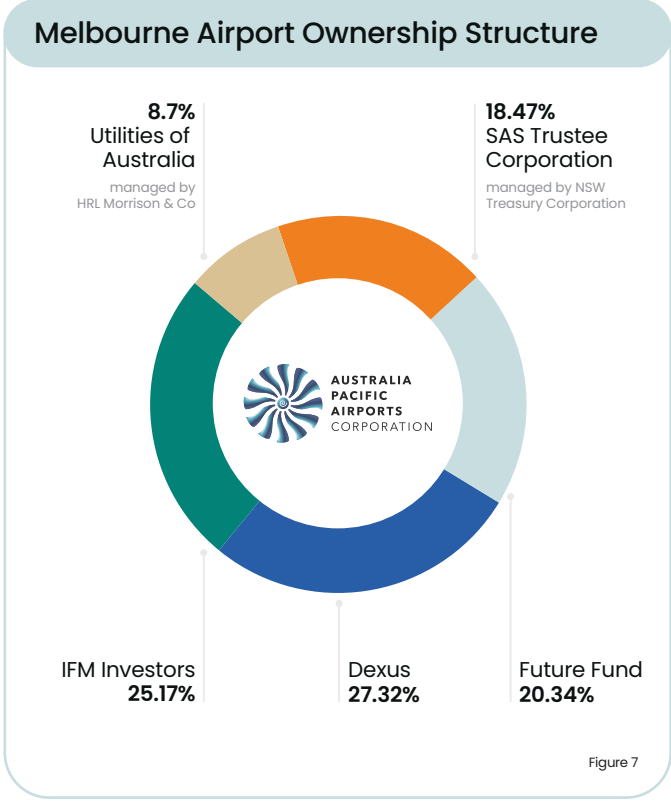


Figure 6 — Historic passenger growth (2010 to 2025)
Source: Melbourne Airport passengers over time from 2010 to 2025 by number of passengers and year-on-year growth rate (Melbourne Airport, 2025a). Note that growth rates are not depicted for 2020 (-27%), 2021 (-77%), 2022 (+110%), 2023 (+138%) and 2024 (+14%).

Figure 7 — Melbourne Airport’s ownership structure
Source: Ownership structure as depicted in Melbourne Airport’s Annual Reports (Melbourne Airport, 2025a).

A robust approach for estimating impact

Building on the foundations of the ‘Melbourne Airport: 2023 Economic and Social Impact Report’ (Melbourne Airport, 2023), this year’s Economic and Social Impact Report strengthens the insights from this report with deeper evidence, richer datasets, and more detailed modelling. In addition to measuring Melbourne Airport’s economy-wide contribution, we have also developed an analysis of the Airport’s social contribution including a Social Return on Investment (SROI) indicator, providing new insights into the wider community and social benefits generated by the Airport’s operations and investments. Together, these measures provide a more holistic and clearer picture of Melbourne Airport’s impact and continued role in supporting the prosperity of our local communities whilst continuing to connect Victorians to the rest of the world.

This report is informed by a series of analyses undertaken using a computable general equilibrium (CGE) model to establish a robust approach to quantifying and articulating Melbourne Airport’s economic contribution:

- 1. Economic Impact Analysis** – Estimate of both direct and indirect (flow on) impacts at a national, state and local level over a 22-year forecast horizon in terms of economic activity and jobs. Key economic indicators reported on include:
 - **Direct** – The direct contribution reflects the returns contributed from labour and capital inputs directly associated with the Airport operations and activities.
 - **Indirect** – The additional economic activity stimulated in the supply chain resulting from the business-to-business transactions of goods and services, that result from the Airport’s initial spending.
 - **Gross Domestic Product (GDP)** – A measure of total market value of all goods and services produced across all states and territories in Australia over a given period.
 - **Gross State Product (GSP)** – A measure of total market value of all goods and services produced by a given state in Australia over a given period.
 - **Gross Value Added (GVA)** – A measure of economic activity and represents the value of goods and services produced minus the cost of inputs and raw materials used in their production.
 - **Full Time Equivalent (FTE) Jobs** – The number of FTE employees supported by Melbourne Airport’s operations and associated activities.

- 2. Wider Economic Benefits (WEBs) or catalytic impacts** – Estimate of economic benefits that extend beyond traditional multiplier effects and reflect the Airport’s broader role in enhancing economic performance and enabling long-term growth through fostering agglomeration, boosting innovation and productivity, and attracting sustained investment through its international connectivity.

In addition to its economic contribution, Melbourne Airport delivers substantial social value through its Community Investment Strategy, corporate partnerships, and community engagement programs. To capture a more holistic view of the Airport’s impact and its ongoing role in fostering local prosperity, a dedicated social value assessment was undertaken.

- 3. Social Impact Analysis** – Estimate of the overall SROI that Melbourne Airport contributes across the local community – in terms of the social value it provides through its infrastructure and operations, as well as through the value of its community partnerships and activities. This social impact analysis includes:
 - **Locations of impact** – An assessment of the location of initiatives, organisations or individuals (such as through scholarships) supported by the Airport
 - **Contribution by type and segment** – Analysis of the number and estimated value of the Airport’s monetary and non-monetary (e.g. donations, in-kind support and advice) contributions across the community outcome ‘themes’, target segments and target groups
 - **Social value estimate** – Estimation of the social value that the Airport has helped the broader community realise through its community investment and engagement activities in FY25.

This social impact ‘ecosystem’ of the Airport is summarised in Figure 8.

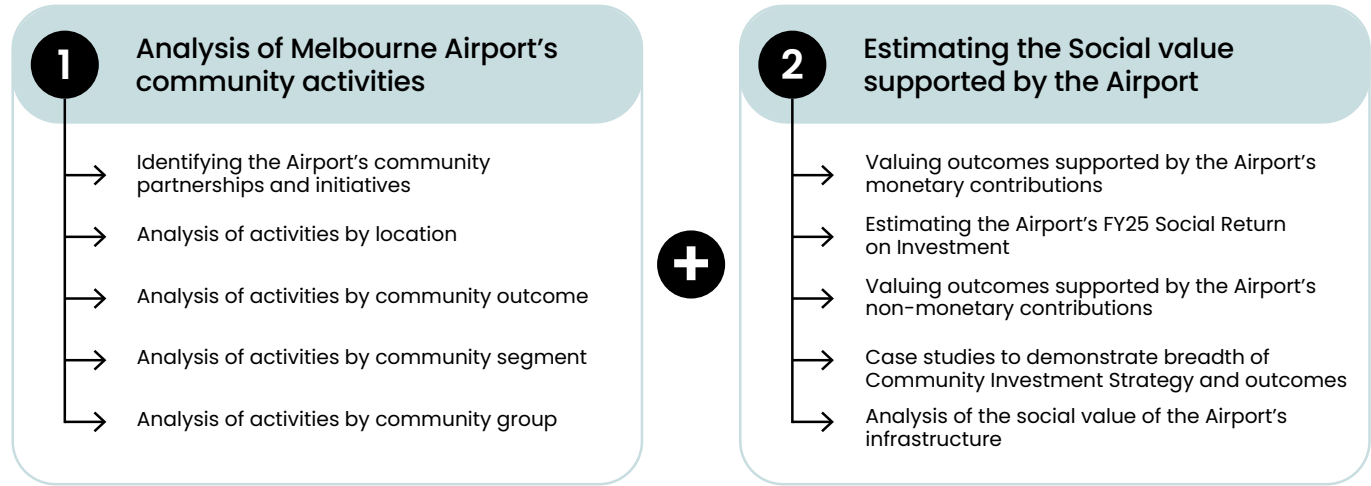


Figure 8 – Melbourne Airport's social impact analysis 'ecosystem'

Structure of this report

The report is structured into sections that summarise the key findings from each analysis conducted. Overall, the report has five sections:

- 1. Background** – Highlights the present and future direction for Melbourne Airport and provides important context for the findings presented in the main body of the report.
- 2. Melbourne Airport is a key asset for the National Economy** – Contextualises and presents the key nation-wide insights of the economic analysis.
- 3. Melbourne Airport grows with Victoria** – Demonstrates Melbourne Airport's economic and employment contribution to the state whilst highlighting the importance of the Airport in facilitating growth in Victoria.
- 4. How local communities benefit from the Airport** – Presents economic impact at a local-level and highlighting the broader social and community benefits of the Airport's operations and investments.
- 5. Melbourne Airport's Investment in Growth** – Discusses the key future opportunities for the Airport to grow and the steps being taken to enable this growth.



Melbourne
Airport is a
key asset for
the national
economy

→ **As Australia’s busiest 24/7 airport, Melbourne Airport is one of the nation’s most significant infrastructure assets and plays a central role in supporting the national economy.**

Melbourne Airport serves as a critical piece of social infrastructure for both domestic and international travel and tourism, connecting Australia to key global markets and facilitating the movement of 36 million passengers last year.

Melbourne Airport’s extensive international route network connects Melbourne to 40 destinations through 39 international carriers (Melbourne Airport, 2025a). By enabling international travellers to access Victoria and Australia more broadly, Melbourne Airport stimulates spending through supporting international education, access to global trade, supporting broader job growth, and driving wider economic innovation and agglomeration benefits.

Supporting international education, a national priority and strategic economic pillar

Melbourne Airport plays a particularly crucial role in supporting Australia’s international education sector, which is one of the country’s largest export industries, worth approximately \$51 billion annually (Australian Department of Education, 2024). The Airport serves as one of the primary entry points for more than 800,000 international students who choose to study at Australian institutions each year (Australian Department of Education, 2025). Melbourne Airport’s extensive network of direct flights from key source markets including China, India, Southeast Asia, South America, and Europe removes significant barriers that might otherwise deter prospective students.

In addition, the Airport facilitates the ongoing movement of international students throughout their studies, enabling them to travel home for holidays and for their families and friends to visit, which is often a critical factor in their decision to pursue long-term study programs in Australia. Melbourne Airport’s capacity to handle seasonal peaks during study breaks ensures that students can maintain connections with their home countries without significant disruption to their studies. In FY25, tourism and international education contributed nearly \$14.7 billion to Victoria with an additional \$661.6 million to the rest of Australia.



Powering Australia’s gateway to domestic prosperity and global trade

Melbourne Airport serves as a critical logistics hub that significantly amplifies Australia’s participation in international trade through its integrated operations. Melbourne Airport’s strategic importance extends far beyond passenger travel, functioning as a major enabler of domestic and international trade that connects Australian businesses to global markets including the rapid transport of high-value, time-sensitive goods. Pharmaceuticals represent one of the most critical products, where temperature-controlled storage facilities and rapid processing capabilities ensure that life-saving medications and vaccines reach those in need.

In addition, Melbourne Airport’s role in enabling the transport of advanced manufactured goods, including components for electronics and aerospace industries, enables two-way trade for local companies to international markets.

The role of Melbourne Airport strengthens Australia’s position in global supply chains, enhancing the country’s export competitiveness on the global stage. Through these links, in FY25, Melbourne Airport’s Business Park contributed \$612.1 million to Victoria with an additional \$43.2 million to the rest of Australia.

A critical catalyst for employment, supply chain activity and national economic growth

The Melbourne Airport precinct is the largest Victorian employment hub outside of the Melbourne CBD, directly employing more than 23,200 FTE jobs across airlines, ground handling, retail hospitality and logistics sectors. The Airport’s economic impact extends far beyond its immediate operations, creating significant multiplier effects throughout the national economy. Extending through the supply chain, Melbourne Airport’s operations support nearly 38,000 FTE jobs nationally in related industries such as tourism, accommodation, construction and transport. As Victoria’s primary aviation precinct, Melbourne Airport underpins not only Victoria’s economy but also contributes significantly to Australia’s ability to unlock economic growth.

2 – Melbourne Airport is a key
asset for the National Economy

2.1 Wider Economic Benefits of the Airport

Melbourne Airport functions as a powerful economic catalyst that generates agglomeration benefits and productivity uplift through enhanced connectivity, foreign direct investment, knowledge transfer, innovation ecosystem development, and reinvestment into tourism infrastructure. The impacts of the Airport on the broader economy drive more than \$1.9 billion in Wider Economic Benefits (WEBs).

Advancing economic clustering and enabling business productivity through strategic industry agglomeration

The presence of Melbourne Airport fosters agglomeration benefits by attracting complementary businesses and industries to locate in close proximity to its operations. This clustering effect of related activities and businesses leads to efficiencies, generating economic activity and supporting employment. Aviation-related industries naturally gravitate toward Melbourne Airport, including aircraft maintenance and repair businesses, cargo handling specialists, and freight and logistics providers. This concentration creates a pool of labour with specialised skills and deep expertise.

Beyond aviation services, businesses that benefit from international connectivity, such as multinational corporations and technology companies with global client bases, will also be attracted to Victoria. The diverse yet complementary businesses create a dynamic business ecosystem, enabling companies to access specialised services, share resources, and collaborate more efficiently on complex projects.

In addition, Melbourne Airport’s expanding route network and increasing frequency of services generate measurable productivity improvements across the national economy. Businesses can access international markets more efficiently, reducing the time and cost associated with global commerce. This enhanced air connectivity enables Victorian companies to participate in global value chains, access specialised suppliers, and serve international customers with greater responsiveness.

Research by Oxford Economics (2015) found that a 10 per cent increase in business travel and air freight can deliver a 0.5 per cent uplift in productivity. Applied to Melbourne Airport, where business air travel has grown at an average annual rate of 3 per cent, this translates to more than \$900 million in direct and indirect GVA impacts across Australia in FY25, supporting almost 8,500 direct and indirect FTE jobs.

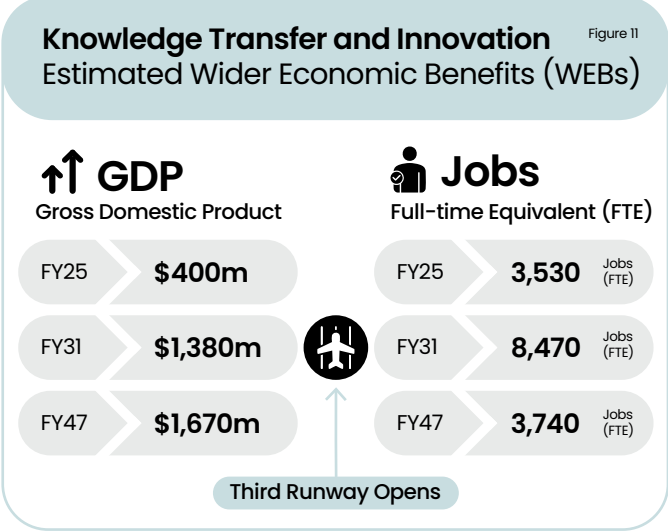
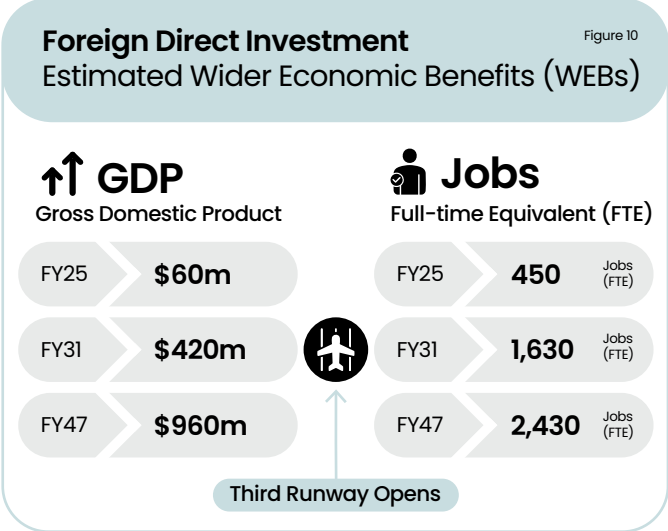
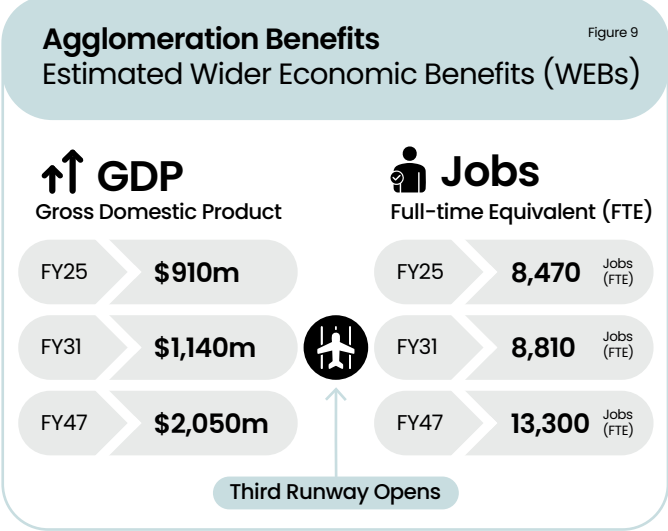
Enabling investment relationships through connectivity

International investors and corporate executives managing Australia-based portfolios rely on Melbourne Airport’s extensive international route network to maintain the regular, high-frequency contact that sophisticated investment relationships demand. Melbourne Airport’s direct connections to major global financial centres including Singapore, Tokyo, Hong Kong, Shanghai, and San Francisco create efficient travel corridors that enable investors to conduct comprehensive due diligence processes, participate in international meetings, oversee strategic initiatives, and maintain the personal relationships that underpin major investment decisions.

In addition, Melbourne Airport’s capacity to facilitate same-day return trips to key financial centres, and efficient connections to global markets, enables international investors to maintain active oversight of their Australian investments without the prohibitive time costs that might otherwise discourage long-term capital commitments.

Melbourne Airport’s role extends beyond facilitating existing investment relationships to actively enabling new foreign investment attraction. International investors conducting initial market assessments rely on efficient travel logistics to evaluate potential opportunities. In addition, strategic partnerships with premium hotel brands have created on-site accommodation and conference facilities that cater specifically to international business travellers, creating an environment conducive to supporting an international business ecosystem.

Research suggests a positive link between air frequencies and foreign direct investment (FDI) in-flows where a one per cent increase in the number of aircraft movements can lead to 0.6 per cent increase in FDI in-flows (Fageda, 2017). Applying this to the relationship of aircraft movement growth at Melbourne Airport, modelling suggests an excess of \$60 million direct and indirect GVA impacts being realised across Australia in FY25, supporting 450 direct and indirect FTE jobs.



Supporting the innovation economy through global knowledge networks

Melbourne Airport serves as a critical piece of social infrastructure that connects into global innovation networks, facilitating the movement of knowledge workers, researchers, and entrepreneurs who drive technological advancement and business innovation. International conferences, trade shows, and academic exchanges hosted in Melbourne depend on connectivity to bring together diverse perspectives and expertise from around the world.

Melbourne’s growing reputation as a technology and innovation hub is directly supported by the Airport’s ability to connect local startups and established companies with international partners, investors, and markets. Venture capitalists, technology transfer specialists, and innovation professionals regularly traverse the Airport, carrying ideas, capital, and expertise that fuel the local innovation ecosystem.

Research shows that a 10 per cent increase in business travel leads to an increase in patenting by about 0.2 per cent (Hovhannisyan and Keller, 2015). This increase, taken with the average annual growth rate in business air travel of three per cent experienced at Melbourne Airport results in around \$400 million of direct and indirect GVA impacts being realised across Australia in FY25, supporting over 3,500 direct and indirect FTE jobs.

Figure 9 – Estimated Wider Economic Benefits (WEBs) – Agglomeration Benefits
Figure 10 – Estimated Wider Economic Benefits (WEBs) – Foreign Direct Investment
Figure 11 – Estimated Wider Economic Benefits (WEBs) – Knowledge Transfer and Innovation
Source: ConnellGriffin analysis.

Facilitating catalytic reinvestment in tourism infrastructure

Melbourne Airport’s capacity to deliver international visitors creates incentives for private sector investment in tourism infrastructure in Victoria and across Australia more broadly. Hotel developers, entertainment venue operators, and tourism service providers make investment decisions based partly on projected visitor volumes that ultimately rely on airport connectivity. Tourism attraction investments, including major entertainment venues, cultural facilities, and sport and recreational infrastructure, are often justified based on their ability to attract and serve international visitors. Event infrastructure, including convention centres, exhibition facilities, and sporting venues, depend on Melbourne Airport’s ability to transport spectators, international participants and supporting staff. Melbourne Airport’s capacity and growing passenger volumes can provide confidence, driving ongoing infrastructure re-investment and economic development.

In FY25, modelling suggests that WEBs resulting from reinvestment in tourism infrastructure contributes nearly \$600 million in direct and indirect GVA impacts, supporting over 5,200 direct and indirect FTE jobs across Australia.

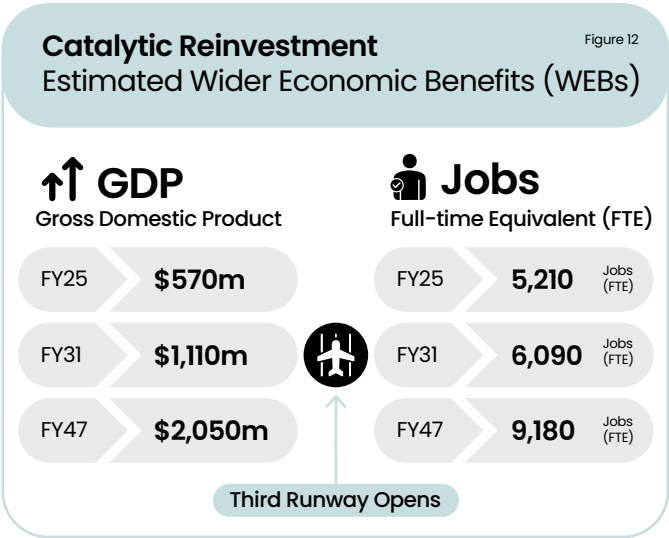


Figure 12 – Estimated Economic Benefits (WEBs) - Catalytic Reinvestment
Source: ConnellGriffin analysis.

→ While these national impacts and benefits demonstrate Melbourne Airport’s strategic importance to Australia’s economy, the most transformative impacts occur within Victoria, where the Airport operates as a driver of the state’s economic development strategy.





Melbourne Airport grows with Victoria

→ **Victoria’s economic outlook remains positive as inflation begins to stabilise to lower levels and wages begin to increase.**

The Victorian economy is expected to grow by 2.5 per cent over the next financial year driven in large part by an increasing population, public and private investment into infrastructure and an overall increase in consumption (Victorian Department of Treasury and Finance, 2025).

Though this represents a modest growth overall compared to previous years, future-proofing infrastructure and service capability remains a priority to secure Victoria’s status as a dynamic and diverse state.

In this economic landscape, Melbourne Airport as the primary transportation and logistics hub of the state plays an ongoing and critical role in facilitating growth. In enabling resident and visitor movements, freight and broader trade, growth in infrastructure and providing access to jobs, the Airport’s activities continue to have a significant positive impact on the Victorian economy.

As Victoria’s population grows future demand for travel services is also expected to grow

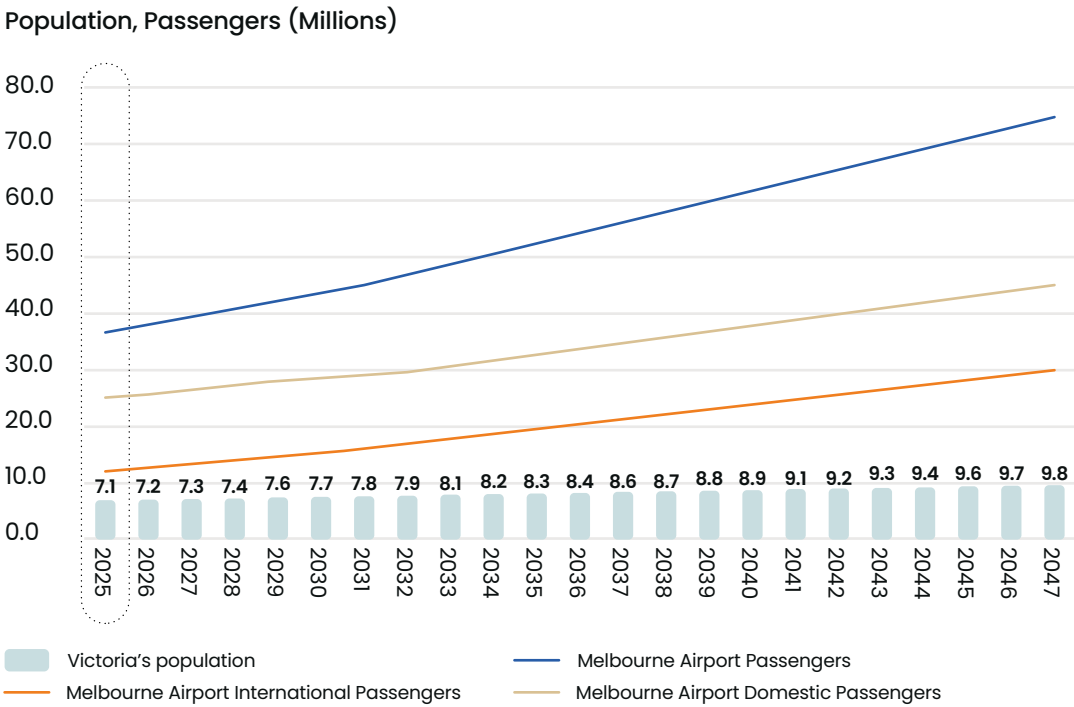
Victoria’s demand for domestic and international air travel is expected to increase as the population grows. By 2041 the state’s population is expected to increase by over 25 per cent to over 9 million, with net overseas migration on average expected to be over 80,000 each year (Victorian Department of Transport and Planning, 2024).

Traveller movements in terms of international and interstate arrivals and departures are expected to increase with migration activity – placing pressure on air travel services to provide additional flights, greater variety in flights and improved overall experience.

Timely and targeted investment into expanding the Airport is required to service what is expected to be 3.5 per cent growth each year¹ in passenger numbers across the next 15 years. This represents a future in 2040 which sees more than double the number of international passengers frequenting the Airport compared to today and a 2.8 per cent growth each year² in the number of domestic passengers travelling.

Forecasts of Victoria’s estimated resident population and Melbourne Airport passengers, 2025 to 2047

Figure 13



1 – Compound Annual Growth Rate (CAGR) in total passenger numbers for the period of 2025 to 2040.
2 – CAGR in domestic passenger numbers for the period of 2025 to 2040.

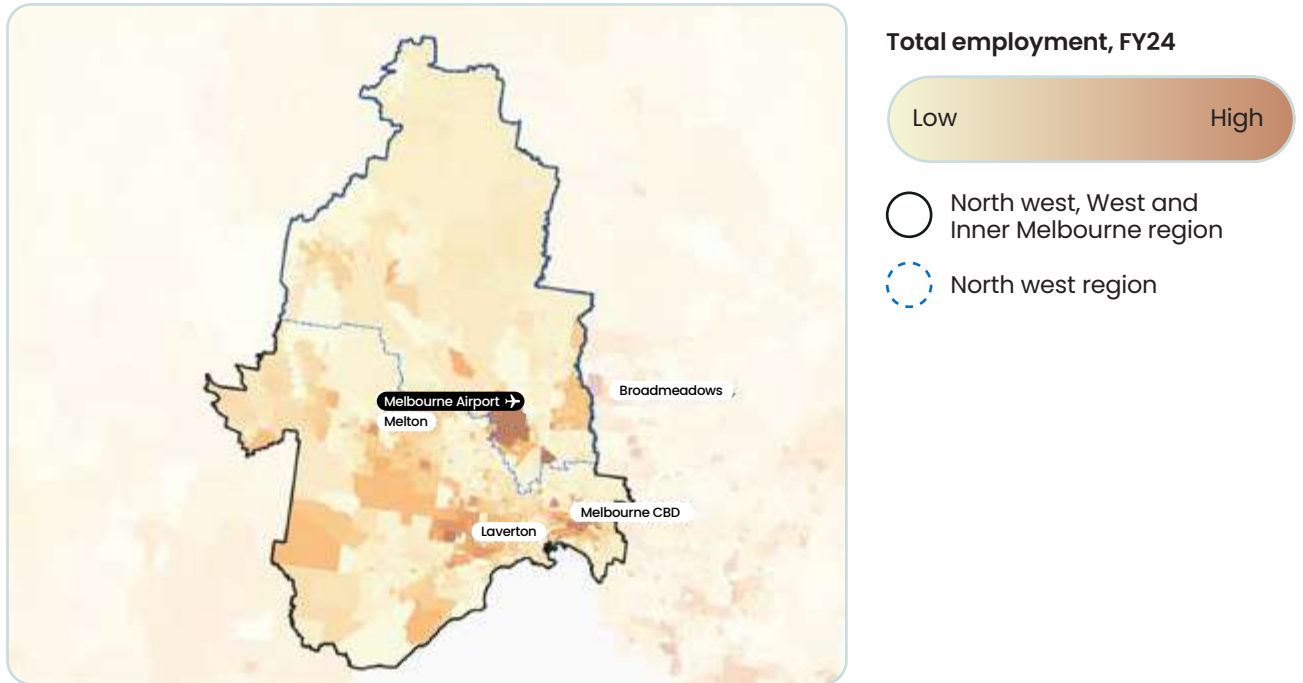
Figure 13 – Forecasts of Victoria’s estimated resident population and Melbourne Airport passengers, 2025 to 2047
Source: ConnellGriffin analysis of population forecasts produced by the Victorian government (Victorian Department of Transport and Planning, 2024) and passenger forecasts for Melbourne Airport (Melbourne Airport, 2025a).

Melbourne Airport is a key employment hub for Melbourne’s north and west

Melbourne Airport directly employs more than 23,200 individuals across all precincts. In particular, the Airport is a key employer across the north and west regions, with the majority of the workforce falling within the catchments of Hume, Brimbank, Maribyrnong, Merri-bek, Moonee Valley and Hobsons Bay Local Government Areas (LGAs). More broadly, as shown in Figure 14, outside of Melbourne’s CBD and industrial areas, the Airport is one of Greater Melbourne’s key employment regions.

Employment across Melbourne’s north, west and inner regions in FY24

Figure 14



3.1 Economic impacts of Melbourne Airport

Melbourne Airport is a major driver of Victoria’s economy, delivering economic value and supporting employment through its important role in tourism, international education, airfreight, core operations, and its business precinct activities.

Melbourne Airport delivers both direct and indirect economic benefits to Victoria by facilitating tourism and international education, passenger movements, transport and airfreight related activities across the Airport precinct, and through its ongoing capital investment programs. In FY25, these combined activities contributed nearly \$22 billion in direct and indirect GVA to the Victoria’s economy and supported nearly 240,000 direct and indirect FTE jobs (as outlined in Figure 15).

Over the medium term, these economic contributions are projected to grow substantially, generating around \$39 billion in direct and indirect GVA to Victoria and supporting over 310,000 direct and indirect FTE jobs in FY31. Over the long term, these combined activities are projected to generate nearly \$81 billion in direct and indirect GVA and support over 540,000 direct and indirect FTE jobs in FY47.

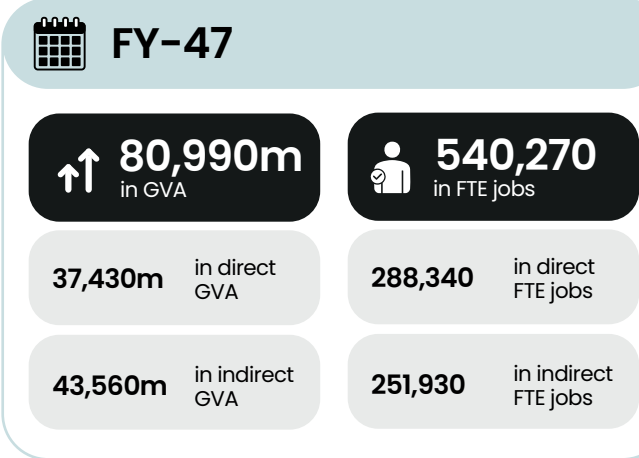
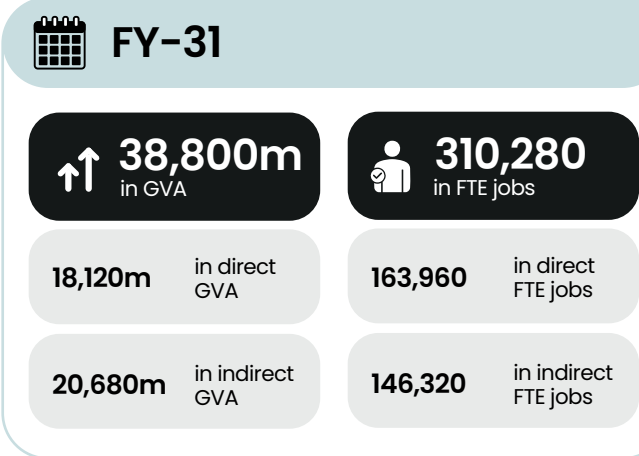
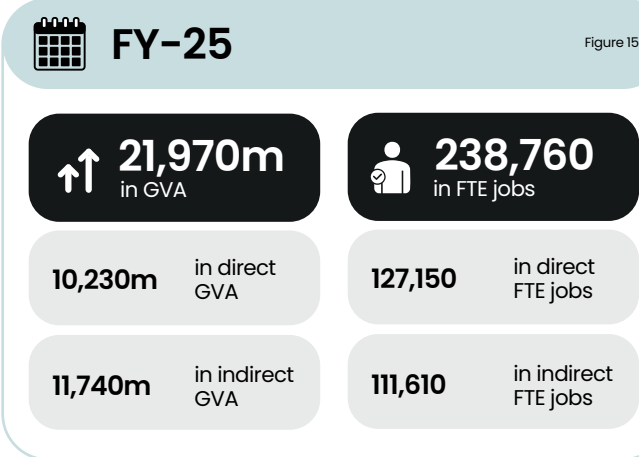


Figure 14 – Employment across Melbourne’s north, west and inner regions in FY24
Source: ConnellGriffin analysis. Employment data estimated for FY24 at the Mesh Block level, across the Statistical Area Level 4 (SA4) regions as defined by the Australian Bureau of Statistics (Australian Bureau of Statistics, 2024b).

Figure 15 – Estimated economic and employment impact of Melbourne Airport activities
Source: ConnellGriffin analysis. Total may not add due to rounding.

The Airport’s role in supporting growth in key industries

Long term sustainable growth is contingent on effective contribution from Victoria’s diverse services-driven industries. Airports are gateways for both domestic and international travel and therefore play a critical and multifaceted role in driving economic growth by supporting industry. Melbourne Airport in particular acts as essential infrastructure for tourism, international education, trade and business activity.

3.1.1 Tourism and international education

Tourism and international education are key industries in Victoria’s economy such that growth in these industries is expected to bolster Victoria’s gross state product (GSP).

In the previous financial year (FY24), tourism’s contribution to GSP rose 13 per cent compared to the previous year, making up 5.9 per cent of the Victorian economy and amounting to approximately \$36 billion in GSP (Victorian Department of Jobs, Skills, Industry and Regions, 2024).

International education in the same year contributed approximately \$16 billion in export revenue to Victoria’s economy which represents an almost \$1 billion increase from the year previous, driven in large part by a seven per cent increase in international student commencements (Australian Bureau of Statistics, 2024a).

Victoria’s flight network plays an integral part in enabling visitor spending on tourism and education. Building long-term growth and resilience in Victoria’s airports as well as improving the traveller experience by innovating and enabling an efficient aviation sector is critical for Victoria’s future growth.

The long-term performance of Victoria’s visitor and local economy spanning from Melbourne’s CBD to Regional Victoria is highly reliant on the ability of the Aviation industry to service an ever-increasing demand for passenger air transport.

Much of this demand is directed towards Melbourne Airport as Victoria’s busiest international airport. Melbourne Airport is a critical driver of visitation and spend for Victoria through an extensive domestic and international flight network. Each year, the Airport hosts 39 international carriers, enables travel to and from 40 destinations and facilitates the arrival and departure of over 200,000 flights (Melbourne Airport, 2025a).

In 2024, Melbourne Airport welcomed over 2.5 million international visitors to the state, the majority of whom were travelling for holiday, visiting friends and relatives or for education. In Victoria, international student arrivals from overseas are enabled solely by Melbourne Airport.

→ Tourism and international education facilitated through Melbourne Airport’s international connectivity deliver significant economic impact to Victoria’s economy

In FY25, both domestic and international tourism and international education facilitated through Melbourne Airport contributed an estimated \$14.6 billion in GVA to Victoria’s economy, with nearly half of this economic contribution coming from direct impacts (\$7.2 billion) and the remainder from indirect impacts (more than \$7.4 billion).

In addition to boosting GVA, these activities supported around 160,000 FTE jobs in Victoria in FY25, including almost 89,000 direct roles in tourism, hospitality, education, and transport services, and more than 71,000 indirect jobs across the supply chain and related industries.

The scale of this economic contribution reflects Melbourne Airport’s vital role as the state’s main international gateway, connecting Victoria directly with international visitors and international students from around the world.

Over the medium to long term, the economic contribution of tourism and international education facilitated through the Airport is estimated to rise sharply. This growth is supported by the enhanced connectivity and airport capacity provided by the new Third Runway, as well as increased international passenger growth and student enrolments.

As outlined in Table 1, these activities are estimated to generate more than \$24 billion in GVA to Victoria and support around 201,500 FTE jobs in FY31. Between FY31 and FY47, these economic contributions are expected to grow even more significantly. By FY47, these contributions are estimated to reach more than \$56.5 billion in GVA and over 387,000 FTE jobs, reflecting increased visitor spending and international student enrolments in the long term.

Estimated economic contribution of tourism and international education facilitated by the Airport to Victoria

Victoria	GVA (\$m)			Employment (FTE)		
	FY25	FY31	FY47	FY25	FY31	FY47
Direct Impact	\$7,200	\$11,900	\$27,780	88,830	111,880	215,020
Indirect Impact	\$7,450	\$12,310	\$28,740	71,100	89,540	172,090
Total Impact	\$14,650	\$24,220	\$56,520	159,930	201,410	387,110

Table 1 – Estimated economic contribution of tourism and international education facilitated by the Airport to Victoria
Source: ConnellGriffin analysis. Analysis in relation to the direct and indirect economic impacts of the Airport key activities.
Total may not add due to rounding.

Sustaining Victoria’s Liveability Through Global Connectivity, Cultural Exchange and Lifestyle Enrichment

Melbourne Airport plays a fundamental role in sustaining and enhancing liveability in Victoria, enabling residents to maintain global connections while enjoying the lifestyle benefits that make Melbourne consistently rank among the world’s most liveable cities. In October 2025, the Airport facilitated the travel of a record-breaking 130,000 passengers travelling internationally and domestically (Melbourne Airport, 2025a).

The ability to seamlessly travel to domestic and international destinations for leisure, business or education enhances quality of life for Victorians whilst simultaneously making the state more attractive to international travellers, students and professionals who value both career and lifestyle quality.

International students and professionals who arrive through Melbourne Airport not only contribute economically through their study and spending, they also enhance multicultural communities and global perspectives that make Melbourne attractive to international businesses and investors.

In addition, Melbourne Airport’s role in supporting liveability manifests through its facilitation of international sporting events, cultural events and world class entertainment that reinforce Melbourne’s global reputation as an attractive place to live, work and play.

The role of Melbourne Airport in facilitating and enabling major arts and sporting events

Melbourne Airport enables major global events by acting as a transport hub and providing advanced options for transit. The Airport serves as the primary entry point for international attendees and participants and offers flexibility for interstate travellers through its round-the-clock operations, ensuring seamless connectivity regardless of arrival or departure times.



The Australian Open tennis tournament

The world Grand Slam season begins with the Australian Open early in the calendar year. In 2025, the tournament brought in more than 1.2 million attendees across 15 days. The event draws international and domestic visitors to the state and through this generates demand for air travel services.

Melbourne Airport is considered the main gateway for international and domestic visitors arriving in Melbourne’s CBD for the competition given its proximity to Melbourne Park and its international and interstate air travel options.

Amenities and connectivity facilitated by the Airport through access to accommodation, retail as well as private and public transportation options (i.e. rideshare, taxis and buses) within the Airport precinct itself is designed to provide a positive traveller experience and effectively service the movement of passengers.

In 2025, Melbourne Airport also supported additional flights from airlines in response to an uplift in demand for domestic air travel services between Melbourne and cities such as Sydney and Brisbane. During the month in which the tournament was held (January) a record number of passengers (more than 3.3 million passengers) passed through Melbourne Airport terminals (Melbourne Airport, 2025a) highlighting the key role Melbourne Airport plays in enabling the event.



The ‘Taylor Swift: The Eras Tour’ concert

Victoria, in particular Melbourne CBD, hosts large-scale arts and cultural events which draw in visitors from interstate and overseas. The ‘Taylor Swift: The Eras Tour’ concert is one such example which generated unprecedented demand for services and garnered global media attention.

Melbourne Airport experienced an influx of visitors to Victoria in the lead up to the artist’s first Australian concert of 2024. On the day of the first concert event the Airport welcomed approximately 117,000 passengers.

In response to the surge in passengers, the Airport supported a ramp up in the number of domestic and international flights available with airlines adding extra flights from key domestic destinations and New Zealand. The Airport also provided additional resourcing for customer support services and implemented a coordinated effort to mobilise road transportation services to ensure a positive passenger experience beyond the flight.

3.1.2 Freight and logistics

Victoria is the leading exporter of food and fibre as well as pharmaceuticals and advanced manufacturing products and Melbourne Airport plays a key role in enabling the export of high-value and time- sensitive goods.

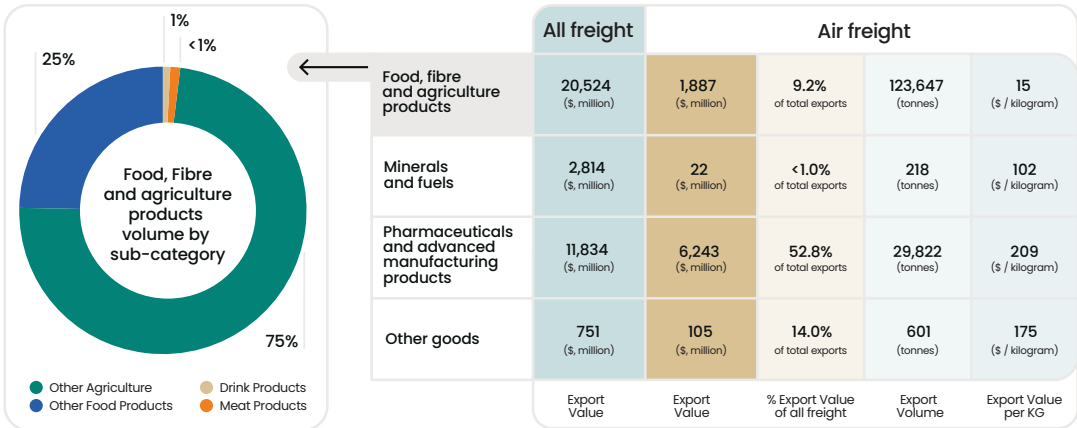
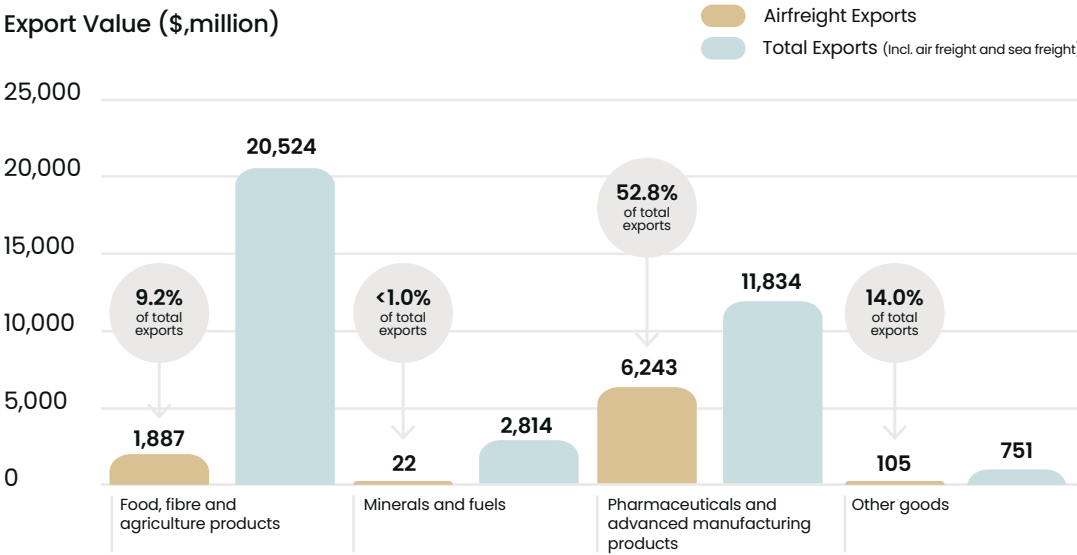
In 2024, the total value of international goods export from Victoria was estimated to be nearly \$36 billion; 90 per cent of which was food and fibre, pharmaceuticals and advanced manufacturing products (Australian Bureau of Statistics, 2025; Australian Department of Foreign Affairs and Trade, 2025).

As outlined in Figure 16, the total value of international goods exported by airfreight through Melbourne Airport reached nearly \$8.3 billion in 2024, equivalent to 23 per cent of Victoria’s total export value (MariTrade, 2025). In particular, over 100,000 tonnes of food, fibre and agriculture products and more than 50 per cent of the total export value of pharmaceuticals and advanced manufacturing products are transported by air freight.

The Airport’s extensive international airline network and airfreight handling capacity facilitates Victorian exporters with crucial access to foreign markets. This connectivity is particularly critical for the fresh produce, pharmaceuticals, medical technology, and advanced manufacturing sectors.

Victoria’s estimated export value by transport type (\$m, 2024)

Figure 16



Airfreight exports through Melbourne Airport generate significant value add and support employment across Victoria

In FY25, airfreight activities through Melbourne Airport contributed around \$980 million in direct GVA to Victoria’s economy and supported over 14,100 direct FTE jobs.

These direct impacts capture value creation and employment in freight handling, logistics, airport operations, and other on-site services linked to the movement of goods.

Extending through the supply chain, the procurement of materials required to manufacture and process exported goods generated a further \$2.5 billion in indirect GVA and supported nearly 24,700 indirect FTE jobs in FY25. This reflects the strong demand for Victorian suppliers, and service providers that support export-focused industries.

Airfreight activities facilitated by Melbourne Airport are projected to grow steadily over time, making a strong and ongoing contribution to Victoria’s economy. In five years, airfreight export through the Airport is projected to contribute nearly \$6.9 billion in direct and indirect GVA to Victoria’s economy and support nearly 55,500 direct and indirect FTE jobs (as outlined in Table 2). This significant increase in both GVA and jobs compared to FY25 reflects increased export volumes as well as expanded capacity given that the new Third Runway is expected to improve both connectivity and efficiency for freight handling and international export.

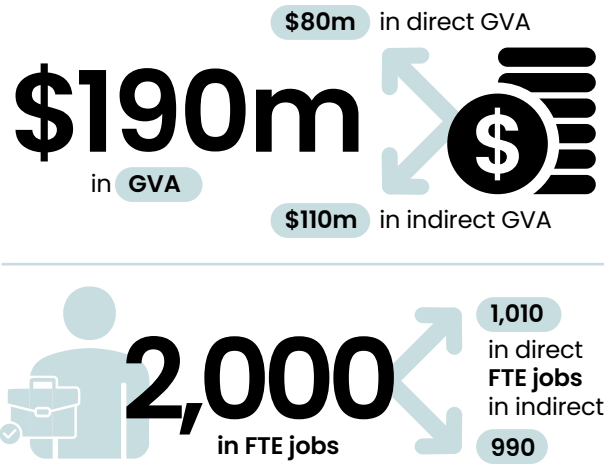
In the long-term, the economic contribution of airfreight activity is estimated to grow even more significantly. In FY47 airfreight export through the Airport is projected to boost GVA by \$13.5 billion (direct and indirect) and support around 87,000 direct and indirect FTE jobs in Victoria.

Estimated economic contribution of airfreight exports facilitated by the airport to Victoria

Victoria	GVA (\$m)			Employment (FTE)		
	FY25	FY31	FY47	FY25	FY31	FY47
Direct Impact	\$980	\$1,950	\$3,830	14,180	20,230	31,750
Indirect Impact	\$2,460	\$4,910	\$9,620	24,690	35,220	55,290
Total Impact	\$3,440	\$6,870	\$13,450	38,860	55,450	87,040

Table 2 – Estimated economic contribution of airfreight exports facilitated by the airport to Victoria
Source: ConnellGriffin analysis. Analysis in relation to the direct and indirect economic impacts of the Airport key activities. Total may not add due to rounding.

The value of a single daily international flight



The economic footprint of an international flight service that operates daily throughout the course of a full year encompasses:

- spending from international visitors to the state
- export revenue from freight transported in a passenger aircraft
- economic value attributable to the Airport revenue generated by the flight’s operation

In FY25, a single daily international service contributed an estimated **\$190 million** (direct and indirect) in GVA to Victoria’s economy and supported around **2,000 FTE jobs**. This means that on average, **each time an international flight touches down at Melbourne Airport it injects around half a million dollars into Victoria’s economy.**

This includes over 1,000 direct FTE jobs from international flight operations, ground services and associated activities. Extending through the wider supply chain, a single daily international service supported around 990 indirect FTE jobs in Victoria.

Estimated economic contribution of a single daily international service to Victoria (FY25)
Source: ConnellGriffin analysis. Analysis in relation to the direct and indirect economic impacts of the Airport key activities. Total may not add due to rounding.

Figure 16 – Victoria’s estimated export value (total and per kilogram) by transport type (\$m, 2024)

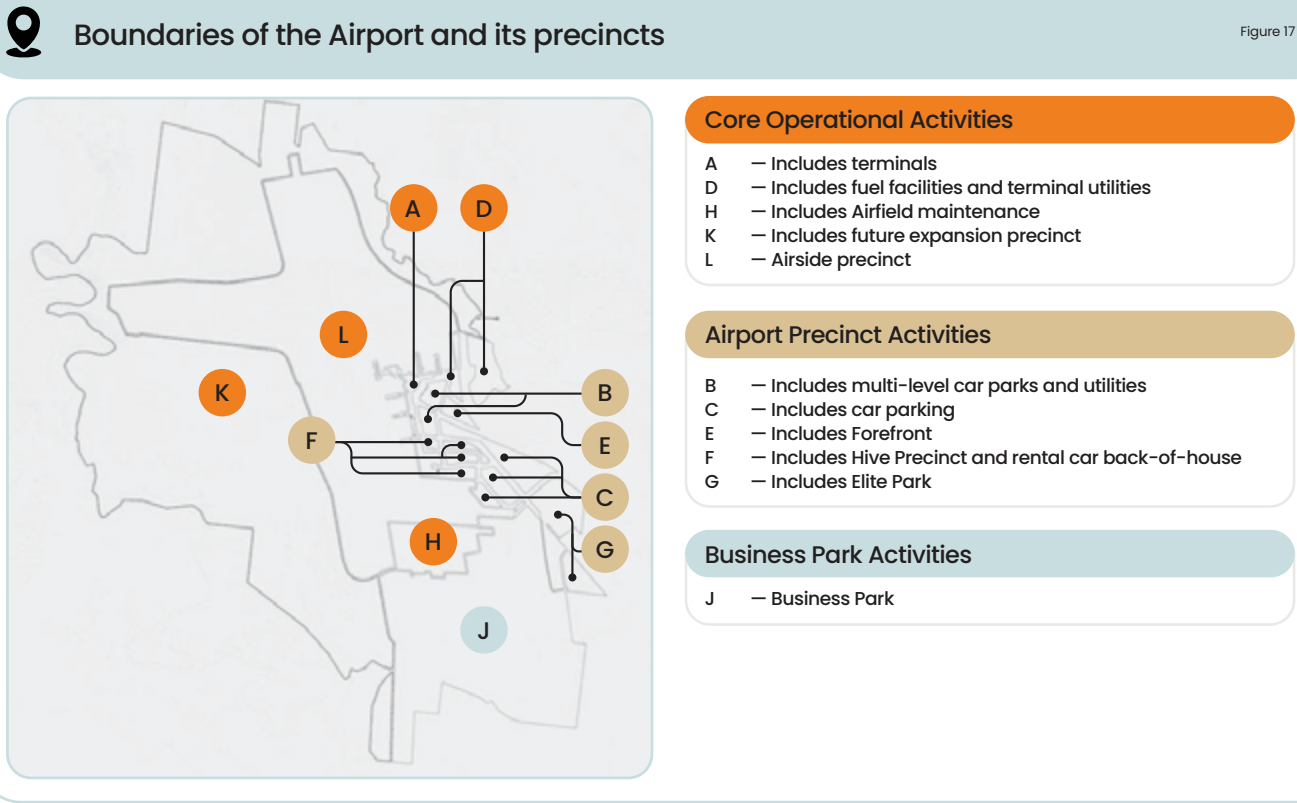
Source: Total Export value for Victoria (Department of Foreign Affairs and Trade, 2025), Airfreight Exports for Victoria (MariTrade, 2025) and ConnellGriffin analysis. Other goods include: Special transactions & commodities, Gold coin & legal tender coin, Coin (excl gold coin) not legal tender, Gold, Confidential items of trade. Other Agriculture as labelled in the box for food, fibre and agriculture products volume by sub-category includes products related to sheep, beef cattle and grain farming as well as other crop farming.

3.1.3 Core operations, precinct activities and development projects

As Victoria’s main domestic and international gateway, Melbourne Airport is an economic precinct that delivers aviation services along with commercial, retail, entertainment and supporting services.

The Airport integrates its core operations with Melbourne Business Park facilities (situated south-east of the aviation precinct) with commercial and industrial occupants, and a broader precinct hub that includes diverse industries such as aviation services, transport, car rental, logistics, offices, entertainment, and hospitality.

Together, this integrated economic precinct delivers significant economic benefits, supporting both direct economic value and jobs, as well as broader supply chain impacts that benefits local people and businesses.



Melbourne Airport’s core operations and its ongoing capital investment programs focused on construction activities, together with its Business Park and broader precinct activities, drive strong economic benefits and growth for Victoria’s economy

Figure 17 – Boundaries of the Airport and its precincts
Source: Melbourne Airport (2025a)

Table 3 – Estimated economic contribution of Melbourne Airport’s core operations, precinct activities in development projects to Victoria
Source: ConnellGriffin analysis. Analysis in relation to the direct and indirect economic impacts of the Airport key activities. Total may not add due to rounding.

In FY25, the Airport’s core operations, construction-focused capital investment programs, Business Park, and broader precinct activities together generated nearly \$3.9 billion in combined GVA to Victoria’s economy, with nearly half of this contribution coming from direct impacts (more than \$2 billion) and the remainder from indirect impacts (nearly \$1.9 billion) highlighting the Airport’s significant contribution throughout Victoria’s supply chain.

In addition to boosting GVA, these activities are estimated to support nearly 40,000 FTE jobs – more than 24,000 direct jobs including construction related services and over 15,800 indirect jobs across supply chains and related industries. More granularly, there are an estimated 23,200 direct FTE jobs specifically within the borders of the Airport.

The impacts from Melbourne Airport’s capital investment programs, represent the construction of these projects alone and does not consider the broader impacts these programs might unlock, for example tourism, as this is captured elsewhere in the analysis. However, the construction of the programs deliver substantial economic benefits to Victoria, contributing an estimated \$840 million in GVA and supporting around 3,210 FTE jobs in FY25 (as outlined in Table 3). The capital investment programs, and the resulting construction activity plays a role in unlocking the future growth potential of the Airport. With the opening of the Third Runway, capital investment and related economic activity are expected to grow significantly, generating close to \$2 billion in GVA and supporting over 6,000 FTE jobs in FY31.

As outlined in Table 3, the Airport’s core operational activities contributed an estimated \$540 million in GVA to Victoria’s economy and supported around 5,600 FTE jobs in FY25. Over the short to medium term (FY25 – FY31), these economic contributions are projected to grow substantially, generating nearly \$1.5 billion in GVA for Victoria and supporting 9,900 FTE jobs in FY31. Over the long term, the Airport’s core operational activities are projected to generate more than \$3.3 billion in GVA and support more than 16,000 FTE jobs in FY47.

Estimated economic contribution of Melbourne Airport’s core operations, precinct activities in development projects to Victoria (Table 3)

Victoria		GVA (\$m)			Employment (FTE)		
		FY25	FY31	FY47	FY25	FY31	FY47
Capital Investment programs	Direct Impact	\$590	\$1,410	\$580	910	1,710	590
	Indirect Impact	\$240	\$580	\$240	2,300	4,350	1,490
	Total	\$840	\$2,000	\$830	3,210	6,060	2,080
Core Operations	Direct Impact	\$370	\$1,010	\$2,280	4,380	7,740	12,600
	Indirect Impact	\$170	\$450	\$1,020	1,220	2,160	3,510
	Total	\$540	\$1,470	\$3,310	5,600	9,900	16,110
Business Park	Direct Impact	\$200	\$360	\$630	2,640	3,700	5,310
	Indirect Impact	\$410	\$750	\$1,310	3,510	4,900	7,040
	Total	\$610	\$1,110	\$1,940	6,150	8,600	12,350
Airport Precinct	Direct Impact	\$890	\$1,480	\$2,230	16,210	18,710	23,070
	Indirect Impact	\$1,010	\$1,670	\$2,630	8,800	10,150	12,520
	Total	\$1,900	\$3,140	\$4,960	25,010	28,860	35,580
Total Impact		\$3,890	\$7,720	\$11,020	39,970	53,420	66,120

The activities across Melbourne Airport Business Park facilities also make a strong and ongoing contribution to Victoria’s economy. In FY25, the Business Park delivered more than \$610 million in GVA and supported over 6,100 FTE jobs. These economic contributions are projected to grow steadily over the medium to long term. By FY47, Melbourne Airport Business Park is projected to deliver over \$1.9 billion in GVA to Victoria’s economy and support over 12,300 FTE jobs, highlighting its ongoing economic value to the state.

The activities across a wide range of businesses operating in the Airport precinct (including the Forefront, Hive Precinct and, in the future, Elite Park) contribute significantly to Victoria’s economy. In FY25, these precinct activities contributed nearly \$1.9 billion in GVA to Victoria’s economy, with more than \$890 million from direct impacts and more than \$1 billion from indirect impacts. More than 16,200 FTE employees were directly employed in the precinct, supporting a further 8,800 indirect FTE jobs through supply chain activities. These economic contributions are projected to grow steadily over the medium to long term. By FY47, the precinct is forecast to contribute more than \$4.9 billion in GVA and support more than 35,500 FTE jobs in Victoria.



How local communities benefit from the Airport

→ Melbourne Airport provides direct and in-kind support for communities and residents in neighbouring suburbs and across Greater Melbourne.

The economic impact of the Airport has a tangible impact to many in the regions surrounding the Airport. The Airport’s operations and the broader precinct directly create and support many local jobs and generate employment in many supply chain industries and related sectors across the metropolitan area and regional Victoria.

In addition, the Airport’s community activities and contributions create significant social value for thousands of Victorians. The reach of the Airport’s engagement with the Victorian community extends across the state. Social value – such as improved health and wellbeing, social cohesion and education outcomes – materialises throughout the community via the Airport’s financial support, volunteering activities and in-kind donations to more than 70 activities and initiatives across Melbourne.

4.1 Local economic impacts of Melbourne Airport

While there are more than 23,200 FTE jobs within Melbourne Airport’s borders directly supported by the Airport’s core operations, precinct activities and Business Park operations, many additional jobs across Victoria are also directly supported by Airport activities. For example, hotel staff throughout Melbourne benefit directly from the tourism that Melbourne Airport facilitates.

As with the national and state-level economic impacts, the local employment and economic output directly supported by the Airport also has indirect effects. These indirect economic effects materialise throughout local economies and supply chains, supporting a range of localised economic activity.

Melbourne Airport supports almost \$4 billion in total economic activity and 51,530 FTE total jobs across the local region

Across the LGAs that are in geographic proximity to Melbourne Airport – Hume, Brimbank, Moonee Valley, Maribyrnong, Merri-bek and Hobsons Bay – the Airport is estimated to have supported more than 51,500 direct and indirect FTE jobs in FY25. This means that more than 1-in-5 of the nearly 239,000 direct and indirect jobs supported by the Airport across Victoria are within these LGAs.

Similarly, the Airport’s activities support almost \$4 billion in economic activity across the local area, predominantly across the construction, transport, education and professional services industries.

The local economic impact extends beyond these regions in geographic proximity to the Airport – as outlined in Figure 18, the Airport provides direct and indirect economic contributions to many of the LGAs across Greater Melbourne. While much of the economic activity supported by the Airport is concentrated in areas in closer proximity to the Airport (due, in-part to the benefits associated with agglomerating industries), there are still many regions further from the Airport that benefit from the activities that the Airport supports.

Geographic distribution of the Airport’s estimated economic impacts in FY25

Figure 18

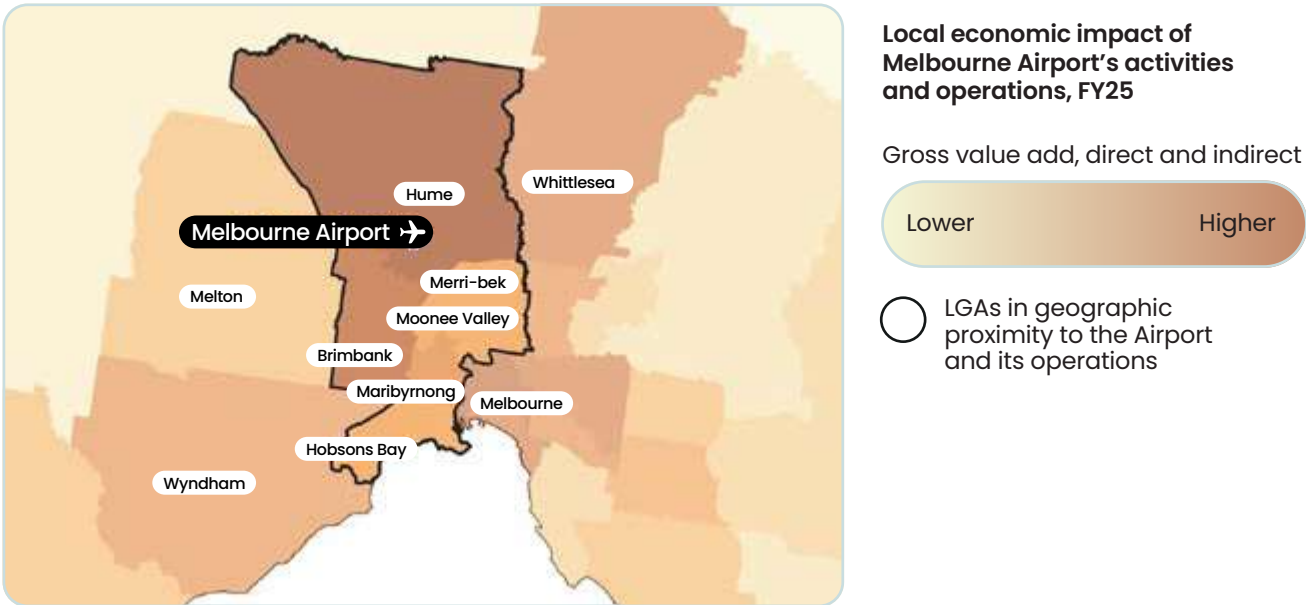


Figure 18 – Geographic distribution of the Airport’s estimated economic impacts in FY25
Source: ConnellGriffin analysis; Australian Bureau of Statistics (2024b).

The Hume LGA, home to the Airport, experienced an estimated \$2.2 billion uplift in GVA in FY25 and support for more than 32,200 direct and indirect FTE jobs (over 23,200 of which are direct FTE jobs located in the Airport’s borders refer section 3.1.3) due to the Airport’s activities.

Outside of Hume, the other LGAs in geographic proximity to the Airport are estimated to have experienced an increase of around \$1.7 billion in GVA in FY25, with support for more than 19,200 direct and indirect FTE jobs. Beyond this geographic region, the Melbourne LGA is estimated to have experienced a \$1.5 billion uplift in GVA.

The economic impact of Melbourne Airport’s activities on the local region is expected to grow over-time. By FY31, the total economic impact of the Airport’s activities across LGAs in geographic proximity to the Airport is estimated to be around \$6.5 billion (undiscounted), with support around 60,000 direct and indirect FTE jobs. Similarly, by FY47 the Airport’s economic impact across these LGAs is estimated to grow to \$11.4 billion (undiscounted), supporting about 83,000 direct and indirect FTE jobs.

Employment and GVA supported by the Airport in the Brimbank and Maribyrnong LGAs in particular are expected to grow relatively fast over time, given these areas have a comparatively high share of economic activity in the manufacturing, wholesale trade and transport industries – industries that benefit from the activities facilitated by the Airport. However, the share of economic activity supported by the Airport in the LGAs in proximity to the Airport does decline over time in-line with the completion of the currently planned construction activity at the Airport, which supports a large share of local economic activity.

Estimated local economic impacts supported by the Airport in FY25, FY31 and FY47, by LGA

LGA LGAs in proximity to the Airport	GVA (\$m)			Employment (FTE)		
	FY25	FY31	FY47	FY25	FY31	FY47
Hume	2,210	3,730	5,760	32,290	35,540	41,550
Brimbank	750	1,270	2,530	8,460	10,720	18,230
Maribyrnong	280	480	960	3,170	4,120	7,110
Merri-bek	220	370	690	2,840	3,600	5,810
Moonee Valley	210	360	710	2,620	3,290	5,400
Hobsons Bay	200	340	710	2,150	2,760	4,860
Total Local Impact	3,870	6,550	11,360	51,530	60,030	82,960
Other LGAs with economic impact						
Melbourne	1,540	2,750	6,320	11,000	14,750	28,630
Yarra	530	910	1,850	4,030	5,280	9,160
Whittlesea	310	550	1,130	3,930	5,170	9,150
Wyndham	250	430	960	2,960	3,920	7,320
Darebin	230	410	820	2,910	3,820	6,530
Melton	170	280	560	2,200	2,740	4,780
Other LGAs	15,070	26,920	57,990	160,200	214,570	391,740
Rest of Victoria	18,100	32,250	69,620	187,230	250,250	457,310

Table 4 — Estimated local economic impacts supported by the Airport in FY25, FY31 and FY47, by LGA
Source: ConnellGriffin analysis; Australian Bureau of Statistics (2024b). Analysis in relation to the direct and indirect economic impacts of the Airport key activities. GVA is undiscounted over forecast years. Numbers may not add due to rounding.

There were around 39,100 direct local FTE jobs supported by the Airport in FY25, and almost half of employees at the Airport live within the local region

In FY25, of the approximately 51,500 FTE direct and indirect jobs supported by the Airport in the local region, 39,100 were direct FTE jobs. This is around 30 per cent of the 127,000 direct FTE jobs in Victoria that the Airport’s activities supported in FY25. These direct FTE positions form part of the broader employment impact, which totalled approximately 239,000 direct and indirect FTE jobs throughout Victoria.

This means that, in addition to the 23,200 direct FTE jobs located within the borders of Airport, there were around 16,000 additional direct FTE jobs in FY25 across the local region that were supported by activities facilitated by the Airport – such as jobs related to the tourism sector (e.g. hotel staff), or engineering jobs related to the Airport’s construction activity.

In all, 22 per cent of the direct jobs supported by the Airport across Victoria were located in Hume, with around 3.7 per cent in Brimbank and another 4.8 per cent spread across Maribyrnong, Merri-bek, Moonee Valley and Hobsons Bay. In addition, there are an estimated 2,500 direct FTE jobs (about 2 per cent of all direct jobs across Victoria) located across Melton and Wyndham.

In specific relation to the 23,200 direct FTE jobs located within the borders of the Airport in FY25, it is estimated that almost half of these employees live in the LGAs in geographic proximity to the Airport. There are also many people that live in other regions near the Airport – 8.9 per cent of employees live in Melton, 7.2 per cent of employees live in Wyndham and 7.7 per cent of employees live in Whittlesea.

Estimated direct Airport FTE jobs and employees of the Airport in the local region

LGA	Direct jobs supported by the Airport (FTE)	Share of Victoria total	Place of residence Airport boundary workforce (Persons)	Share of total Airport employees
Victoria Total	127,150		23,240	
LGAs in geographic proximity to the Airport (local region)				
Hume	28,400	22.3%	4,770	20.5%
Brimbank	4,650	3.7%	2,190	9.4%
Maribyrnong	1,750	1.4%	560	2.4%
Merri-bek	1,750	1.4%	1,440	6.2%
Moonee Valley	1,460	1.1%	1,780	7.7%
Hobsons Bay	1,090	0.9%	480	2.1%
Total in local region	39,100	30.8%	11,230	48.3%

Table 5 — Estimated direct Airport FTE jobs and employees of the Airport in the local region
Source: ConnellGriffin analysis; Australian Bureau of Statistics (2024b). Analysis in relation to direct jobs supported by the Airport in FY25 only.

4.2 Social impact of Melbourne Airport’s community activities

Beyond its economic contribution, Melbourne Airport generates significant social value. Through its Community Investment Strategy, corporate partnerships, and community engagement initiatives, Melbourne Airport generated more than \$4 million in social value for communities across Victoria. In particular, the Airport’s activities are concentrated within Greater Melbourne and into some regional areas (such as the Macedon Ranges).

Over 140 locations across surrounding LGAs benefited from active engagement, ranging from direct financial to in-kind support for organisations and individuals. In total, Melbourne Airport provided more than \$1.8 million in monetary support to community and corporate partners, amounting to \$3.47 in social value generated for each dollar contributed.

Melbourne Airport’s monetary and non-monetary contributions to community and corporate partners in FY25 totalled more than \$1.8 million

The Airport’s social impact is measured in relation to the activities and contributions that it makes via its Community Investment Strategy and community engagement activities. The Airport’s Community Investment Strategy supports an expanding and evolving program of engagement with local communities that have geographical crossover with the Airport’s impact. Guided by the Community Investment Strategy, the Airport maintains a range of strategic operating partnerships with a range of social and community organisations across Greater Melbourne and surrounding communities (such as Melton, Sunbury and Macedon) to help it achieve the objectives of the Community Investment Strategy (Melbourne Airport, 2025a).

These partnerships also help the Airport support its community through monetary and non-monetary contributions (including volunteering by Airport employees) to various programs, initiatives and individuals, to charities supporting communities doing it tough.

Key community partnerships that the Airport maintains under its Community Investment Strategy include:

- Western Chances:** Supporting young people across Melbourne’s west to overcome barriers in education. The Airport’s five-year partnership builds on a much longer relationship and includes financial donations to support the Western Chances scholarship program, Dream Big Awards, the Western Chances annual business lunch event and an internship program at the Airport.
- Banksia Gardens:** A Neighbourhood House organisation in Broadmeadows with a strong commitment to community development and action research principles. The organisation’s programs target early childhood, education, gender equity, young people and community participation. The Airport provides financial support to Banksia Gardens to help it deliver early education scholarships to students across northern Melbourne, maintain an after school program and support the organisation’s Northern Centre for Excellence in School Engagement.
- Juno and McAuley Community Services for women, gender diverse people and children:** Both Juno and McAuley support and advocate for women, gender diverse people and children fleeing family violence situations and becoming homelessness. The organisations provide a range of support services, including temporary accommodation, donations and health services. Melbourne Airport supports these organisations via donations and fundraising events, including the Car Sleep-out event.

- Community Giving Fund:** Maintained by the Airport, the Community Giving Fund allows the Airport to provide donations of up to \$4,000 to communities surrounding Melbourne Airport, to help them deliver bespoke programs or initiatives in the community that support inclusion, education, employment, the arts and improved wellbeing outcomes more broadly.
- Community Grants:** Also maintained by the Airport, the Community Grants program sees the Airport provide donations of \$10,000 to 10 neighbourhood houses or community hubs within a 20km radius of Melbourne Airport, to help these organisations deliver unique and targeted programs for their local communities.

Overall, the Airport supported 71 different initiatives via 66 distinct partnerships or programs (including five corporate partnerships and the Airport’s community programs) in FY25 through its community activities, totalling over \$1.8 million in monetary and non-monetary contributions.³

Of this total, the Airport provided more than \$880,000 in monetary contributions to its community partners and initiatives, as well as to its corporate partners. Non-monetary contributions, which include the estimated value of donations and volunteering provided by the Airport to initiatives as well as the value of in-kind advertising offered to corporate partners, totalled more than \$950,000 in FY25.

Summary of the Airport’s contributions in FY25

	Monetary contributions (\$)	Non-monetary contributions (\$)	Total (\$)
Community Investments	765,900	139,100	905,000
Corporate Partnerships	118,000	817,000	935,000
Total (\$)	883,900	956,100	1,840,000

Table 6 — Summary of the Airport’s contributions in FY25
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data. The value of non-monetary contributions includes the estimated value of volunteering effort by Airport employees and donations to various community initiatives, as well as the value of in-kind advertising for corporate partners.

These contributions help the Airport support a range of improved community and individual outcomes across different segments and groups across Greater Melbourne, as outlined Table 7.

The Airport actively assesses and tracks how its activities support each of these outcomes, segments and groups, which generally focus on improving health, education, employment and social cohesion outcomes across the community, which the Community Investment Strategy targets:

Community outcomes, segments and groups targeted via the Airport’s community contributions

Community Outcomes	Community Segments	Community Groups
Connection & inclusivity	Arts	Young people
Education and employment	Disability, accessibility & inclusion	Women
Health and wellbeing	Education	Urgent need
Culture	Employment	CALD communities
Environment	Environment	Low socioeconomic communities
	Health and wellbeing	Refugees
	Sports and recreation	LGBTQI+

Table 7 — Community outcomes, segments and groups targeted via the Airport’s community contributions
Source: Melbourne Airport.
3 — Excludes contributions from the Airport for use in periods not within FY25.

→ Melbourne Airport’s community investment activities reach and support many communities across Greater Melbourne and regional areas

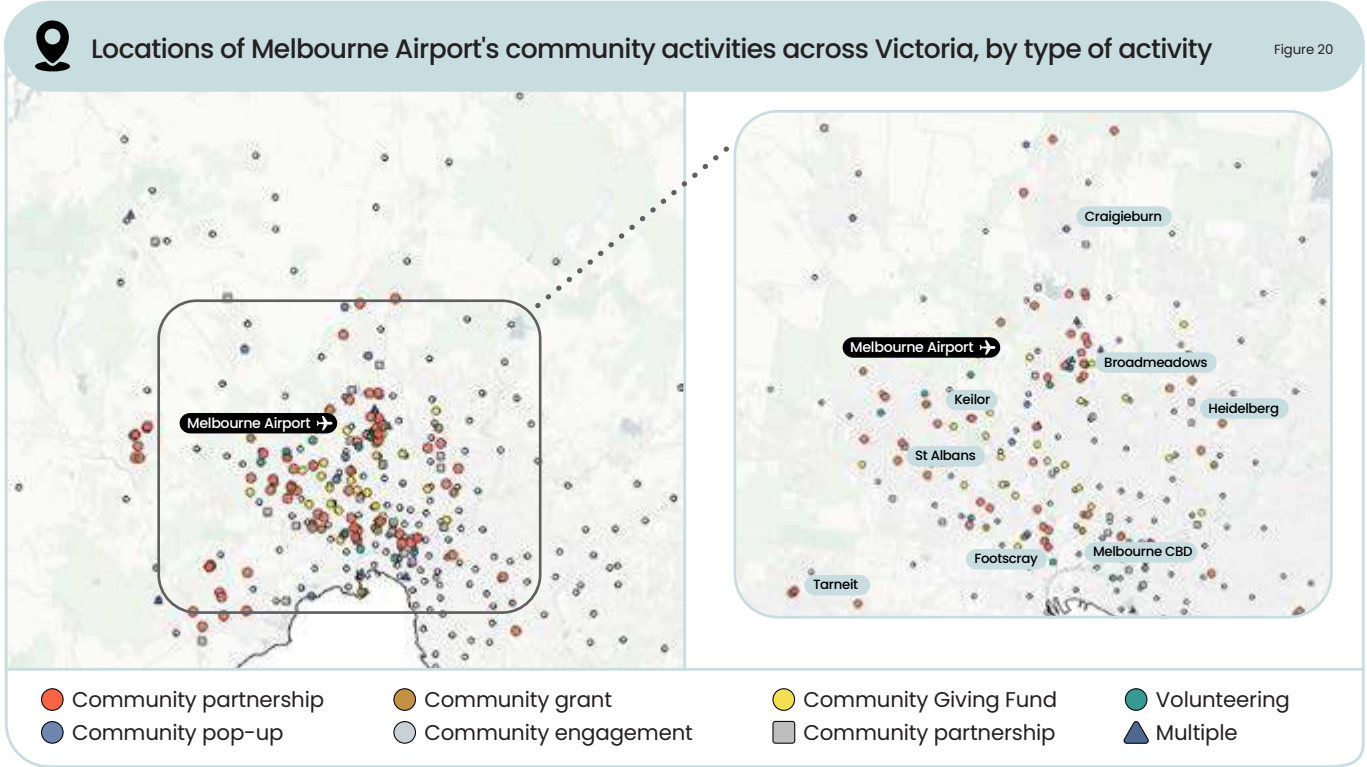
The community organisations and initiatives that Melbourne Airport supports via its contributions have impacts that extends beyond the regions around the Airport.

Figure 19 maps the locations of the Airport’s contributions and activities to community and corporate partners and initiatives in FY25. These locations include:

- Organisation offices or headquarters (e.g. Neighbourhood Houses, Western Chances, Banksia Gardens, corporate partners) that received monetary or non-monetary contributions from the Airport
- Locations of community groups that received funding from a Community Giving Fund or a Community Grant
- For students that received scholarships via programs supported by the Airport, the schools that they attended
- For students that received internships via programs supported by the Airport, the postcode locations of where those students live
- Sites or organisations at which Airport employees volunteered
- Schools which visited the Airport as part of an organised careers event or school tour
- Locations of the Airport’s corporate partners (i.e. Zoos Victoria, Melbourne Symphony Orchestra, Guide Dogs Victoria and the Royal Botanic Gardens of Melbourne) and, where relevant, the specific locations at which contributions by corporate partners were used
- Community pop-ups or engagement sessions facilitated by the Airport
- Locations of those that engaged with the Airport (e.g. via its newsletters or online).

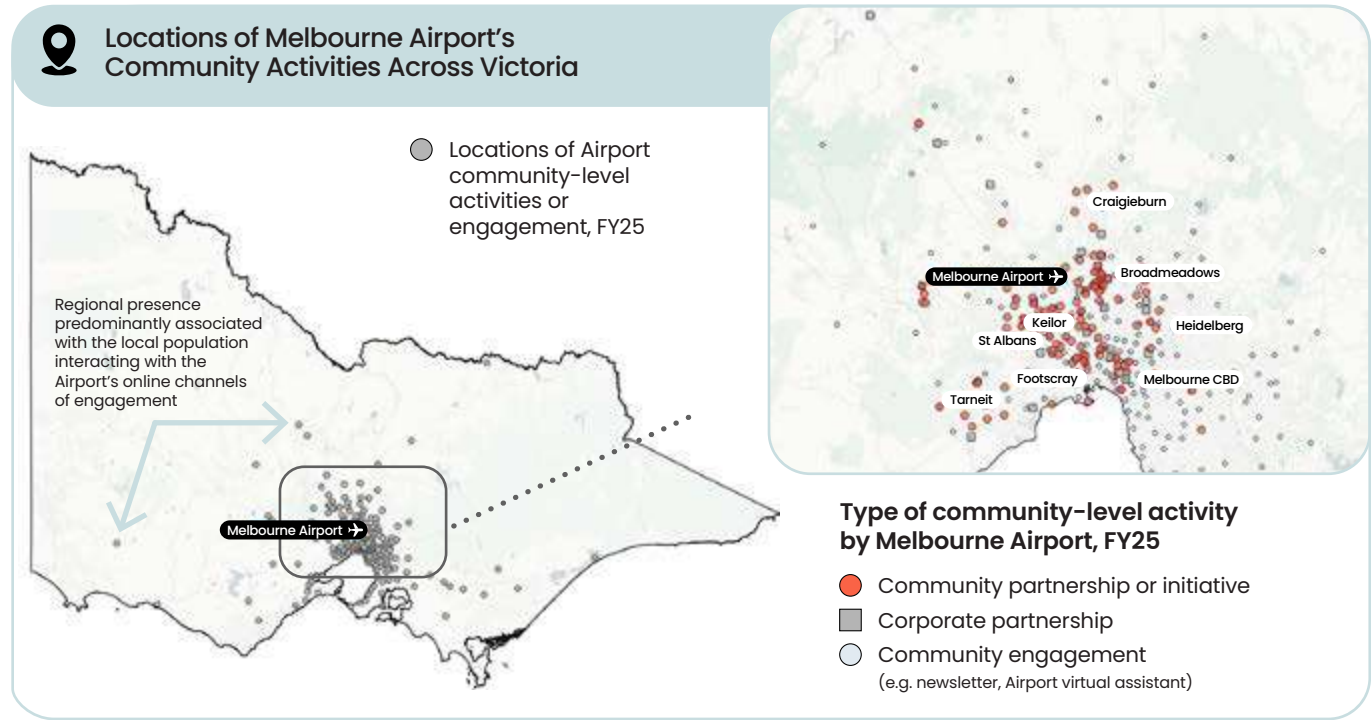
Many of the organisations that received contributions from the Airport have a service area that extends beyond the individual locations included in the map.⁴ The broad area captured here, though, is considered representative of where the Airport’s community activities and contributions have impact.

Many of these activities include community engagement via newsletters or through an online portal, as well as via a physical presence at community events or festivals (through the Airport’s community pop-ups). These community engagement activities (particularly in relation to the community’s engagement with the Airport via its virtual assistant) have significant geographic scope, extending from Bairnsdale in the east to Hamilton in the west of Victoria, and from the Great Ocean Road to the Murray River.



Examining the value of monetary contributions specifically, the Airport’s activities are more concentrated within Greater Melbourne and into some regional areas (such as the Macedon Ranges).

Figure 21 demonstrates a ‘heatmap’ of activities weighted by monetary contribution amount (yellow areas represent a higher concentration of monetary contributions by the Airport). ‘Hotspots’ of activity include the areas in and around Broadmeadows, Keilor and Footscray, as well as within the inner west and central part of Melbourne.



4 – For example, Juno has a service area that extends east-west from approximately Kinglake to Gisborne, and north-south from Upper Plenty to South Yarra. For this analysis, Melbourne Airport’s activities with Juno are ‘located’ at Juno’s listed address in Preston as this is where it makes its contributions.

Figure 19 – Locations of Melbourne Airport’s community activities across Victoria
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data.

Figure 20 – Locations of Melbourne Airport’s community activities across Victoria, by type of activity
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data.

The Airport’s community activities span almost 50 Local Government Areas across Victoria

There are 45 LGAs across Victoria in which the Airport has a presence – ranging from areas where residents engage with the Airport with its newsletters, to areas in which students receive education scholarships and charities supporting people in need, which are supported by the Airport.

The Airport’s community activities and contributions are particularly prevalent in the LGAs in and around the Airport precinct (i.e. Hume, Brimbank, Moonee Valley, Hobsons Bay, Maribyrnong and Merri-bek).

Heatmap of community contributions across Melbourne in FY25

Figure 21

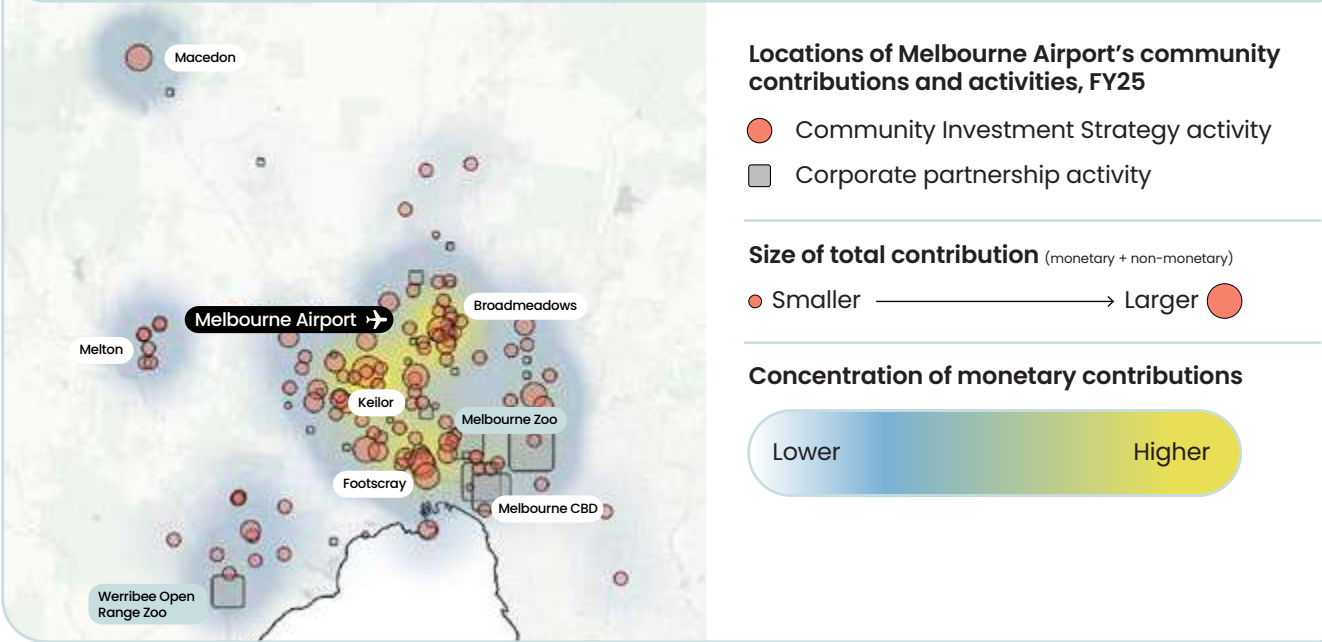
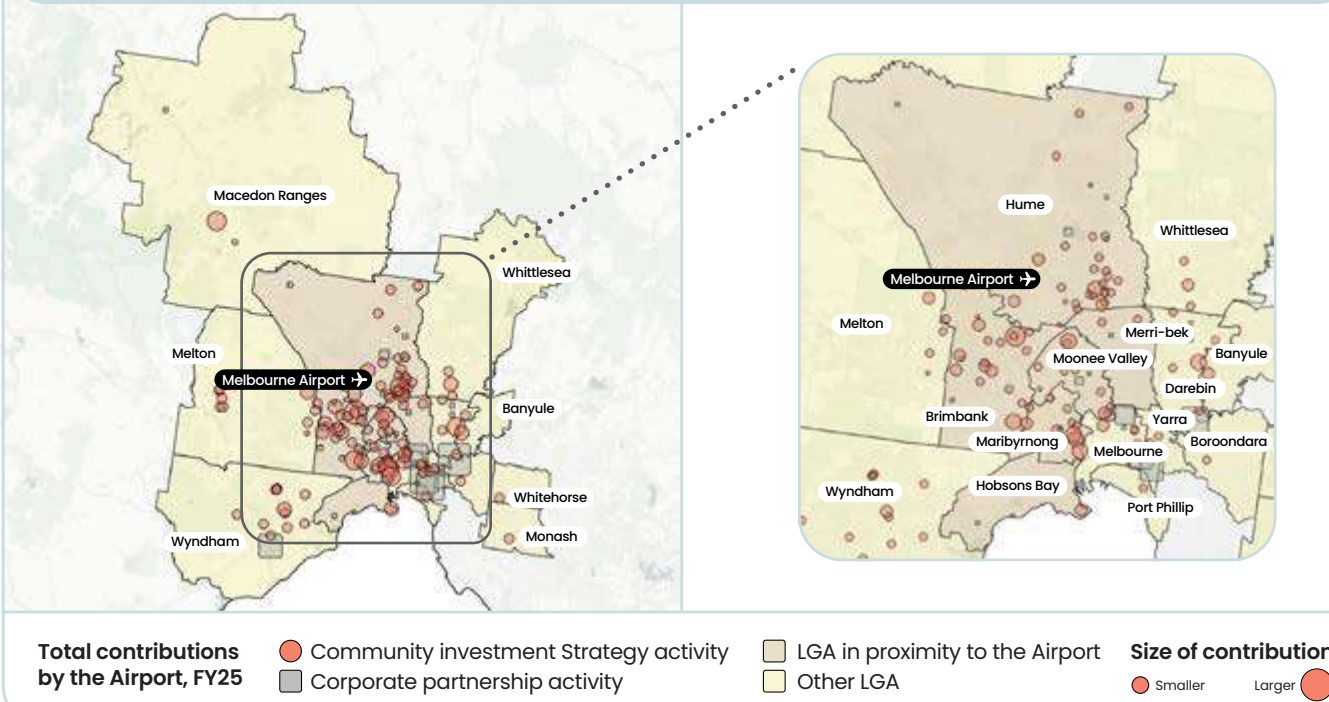


Figure 21 — Heatmap of community contributions across Melbourne in FY25
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data. Analysis based on the value of monetary contributions made by the Airport in FY25.

Melbourne Airport’s contributions to LGAs in geographic proximity to the Airport in FY25

Figure 22



There were almost 200 distinct locations across LGAs in proximity to Melbourne Airport at which some form of Airport engagement or activity occurred in FY25 – ranging from organisations or individuals receiving monetary contributions from the Airport to people engaging with the Airport via its newsletters or online presence. Of this, 143 locations benefited from active engagement with the Airport.

These activities involved around \$687,000 in total monetary and non-monetary contributions being provided by the Airport – more than a third of the \$1.8 million total.

The highest number of initiatives supported by the Airport via monetary contributions is in Hume, as a range partnerships and recipients of the Airport’s Community Grants and Community Giving Fund initiatives are located within this LGA.

In terms of the value of contributions received, the Brimbank LGA received the highest share of total contributions from the Airport – around \$234,000 in value. The Hume LGA received just over \$215,000 in monetary and non-monetary contributions, while the Maribyrnong LGA received around \$122,000.

However, in addition to the LGAs in immediate proximity to the Airport precinct, the activities supported by the Airport are also prevalent in other LGAs across northern, western and central Melbourne. Activities supported by the Airport across these LGAs include funds for specific festivals or events (such as Mountain Festival in Macedon Ranges Shire), in-kind donations to the Airport’s community and corporate partners (such as Juno, Zoos Victoria and Melbourne Symphony Orchestra) as well as a range of volunteering activities at career expos or community pop-ups.

Figure 22 — Melbourne Airport’s contributions to LGAs in geographic proximity to the Airport in FY25
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data; Australian Bureau of Statistics (2024b). Analysis based on the estimated value of monetary and non-monetary contributions made by the Airport in FY25.

Melbourne Airport’s community contributions by LGA, FY25

LGA LGAs in proximity to the Airport	Number of Airport activities or contributions	Total value of contributions (\$)	Average contribution value (\$)
Hume	74	216,000	2,900
Brimbank	41	234,000	5,700
Moonee Valley	29	92,000	3,200
Maribyrnong	18	122,000	6,800
Merri-bek	16	10,000	600
Hobsons Bay	11	13,000	1,200
Other LGAs with economic presence			
Melbourne	28	553,000*	19,800
Melton	24	47,000	2,000
Wyndham	21	170,000*	8,100
Whittlesea	20	21,000	1,100
Macedon Ranges	19	35,000	1,800
Other LGAs	184	327,000	1,800

Table 8 — Melbourne Airport’s community contributions by LGA, FY25
* Includes in-kind advertising value delivered via corporate partnerships.
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data; Australian Bureau of Statistics (2024b). Estimated according to intersection of Local Government Area boundary with location of Melbourne Airport’s community activities in FY25. Analysis based on the estimated value of monetary and non-monetary contributions made by the Airport in FY25. Total value rounded to nearest \$1,000. Average contribution value rounded to nearest \$100.

The Airport’s contributions provide support to many different community outcomes, segments and groups

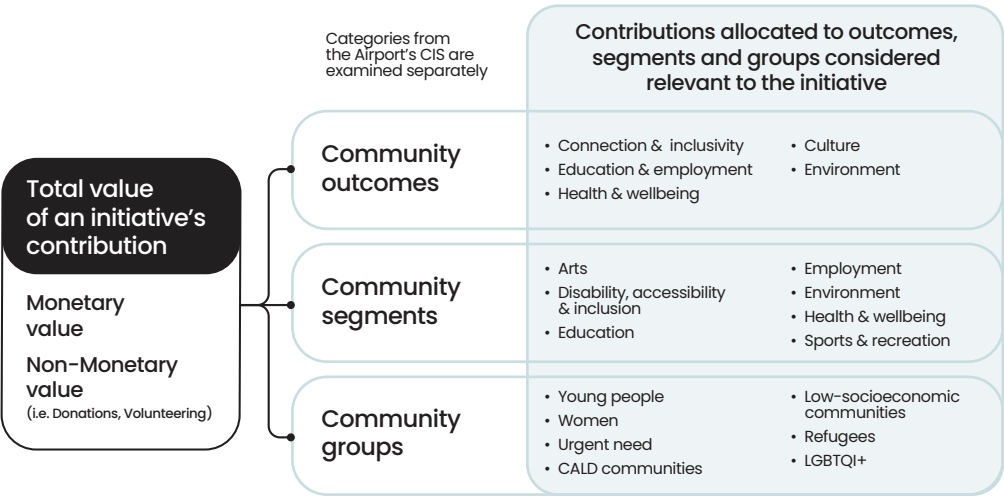
To understand ‘what’ (i.e. outcomes, segments) and ‘who’ (i.e. groups) in the community received contributions from the Airport’s activities, a comprehensive ‘mapping’ of the Airport’s supported initiatives and partnerships to each community outcome, segment and group has been completed.

To ‘map’ initiatives and programs supported by the Airport to different outcomes, segments and groups in the community, existing assessments and evaluations by the Airport of its activities, as well as initiative-specific information, were compiled and reviewed in detail.

Contribution totals (excluding in-kind advertising to corporate partners) were allocated to each relevant community outcome, segment and group based on weightings determined with regard to specific details of initiatives that the contributions were intended to support (particularly for initiatives awarded funding under the Airport’s Community Grants and Community Giving Fund programs).

Overview of contributions allocation approach

Figure 23



Impacts across community outcomes

Figure 24 provides a summary of the share of the Airport’s FY25 contributions (in terms of count of total contributions and value of total contributions) supporting each its community outcome, across community initiatives and corporate partnerships.

Share of the Airport’s total contributions by community outcome

Figure 24

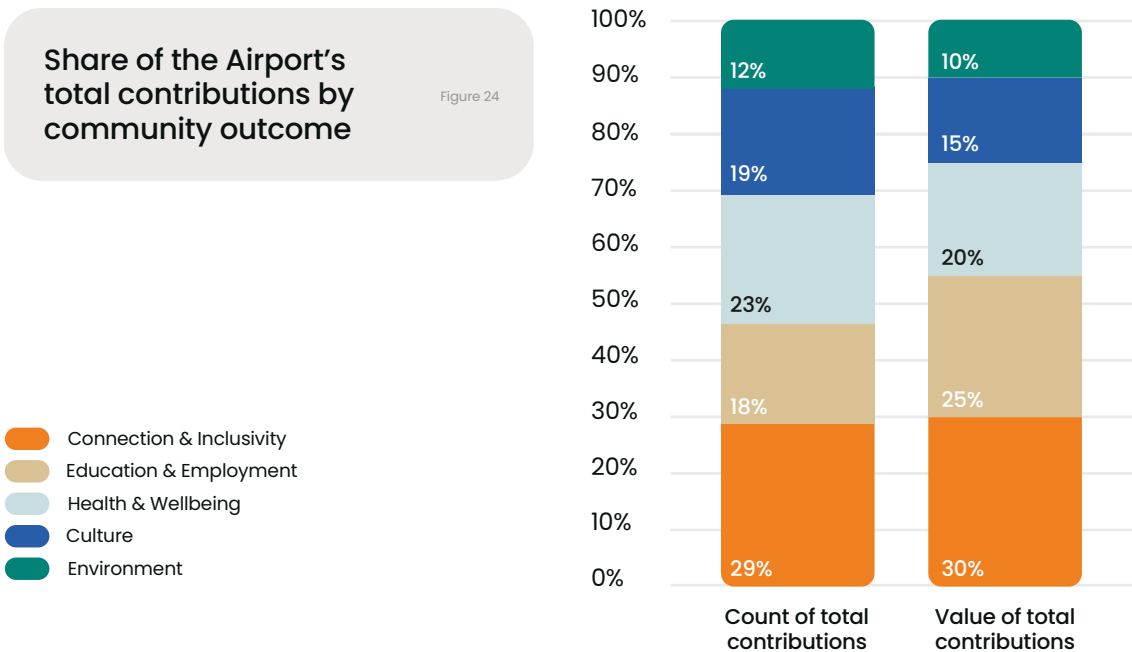


Figure 23 — Overview of contributions allocation approach
Source: Methodology developed by ConnellGriffin in collaboration with Melbourne Airport.

Figure 24 — Share of the Airport’s total contributions by community outcome
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data. Based on monetary and non-monetary (excluding in-kind advertising) contributions across community and corporate initiatives. Numbers may not add due to rounding.

Share of Airport employees volunteering effort
by community outcomes

Figure 25

Share of total volunteering effort

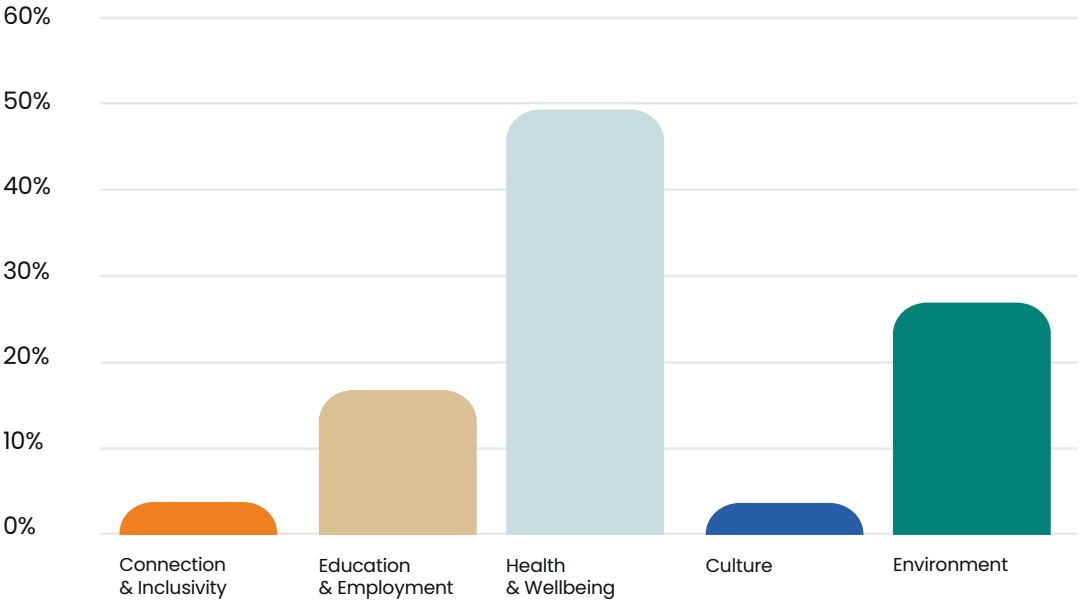


Figure 25 — Share of Airport employees volunteering effort by community outcomes

Source: ConnellGriffin analysis of Melbourne Airport (2025a) data. Based on the estimated value of volunteering effort by Airport employees in FY25 community initiatives.

The highest number and value of contributions were for outcomes that support connection and inclusivity in the community – more than 50 (29 per cent) of the initiatives supported by the Airport aimed to achieve this outcome. These initiatives accounted for around 30 per cent in monetary and non-monetary contributions made by the Airport (excluding in-kind advertising to corporate partners).

Better education and employment, and health and wellbeing outcomes in the community represented around 40 per cent of initiatives supported by the Airport, or 45 per cent of the total value contributed.

While relatively fewer initiatives supporting education and employment outcomes were supported, these initiatives had a relatively higher average contribution value– around \$8,000, compared to an average of around \$6,000 across all community outcomes – in-part due to the Airport’s support programs run by Western Chances and Banksia Gardens.

Initiatives supporting improved culture and environment outcomes in the community received around 25 per cent of the total value of Airport contributions. However, around a third of all volunteering activities by Airport employees were for improving cultural and environmental outcomes.

Around half of Airport employee volunteering was dedicated to improving health and wellbeing outcomes in the community, driven in particular by volunteering support to the food pantry services provided by Helping Hands and Foodbank food.

Impacts across community segments

Across community segments, the Airport’s contributions mostly supported disability, accessibility and inclusion, and health and wellbeing– across these two segments, the Airport provided around 40 per cent of its total contributions for FY25.

This is because many of the community initiatives and partnerships supported by the Airport specifically target marginalised or under-represented members of the community. Activities that promote inclusion also support better health and wellbeing in the community, particularly in relation to mental health as such activities can improve a sense of self-esteem or self-worth.

As with community outcomes, the education and employment segments also receive a relatively high share of contributions from the Airport. These segments received almost 30 per cent of the value of the Airport’s total contributions in FY25. This is driven by the Airport’s community partnerships with Western Chances and Banksia Gardens, given these organisations directly aim to support improved education outcomes in the community.

There is also significant value associated with the contributions made to Melbourne Symphony Orchestra and Royal Botanic Gardens Melbourne (corporate partners of the Airport). Each of these organisations use contributions by the Airport to deliver programs in schools to help educate about music (the ‘Jams in Schools’ program) and natural sciences and biology (the ‘Growing Beyond Earth’ program).

Share of the Airport’s total contributions by community segment

Figure 26

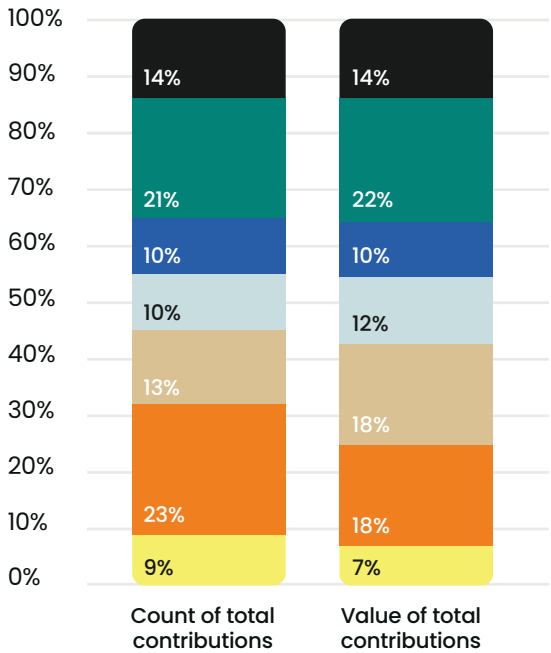


Figure 26 — Share of the Airport’s total contributions by community segment

Source: ConnellGriffin analysis of Melbourne Airport (2025a) data. Based on monetary and non-monetary contributions (excluding in-kind advertising) across community and corporate initiatives. Count and / or value of contributions for certain segments may be correspond directly with community outcomes – for example, the share of the count of initiatives supporting the environment segment is lower here than for community outcomes as there are a higher count of contributions across all segments (i.e. some initiatives can impact more community segments than community outcomes). Numbers may not add due to rounding.

Impacts across community groups

Around a quarter of the value of the Airport’s contributions go to initiatives that support young people in the community. Many of the Airport’s supported initiatives specifically target young people (i.e. children, teenagers and young adults).

For example, The Long Walk’s Ganbu Gulin program, which received \$30,000 in monetary contributions by the Airport in FY25, aims to engage with younger people to support them in finding a voice, building cultural pride and strengthening connections to community.

Other programs supported by the Airport assist young people indirectly. Juno and McAuley community services for women, gender diverse people and children both support young people escaping domestic violence, though their programs aim to support all affected members of the community, rather than just young people.

The Airport’s contributions also offer significant support to communities with lower socio-economic status, and those in urgent need – almost a third of all contributions supported initiatives targeting these community groups.

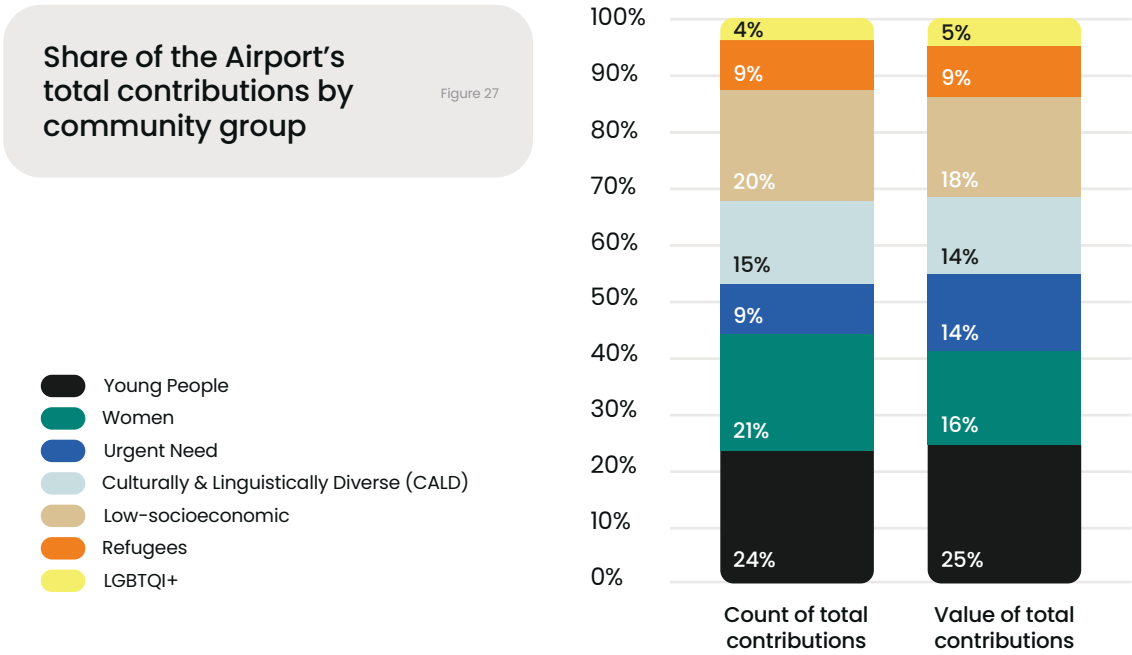


Figure 27 – Share of total contributions by community group
Source: ConnellGriffin analysis of Melbourne Airport (2025a) data. Based on monetary and non-monetary (excluding in-kind advertising) contributions across community and corporate initiatives.

Figure 28 – Approach to estimating social value and SROI
Source: Methodology developed by ConnellGriffin in collaboration with Melbourne Airport

→ Based on the Airport’s monetary contributions and activities in FY25, it supported the creation of more than \$3 million in social value with a Social Return on Investment of \$3.47

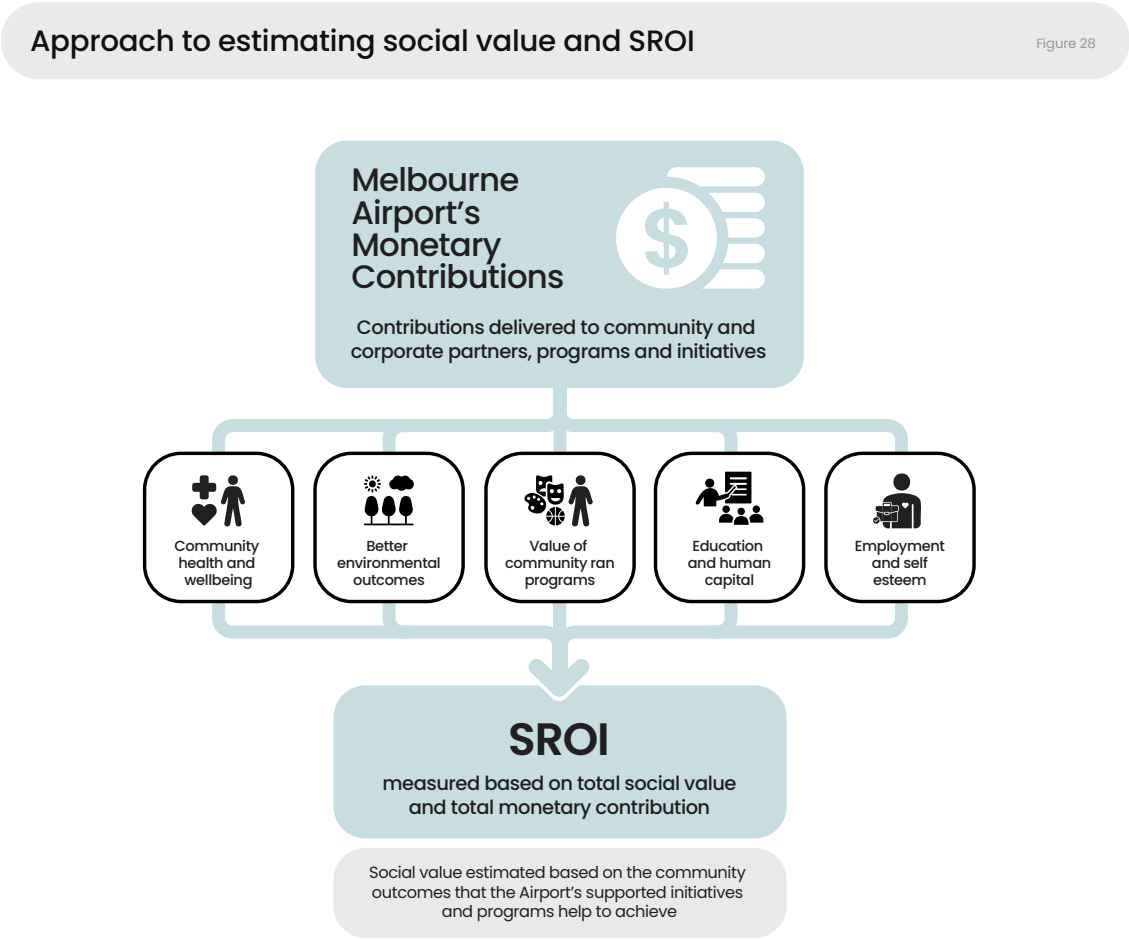
Social value estimates the monetary-equivalent value of outcomes that support a range of improved social outcomes – for example, education, health, environment and culture.

A Social Return on Investment (SROI) analysis attempts to measure the estimated value of social benefits that a project, policy or program generates, relative to the size of the investment made into that project, policy or program – the SROI metric is therefore a ‘value for money’ metric comparing the value of social benefits to the value of costs.

For example, an SROI of \$2 indicates that \$2 in social value is supported for every \$1 invested. Any SROI greater than one is considered as value-add from a social perspective.

For Melbourne Airport, an SROI metric can therefore measure the estimated value of the social benefits it supports via the contributions it makes to its community partners and initiatives, relative to the size of those contributions.

Overall, the SROI helps place a high-level value on how Melbourne Airport’s community-focused initiatives contribute to the wellbeing, socio-economic prosperity and long-term sustainability of communities impacted by the Airport’s community contributions. Beyond this metric, there may be additional value that the Airport helps realise that is not captured in this analysis.

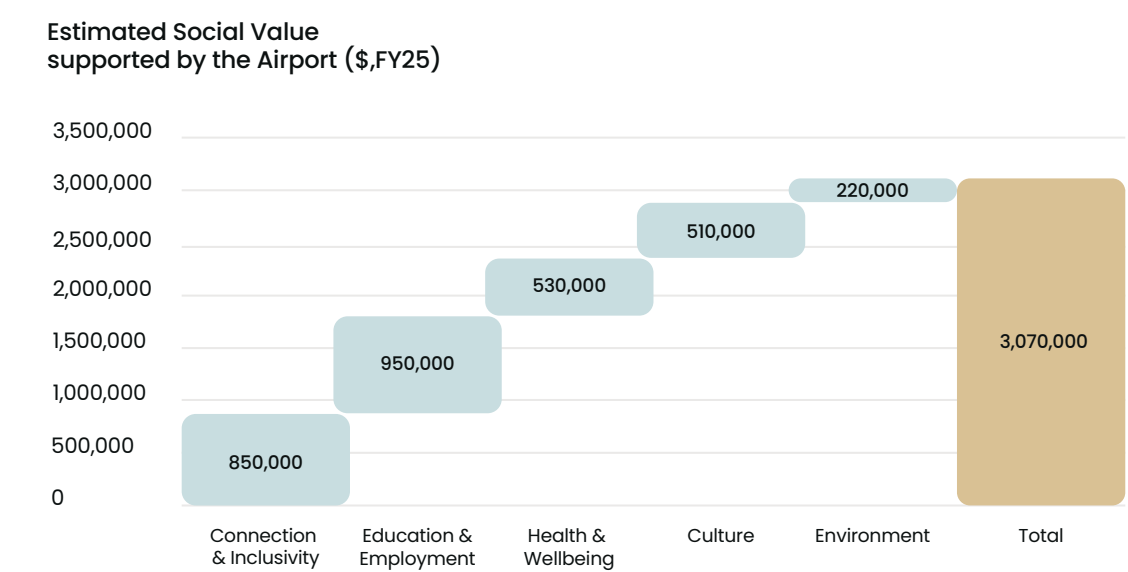


Based on the range of initiatives supported by the Airport in FY25 via its monetary contributions, it is estimated to have supported the creation of around \$3.47 in social value for every \$1 provided. This assumes that the Airport’s monetary contributions were used in full to support the intended outcomes of the initiatives and programs. It is also assumed that the Airport’s contributions would not have been replaced with other funding.

With more than \$880,000 in monetary contributions provided to the community in FY25 (including via funds provided to corporate partners), the Airport is therefore estimated to have contributed to the creation of more than \$3.1 million in social value via the support it provided to community and corporate partners and initiatives.

Estimated social value supported by the Airport’s monetary contributions in FY25

Figure 29



A significant share (almost \$1 million) of this social value is generated by initiatives that support education and employment outcomes in community.

While this is in-part because a relatively large share of the Airport’s contributions support initiatives targeting these outcomes, it is also a reflection of the relatively high value that programs targeting improved education and employment outcomes provides. Such programs can have a life-long impacts for individuals, even with minimal funding requirements – for example, programs that support young people in finishing high school can improve lifetime earnings, lead to further study and create social capital.

Figure 29 — Estimated social value supported by the Airport’s monetary contributions in FY25
Source: ConnellGriffin analysis.

→ The Airport also supports many initiatives that generate social value through the promotion of connection, inclusivity and social cohesion in the community.

Many of the Airport’s contributions to Neighbourhood Houses and community hubs support programs which promote inclusive outcomes and the development of social capital.

Several programs specifically aim to support marginalised communities that face social, cultural or health challenges.

The Airport’s support of such programs helps these communities, and the general population across Melbourne’s north and west in particular, create a strong sense of community and belonging. In all, the monetary contributions made by Melbourne Airport in FY25 are estimated to have supported the creation of around \$850,000 in social value via improved connection, inclusivity and social capital in the community.

Melbourne Airport’s long-term partnership with Western Chances



Melbourne Airport has played a significant role in supporting education and employment outcomes in Melbourne’s west through its longstanding partnership with Western Chances, focusing on scholarships and career pathways for young people who face barriers to education.

Scholarships supported by Melbourne Airport

Melbourne Airport’s financial contributions help fund the scholarships Western Chances offers to students across Melbourne’s west, awarding funding tailored to individual student needs. These scholarships help students and their families cover the cost of:

- Laptops, calculators and technology
- Textbooks and educational subscriptions
- Study equipment such as desks, chairs and stationery
- Arts or vocational education materials

These scholarships provide tangible support to students, breaking-down financial and social barriers for young people who demonstrate potential and motivation but face financial hardship. This creates significant social value in the community via improved education outcomes.

The Airport also supports Western Chances’ Dream Big Awards – a grant of up to \$6,000 for two tertiary education students each year to fast-track their learning through once-in-a-lifetime educational or professional experiences.

Internship and employment pathways

Beyond scholarship funding, Melbourne Airport’s partnership with Western Chances also involves professional development opportunities through a structured internship program at the Airport. In FY25, the Airport facilitated seven internships across its own operations as well as its contractor network, lasting 3 months each. Internships are designed to:

- Offer career-aligned work experience
- Develop job-ready skills and expand professional networks
- Increase employability and lead to potential ongoing employment

These internships can help young professionals develop at the early stage of their career’s valuable workplace skills and experience, providing longer-term benefits related to their career success and pathways. In addition, the internships can help build confidence, self-esteem, and resilience.

Social value supported by the Airport’s contributions

The Airport’s contributions to Western Chances in FY25 helped create almost \$1.3 million in social value for recipients of its scholarships and internships. A significant portion of this social value is due to the improved education and employment outcomes that the Airport’s activities support in young students and early career professionals. Through this partnership, Melbourne Airport champions diversity, equity and inclusion by empowering young people to transition confidently from education to the workforce, while also supporting the broader economic and social development of Melbourne’s west.

“This internship completely changed the way I see my future career. Before, I had a vague idea of where I wanted to go, but actually working in the industry gave me clarity and confidence. Most importantly, this experience showed me the value of mentorship. Having a manager who genuinely cared about my growth made a huge difference, and it’s something I now actively seek out. It’s made me more intentional about the way I plan my career and the kind of teams I want to work with.” — Western Chances intern at Melbourne Airport

→ The Airport also supports many initiatives that generate social value through the promotion of connection, inclusivity and social cohesion in the community.

Many of the Airport’s contributions to Neighbourhood Houses and community hubs support programs which promote inclusive outcomes and the development of social capital. Several programs specifically aim to support marginalised communities that face social, cultural or health challenges.

The Airport’s support of such programs helps these communities, and the general population across Melbourne’s north and west in particular, create a strong sense of community and belonging.

In all, the monetary contributions made by Melbourne Airport in FY25 are estimated to have supported the creation of around \$850,000 in social value via improved connection, inclusivity and social capital in the community.

Supporting multiculturalism
and inclusion in Melbourne’s west



Williamstown Community and Education Centre has established the Spotswood Rejuvenation project to help culturally and linguistically diverse (CALD) communities across Melbourne’s west build social connections through a range of informal activities that prioritise inclusivity. In FY25, Melbourne Airport contributed \$10,000 to support the Spotswood Rejuvenation project.

The Spotswood Community House rejuvenation project

The project is designed to promote and grow the area’s multiculturalism and diversity by engaging current and future learners at Spotswood Community House in a variety of accessible, informal activities. Spaces are created where people can engage with others to improve social isolation and support informal sharing of cultural practices and history.

Recreational activities facilitated under the program include gardening sessions and walking groups, as well as educational experiences such as cooking classes and arts and crafts workshops.

The program aims to be a hub for cross-cultural exchange across Melbourne’s west, providing the community with a safe, inclusive space to not only build stronger connections with their community, but share their own culture. This not only benefits the individuals participating in the program through the development of greater social capital but helps the community establish and build stronger social cohesion and culturally inclusive ways of living.

Social value supported by the Airport’s contributions

The \$10,000 contribution by the Airport to the Spotswood Rejuvenation program is estimated to have helped create more than \$33,000 in social value through the promotion of connection and inclusivity in Melbourne’s CALD communities.

“This generous contribution by Melbourne Airport has built the capability and capacity of our Community House. Isolated and disengaged locals are able to meet together, build skills, develop new relationships and engage with their community.”
— Dr Mark Brophy,
CEO Williamstown Community and Education Centre

Helping Aboriginal and Torres Strait
Islander youth develop a voice and
connect with their culture



The Long Walk’s Ganbu Gulin (“One Mob” in the Woi-Wurrung language) program is a prominent initiative focused on fostering connection, cultural pride, and inclusivity among First Nations students and broader communities, through a unique eight-week educational and cultural immersion experience. In FY25, Melbourne Airport contributed \$30,000 to The Long Walk to support its Ganbu Gulin program.

The Ganbu Gulin program

The Ganbu Gulin program runs for eight weeks and targets Indigenous students across Melbourne, providing culturally enriching experiences such as art, dance, bush tucker, storytelling, sport, Wayapa mindfulness and sessions on Australia’s history of First Nations peoples.

Run in collaboration with Traditional Owners and educators, the program aims to strengthen identity, empower youth to find their voice and build lasting support networks while celebrating community and culture.

Social value supported by the Airport’s contributions

The \$30,000 contribution by the Airport to The Long Walk in FY25 is estimated to have helped create more than \$106,000 in social value via improved connection and inclusivity outcomes for participants in the Ganbu Gulin program – the program empowers participants to become advocates for inclusivity both within their schools and in the wider community.

Health and wellbeing across the community also improve as a result of the Airport’s support of key initiatives and programs, in both physical and mental wellbeing with programs targeting youth mentoring, physical activity and recreation, and medical research.

For example, the Airport’s support of the Juno and McAuley via donations (e.g. care packs and mobile phones) and funds raised through its Car Park Sleep-out event directly supports women, gender diverse people and children fleeing family violence and becoming homeless.

In FY25, the Airport raised more than \$40,000 for these organisations during its Car Park Sleep-out event, with almost 100 individuals and businesses supporting the event.

Many initiatives supported by the Airport actively encourage physical activity to promote not only healthier living and its associated benefits, but also social connection. For example, the Airport’s \$200,000 contribution to Keilor Sports Club to help build its new sports and community facility will improve the quality of facilities available to players and members across football and cricket, and participants in Life Activities, and increase the capacity of the club to support teamster club’s growth.

Providing invaluable support and assistance to women, gender diverse people and children fleeing family violence and becoming homeless

Melbourne Airport provides monetary contributions, donations and in-kind support to Juno and McAuley Community Services for Women, aiming to improve health and wellbeing outcomes for women, gender diverse people, and children at risk of homelessness and family violence in Melbourne’s north and west. This support comes via donations of iPhones, iPads, phone and data cards, toiletries, headphones, children’s activity packs, overnight bags, and suitcases, as well as money via fundraising efforts through the Airport’s Car Park Sleepout event.

Juno and McAuley Community Services for Women

Family violence is the largest driver of homelessness for women in Victoria. In 2023, over 23,000 women and 13,000 children who had experienced family violence were assisted by homelessness services. Every day, too many women and gender diverse people across Victoria are left with the impossible choice between returning to violence or facing homelessness.

These women are then faced with significant challenges in relation to their living situations, food security and personal safety. Many women aren’t visible on the street, as sleeping rough often carries too many safety risks. With so little access to affordable housing, they are instead forced into cars, overcrowded homes, or unsafe situations – hidden forms of homelessness that are just as dangerous.

Juno and McAuley both provide invaluable support to women, non-binary gender diverse people and children escaping family violence across Melbourne’s north and west. These organisations provide services that empower women and gender diverse people across the homelessness and family violence systems and raise awareness of the unique issues women and gender diverse people experience.



They support not only the immediate needs of those escaping violence, but also the persona and social outcomes impacted, such as health and wellbeing, social and community connections, employment and education, finances, material aid and transport.

Car Park Sleepout

In 2024, Melbourne Airport hosted the inaugural Car Park Sleepout fundraising event. The event involved almost 90 individuals sleeping in their cars on the top level of in the T4 car park for one night. The event was supported by 18 Airport employees volunteering to help run the event and airport precinct partners rallying to help raise funds, raised which totalled \$40,000 and was split between both organisations.

Social value supported by the Airport’s contributions

The Airport’s fundraising and volunteering associated with the Car Park Sleepout event, in addition to the donations it makes to Juno and McAuley, is estimated to have helped create more than \$120,000 in social value. This value is realised predominantly by the people Juno and McAuley are able to support and assist.

“When women, gender diverse people and children flee violence, they often do so with nothing but the clothes on their backs. Melbourne Airport’s support, from essential donations to the Car Park Sleepout, makes an enormous difference for the people we work with. These contributions are not only practical; they restore dignity, connection and hope at a time it’s needed most. This partnership means more people can find safety and take the first steps towards rebuilding their lives and we are deeply grateful for Melbourne Airport’s incredible support.”

– Tanya Corrie, CEO Juno

The Airport also supports the Dallas Neighbourhood House Active Living and Wellness Program through a Melbourne Airport Community Grant, to promote and encourage inclusive active recreation events (such as walking and chair exercises) for multicultural communities. This program provides social value to the community not only through benefits related to improved physical wellbeing, but also through the creation of social capital.

The community also experiences social benefit via the initiatives supported by the Airport that promote cultural diversity and inclusivity, and better environmental outcomes. The Mountain Festival, which the Airport is a Principal Sponsor of, is a multi-day festival held in Macedon that brings together creatives across the arts and cultural sector to showcase artistic and literary works and performances around the theme of the environment.

This event not only promotes sustainable environmental themes but also encourages engagement within the community with various cultural and artistic experiences.

Including the almost \$900,000 in social value created through non-monetary contributions, the Airport supported around \$4 million in social value in FY25

The Airport’s non-monetary contributions also create value to the community via improved social outcomes. Without the in-kind advertising provided the corporate partners, the Airport’s non-monetary contributions in FY25 included volunteering by Airport employees as well as the internships facilitated by the Airport through its partnership with Western Chances.

The Airport is estimated to have helped create around \$315,000 in social value through its volunteering activities. These activities, which provided approximately \$75,000 in value alone through employee time and effort, included:

- Time spent at community pop-ups and engagement activities run by the Airport
- Conservation activities including grass planting at Arundel Grassland
- Supporting Foodbank and Helping Hands in day-to-day operations by sorting food and preparing grocery relief packs
- Participating in careers expos, hosting a careers day for local young women and practice interview events with school students and young professionals.

The internships facilitated by the Airport in FY25 via its partnership via Western Chances are estimated to have created more than \$570,000 in social value. This social value is driven by the long-term improvements in employment outcomes that interns are estimated to experience over their careers.

Combined, the social value created via the internships and volunteering effort by Airport employees was around \$890,000. The total social value supported by the Airport in FY25 via its monetary contributions and non-monetary contributions was therefore almost \$4 million.

Melbourne Airport’s total estimated social value in FY25

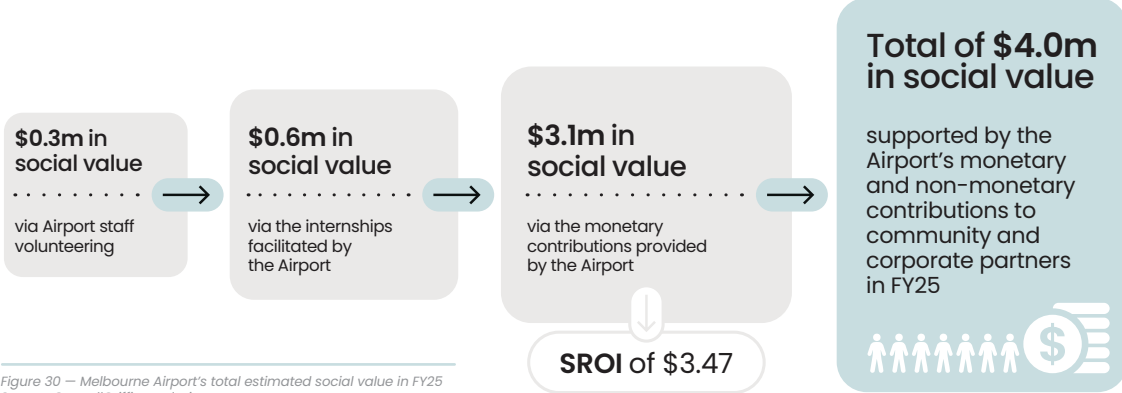


Figure 30 – Melbourne Airport’s total estimated social value in FY25
Source: ConnellGriffin analysis.

There is also social value that is inherently supported by the Airport’s infrastructure

Beyond the contributions provided to the Airport across Greater Melbourne and over a range of community outcomes, segment and groups, the Airport’s infrastructure has inherent social value.

The Airport’s infrastructure represents more than a collection of runways and terminal buildings – there is social value embodied in the Airport’s infrastructure given its role in connecting people across Australia and the world, enabling access to essential services, including postal services and freight, and fostering economic opportunities for individuals

The ability of the Airport to facilitate social connection is particularly valuable in Australia, given the large distances that exists between population hubs and regions across the country.

Local employment and wellbeing

Based on the economic impact that Melbourne Airport has across Victoria, there were around 23,200 jobs within the borders of the Airport directly supported by the Airport’s core operations, activities within the Business Park and activities within the Airport precinct. In addition, as outlined in section 4.1, there were another 16,000 direct local jobs across the regions in proximity to the Airport directly supported by the Airport’s total activities

These 39,000 direct FTE jobs include those within the Airport itself and the surrounding precinct, such as baggage handlers, retail staff, and security, but also jobs across Melbourne’s north and west across other sectors of the economy that experience economic uplift due to the Airport’s key activities (such as education and tourism, given the Airport facilitates the arrival of people to Melbourne to study and / or visit).

Based on the average earnings of employees by industry in Victoria, the 39,000 direct jobs supported by the Airport’s key activities are estimated to have earned a collective net \$3.3 billion in wages.⁵ In addition to the financial and economic benefits associated with employment, there is also benefit associated with people that are employed feeling a greater sense of self-worth, wellbeing and mental health. Employment within supportive workplace environments can provide a sense of purpose and contribution through collective action or goals, helping individuals build self-esteem.

Social connection and cohesion

Beyond the social value the Airport supports through its community contributions and Community Investment Strategy, arguably the Airport’s most fundamental social contribution exists in its capacity to facilitate human connections across local, national, and international boundaries

More than 35 million passengers now use the Airport to travel within and beyond Australia – many to maintain relationships with family and friends, and to build new ones. Helping individuals and communities build and maintain social relationships across long distances has inherent value which is, at the very least, equal to the cost people are willing to spend on air travel.

There is additional value associated with the improved health and wellbeing people experience as a result of maintaining social connections – people feel better about themselves and about their communities when they maintain health relationships with friends and family.

By providing the infrastructure that enables such a significant scale of travel and health benefit, the Airport helps many Australians build and maintain social capital – ultimately helping them feel better physically and mentally.

5 — Based on average compensation of employees by industry for Victoria in FY24 (Australian Bureau of Statistics, 2024c) and total employment by industry in Victoria for FY24 (Australian Bureau of Statistics, 2024d).



Facilitating tourism

In addition to the Airport’s facilitation of travel for social connection, the Airport also allows many to travel within and beyond Australia for tourism. Tourism also helps individuals build social connection, particularly through meeting people in new places or countries. But it also creates social value by allowing cultural exchange between individuals and communities, which also supports the creation of value via cultural preservation.

Many that travel for leisure experience mental health benefits and an improved sense of wellbeing – travelling can bring happiness, reduce stress and strengthen relationships. The Airport’s vital role in facilitating tourism within Australia and internationally unlocks this social value for individuals and communities.

Supporting essential services

Since the Airport facilitates, in addition to leisure and social travel; business and travel, the Airport’s infrastructure also creates social value by supporting the delivery of essential services.

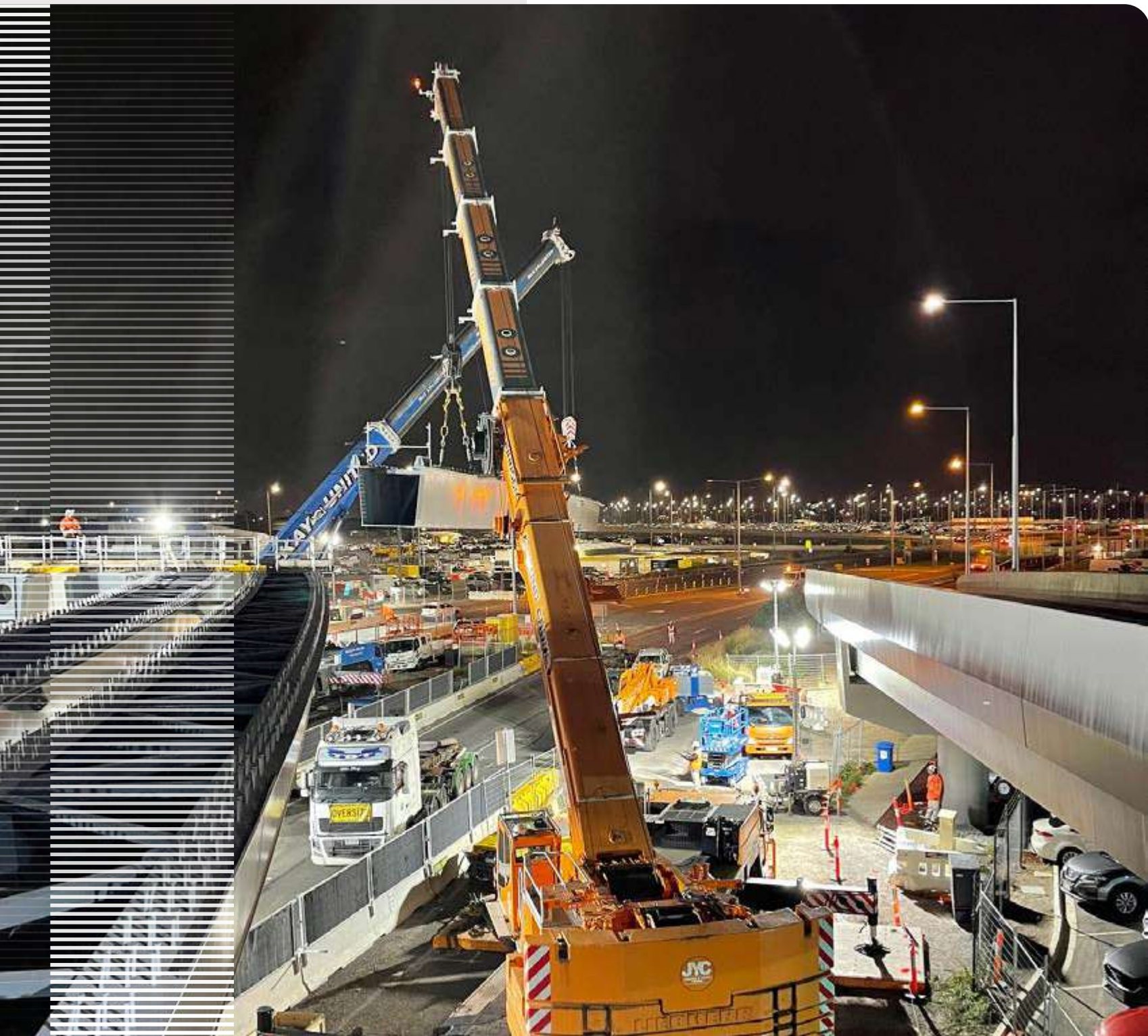
As one of a number of freight operators, Australia Post, via its partnership with Qantas, transports a significant volume of goods within and beyond Australia via air services – in 2023, Australia Post was moving more than 1,000 tonnes of freight each day around Australia and globally via air transport.

Being one of Australia’s largest airports means Melbourne Airport facilitates the transport of a significant volume of freight and postal services. Beyond the economic impact of these services on the broader economy, postal services also helps people maintain a sense of social connection over long distances.

In addition, the Airport helps service long-distance medical transfers, particularly for some air ambulance and ICU services, and for repatriation flights. These services provide significant social and health value to individuals and the broader community.



Melbourne Airport's investment in growth



→ Building for the future: \$17 billion in 10 years with Melbourne Airport set to become one of the largest building sites in the country

In the continued commitment to being Australia’s favourite airport destination, Melbourne Airport is embarking on an unprecedented decade of investment, with more than \$17 billion earmarked for major infrastructure projects that will reshape the way Victorians and international visitors travel.

Over the next 10 years, the Airport precinct will become one of the largest building sites in Australia, supporting local employment, catalysing economic growth, and ensuring Victoria remains globally connected and competitive.

This pipeline of works includes significant upgrades to the Airport’s terminals, ground transport links, expansion of the entertainment precinct as well as new facilities and services to cater for growing passenger and freight demand including the development of the Third Runway.

In addition, the Airport continues to be committed to improving accessibility and inclusive travel experience. The launch of the Melbourne Airport Assist service represents a program that provides specialised support for passengers with accessibility requirements, ensuring that all travellers can navigate the Airport environment with confidence and dignity.

More than just construction, Melbourne Airport’s capital investment program is about future proofing Melbourne’s position as a leading global city, supporting trade, tourism, international education, business productivity, knowledge transfer and innovation – all without drawing on government funding (Melbourne Airport, 2025a).

The scale of investment will not only transform Melbourne Airport itself but will also deliver long-term benefits for the state, strengthening Victoria’s economic resilience while enhancing the liveability that makes Melbourne one of the world’s most attractive destinations.

✈️ **3** The strategic imperative
of Melbourne Airport's new
Third Runway

75m Enable
passengers
to use the airport every year by 2047

37,000 Support
additional jobs in Victoria by 2047

\$5.9 billion Contribute an additional
to the state economy each year

3,000 metres long

136,500 Arrivals Departures
Additional each year

5 > 6 years
to build

Melbourne Airport's new Third Runway is a critical piece of social infrastructure that will serve Victorians for generations to come.

The new runway will ensure Victoria's travel needs will be met over the long term while supporting the state's population growth.

With the number of passengers travelling through Melbourne Airport forecast to grow, from 36 million to around 75 million by 2047, the new Third Runway will provide more capacity for passengers and exporters, support competition, reduce delays and enable economic growth in Victoria and Australia. It will support parallel runway operations that will mean more arrivals and departures at the same time, less time on the ground waiting to take off and less time in the air waiting to land.

The new Third Runway will also enable more airlines to serve new destinations, creating exciting travel opportunities. It will also future-proof growth to support the more than doubling of passenger numbers over the next two decades. Importers and exporters stand to benefit from the increased freight capacity as each commercial flight has the ability to have cargo in addition to dedicated freight services.

Source: Melbourne Airport (2025a). Based on publicly published information and forecasted domestic and international passengers (Melbourne Airport, 2025b).

6 – ConnellGriffin analysis.

Melbourne Airport's self-funded expansion generates jobs and supports liveability

Over the next 10 years, the scale of construction will support an estimated 358,590 FTE jobs⁶ directly and indirectly at its peak, across Victoria. This will support the state's construction and engineering sectors, creating new opportunities for suppliers and local businesses.

Once operational, the new and upgraded facilities will drive long-term growth and productivity gains across the economy by enabling more efficient travel, trade and global knowledge sharing.

The investment will reinforce Melbourne's reputation as a world-class destination and enhance liveability in Victoria. Improved passenger experience and increased airline capacity will attract more international visitors, students, and professionals, directly supporting two of Victoria's key industries, tourism and international education.

In addition, Victoria is one of the fastest-growing states in Australia, with Melbourne as one of the nation's largest cities. This capital program ensures airport infrastructure keeps pace with this growth, avoiding congestion and delays while maintaining high-quality service standards.

The Airport also supports Melbourne's status as Australia's events and sporting capital. From hosting international sporting events such as the Australian Open, Formula 1 Grand Prix and the upcoming first NFL game in Australia, to drawing global audiences for performances by world-renowned artists including Taylor Swift, Melbourne Airport ensures seamless access for athletes, performers and fans alike.

By providing the connectivity and capacity required to move large numbers of people efficiently, Melbourne Airport makes it possible for Victoria to stage events of global significance.

These events not only showcase Melbourne on the world stage but also inject spending into the local economy through hospitality, accommodation, retail trade and broader infrastructure investment to support these events.

Unlike many large infrastructure projects, Melbourne Airport's over \$17 billion capital program is fully self-funded through leveraging private capital. The Airport is reinvesting its own revenues to deliver transformative infrastructure, meaning Victorians benefit from improved connectivity, jobs, and economic growth without reliance on government funding.



Record terminal expansion program to deliver next-generation travel experience

Unlike many other airports, Melbourne Airport houses all four terminals under one roof. This provides convenience for travellers and operational advantages for airlines. As the number of international passengers and airlines expands, Melbourne Airport is also increasing the capacity of its international terminal and the capability of its international baggage system.

With international travel at a record high, a major \$4.5 billion international terminal expansion is being finalised to enhance facilities to meet the increasing demand from passengers and airlines.

This expansion builds on the last major international terminal upgrade in 2011. Planning is underway to expand the check-in, baggage claim halls and passenger waiting areas. The addition of up to five new widebody gates will accommodate more flights and provide greater convenience for travellers.

The new \$500 million state-of-the-art baggage handling system will include next-generation technology, high-speed checked bag screening machines and a tote-based system, which will increase capacity by allowing for any-time check-in and early bag storage. This will allow the system to process more bags, while improving baggage tracking and reducing the likelihood of damage to luggage.

This project is designed to future-proof Melbourne Airport's international baggage system, with additional storage capability that will enable new opportunities for an enhanced customer experience.

Melbourne Airport is expanding the Terminal 2 amenities including a more inclusive range of facilities through the T2 Amenities Project as well as improvements to the T2 Arrivals Duty Free store to provide international travellers arriving in Melbourne with an improved Duty Free shopping experience and a greater offering of products.

The completion of the elevated road network by 2026 will improve accessibility to the terminal and support these planned upgrades.

In addition, Melbourne Airport has undertaken a significant upgrade of the Terminal 1 retail outlets and facilities. This includes a major upgrade of security screening technology with works underway to deliver a smoother, enhanced experience for Qantas travellers.



→ Turning infrastructure delivery challenges into opportunities

As one of Australia’s most significant privately funded pieces of social infrastructure, Melbourne Airport’s capital investment program faces some unique challenges.

Delivering large-scale projects within an airport precinct is complex and involves multiple layers of regulation across aviation safety, planning, environment and building approvals.

To maximise the benefits of private investment and maintain Melbourne’s global competitiveness, several enablers can help unlock opportunity:



01 Improved efficiency of planning and environmental approvals processes can accelerate Melbourne Airport’s infrastructure delivery

The delivery of major airport infrastructure is often slowed by complex regulatory frameworks, with multiple agencies involved in planning, environmental, aviation safety and building approvals. These overlapping processes can add considerable time and cost, while uncertainty around approval timeframes increases risks for contractors and financiers.

With Melbourne Airport embarking on a \$17 billion capital investment program over the next decade, even small delays or inefficiencies in approvals can have significant financial and operational impacts. For example, the construction-focused capital investment programs alone are estimated to contribute \$840 million in GVA and support over 3,200 full-time equivalent jobs in FY25. Delays in approvals risk deferring these economic benefits and may result in infrastructure not being ready to meet Victoria’s projected annual passenger growth of 3.5 per cent.

Streamlined approvals would provide greater certainty for investors and contractors, encourage timely delivery of infrastructure, and ensure capacity keeps pace with Victoria’s population and travel growth. In doing so, Melbourne Airport would be able to support the state’s economic growth, protect its reputation for liveability, and strengthen its global competitiveness.

02 A seamless border can deliver world-class passenger experience

World-class terminals and runways are only as effective as the systems that facilitate passengers once they arrive. With international passenger volumes reaching nearly 12 million in FY25, an 8.3 per cent increase on the previous year, delays at customs, immigration and biosecurity risk undermining the traveller experience, especially during peak periods. Without modernisation, rising passenger volumes could lead to longer queues, passenger delays, and reputational risks for Melbourne as a global gateway.

Creating a seamless travel experience through investing in smart technologies, biometrics and fully integrated digital processing systems such as SmartGates would deliver faster, more secure border facilitation. These improvements would create a smooth, world-class entry and exit experience for travellers.

A seamless border not only strengthens Melbourne’s reputation but also supports Victoria’s key industries including tourism, international education, major events and business travel, by making it easier for people to choose Melbourne as their destination.

03 Support competition and boost productivity through international aviation

Aviation markets that are highly concentrated can limit consumer choice, reduce service frequency and drive up the cost of airfares, ultimately constraining Victoria’s ability to attract visitors, students, workforce talent and investment. In such environments, innovation and efficiency improvements may also be slower to materialise, leaving passengers and the wider economy at a disadvantage.

Creating the conditions for greater airline competition would create a more dynamic aviation market, allowing new and existing carriers to expand their services whilst offering passengers more destinations and competitive fares. Competition also fosters innovation, efficiency and improved customer service across the sector.

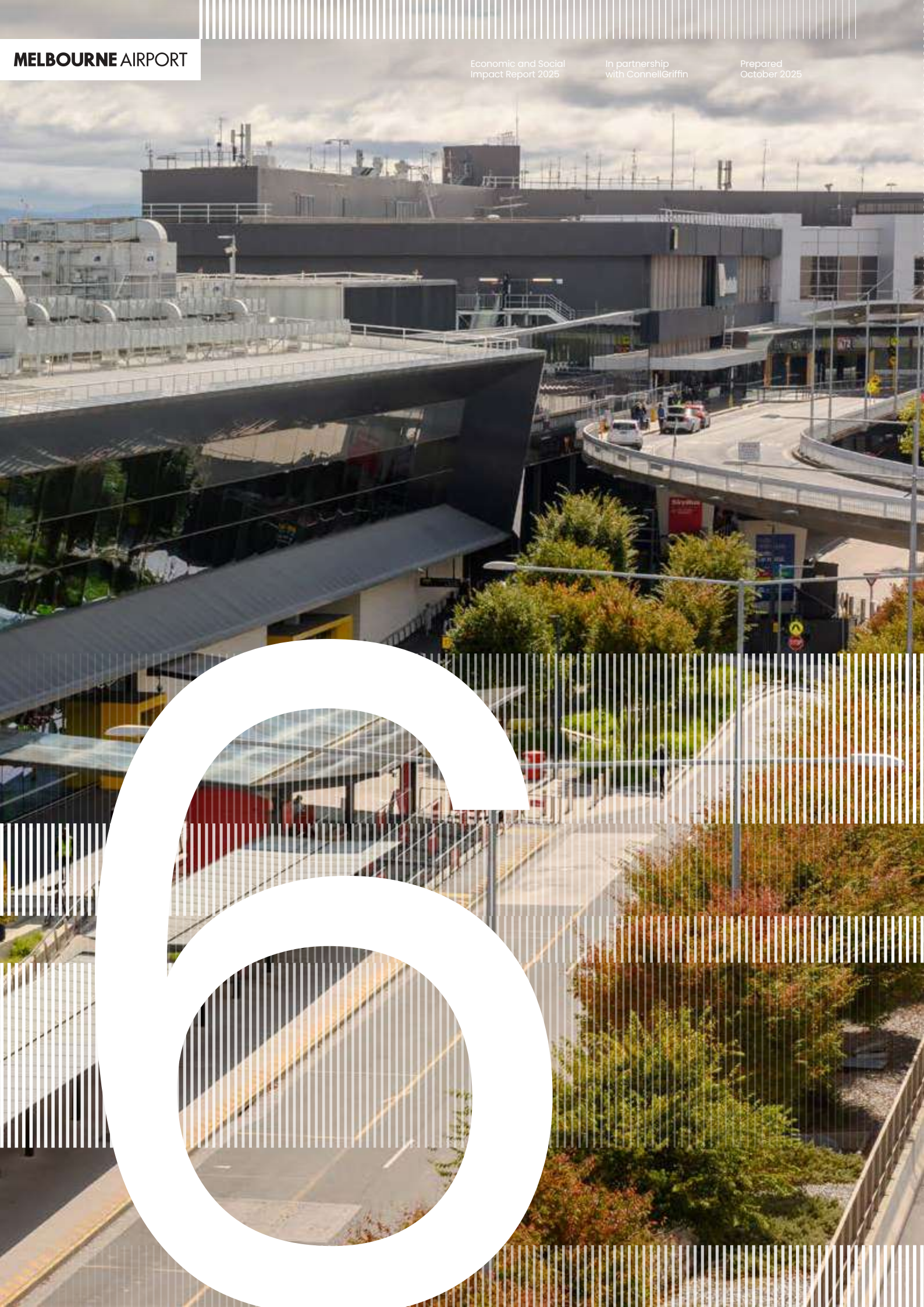
Strengthening global connectivity not only benefits travellers but it also benefits local businesses that rely on international trade links, tourism operators welcoming overseas visitors, and universities attracting international students.

→ Maximising Melbourne’s global gateway potential

Reducing regulatory friction, modernising passenger experiences, and expanding airline choice will unlock the full value of private investment while positioning Melbourne as one of the world’s most connected and liveable cities.

The time to act is now. These reforms will enable Melbourne Airport to deliver on its promise as a global gateway, driving innovation, attracting talent and investment, and ensuring Victoria remains at the forefront of international trade, tourism, education, and culture for decades to come.





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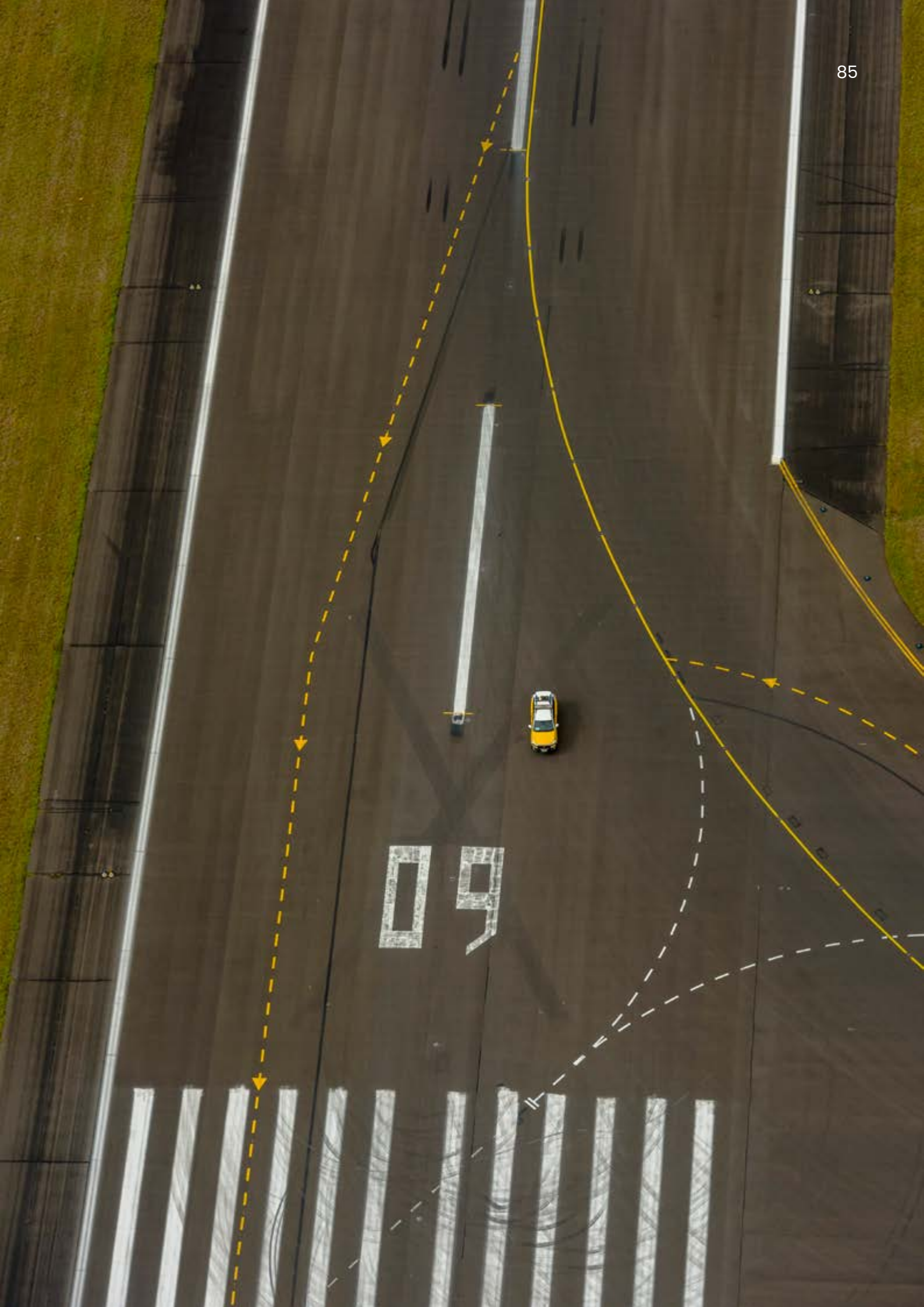
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Melbourne Airport's
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