Executive Summary

Global Australians welcome the Tasmanian Government's development of an Economic Diversification and Investment Strategy and its focus on unlocking investment, accelerating innovation, lifting productivity, building skills and capability, supporting regional growth and strengthening infrastructure.

We believe there is an additional opportunity that can support each of these objectives: better connecting Tasmania with the skills, expertise, investment and international networks of Australians living and working around the world.

More than one million Australians currently live overseas and millions more have lived and worked internationally before returning home.

Together, Australians have extensive connections into many of the world's most important companies, industries, institutions and markets.

Tasmania has an opportunity to harness this global network as an economic asset.

Rather than viewing people who leave Tasmania or Australia as permanently lost talent, Tasmania can adopt a brain circulation approach, maintaining connections with people while they are away, creating opportunities for them to contribute from wherever they are, and establishing pathways for internationally experienced Australians to return or relocate to Tasmania.

Global Australians recommends that the Tasmanian Government explore a Global Tasmanians initiative, connecting Tasmanians and other Australians around the world with Tasmania's economic priorities.

The initiative could support three objectives:

1. **Talent and skills:** identify globally experienced Australians with skills needed by Tasmania and create pathways for them to return or relocate.
2. **Investment and markets:** mobilise Australians in international business and investment networks to open doors for Tasmania and Tasmanian businesses.
3. **Global connections:** build an enduring network of people who can advocate for, invest in and contribute to Tasmania from around the world.

This would complement, rather than replace, skilled migration and Tasmania's existing workforce development, trade and investment initiatives.

Importantly, Tasmania does not need to build this capability from the ground up.

Global Australians already has the community, research capability, influential networks and global infrastructure that could be mobilised around Tasmania's priorities.

This creates an opportunity for Tasmania to become a national leader in systematically harnessing global Australians as an economic development asset.

About Global Australians

Global Australians is the global community for Australian ambition.

We are an independent, not-for-profit organisation connecting and championing Australians around the world and harnessing their skills, expertise, experience and networks for Australia's benefit.

Our community brings together more than 70,000 Australians across global markets, supported by an influential network of Australian business leaders, investors, entrepreneurs, professionals and other leaders working across some of the world's most important companies, industries and institutions.

We connect Australians across borders and create practical ways for them to contribute - through professional networks, research and insights, career pathways, mentoring, events, international connections and opportunities to support Australian businesses and organisations.

Our global infrastructure includes our community platform and app, the Global Australians Insights Panel, Career Pathway Program, professional and leadership networks, international events, communications channels and other programs.

Our objective is simple: to ensure that Australia's people and connections around the world become an enduring national asset

1. The Opportunity: From Brain Drain to Brain Circulation

Global competition for talent, skills, investment and innovation is intensifying. Historically, the movement of talented people interstate or overseas has often been characterised as a "brain drain".

However, the modern global economy increasingly operates through brain circulation, where people move between countries and regions while maintaining professional, commercial and personal connections across borders.

The economic opportunity is therefore not simply to prevent people from leaving. It is to remain connected to them and create opportunities for their knowledge, networks, investment and experience to continue contributing.

For Tasmania, this creates two opportunities.

First, Tasmanians who leave the state to build careers elsewhere should remain part of Tasmania's economic network.

Second, Tasmania can position itself as an attractive destination for globally experienced Australians returning home after careers in major international markets.

These people can bring more than their individual skills. They can bring international business relationships, investment networks, market knowledge, technology expertise and connections into global organisations and industries.

A deliberate strategy to engage this community could turn mobility from an economic loss into a long-term economic asset for Tasmania.

2. Talent and Skills

Tasmania has identified workforce capability as critical to its future economic growth.

The Tasmanian Skills Plan recognises the importance of attracting and retaining skilled migrants and identifies health and care, energy, and building and construction as priority workforce areas.

Global Australians believes this should be complemented by a strategy to identify and attract globally experienced Australians with capabilities relevant to Tasmania.

Australia already has significant talent operating internationally across areas including:

- business leadership and management;
- technology and digital transformation;
- finance and investment;
- energy and infrastructure;
- engineering and construction;
- health and life sciences;
- advanced manufacturing;
- entrepreneurship and innovation;
- professional services; and
- international trade and market development.

Many Australians living overseas ultimately want to return to Australia.

Global Australians' research found that 95% of Australians overseas would like to return home at some stage, but only 15% have a clear pathway to do so.

Through our Career Pathway Program, we are also seeing significant demand from internationally experienced Australians seeking opportunities to return.

This represents an underutilised source of skills and capability.

Tasmania could position itself as a leader by attracting this returning talent market rather than assuming returning Australians will automatically gravitate towards Sydney, Melbourne or other mainland cities.

It is about ambition and backing ourselves.

3. Complementing Tasmania's Skilled Migration Strategy

Skilled migration will continue to play an important role in Tasmania's economy.

However, changes to Commonwealth migration settings demonstrate the importance of diversifying the ways Tasmania attracts talent.

Tasmania has received 2,050 skilled nomination places for 2026–27, comprising 1,250 subclass 190 and 800 subclass 491 places.

At the same time, Migration Tasmania has announced that it does not plan to issue invitations through its Subclass 491 Overseas Skilled Occupation Profiles pathway in 2026–27 because the Australian Government is prioritising visa processing for applicants already in Australia.

This demonstrates how decisions made at the Commonwealth level can affect Tasmania's access to international talent.

Returning Australian citizens provide an additional talent pool that does not depend on skilled migration pathways.

A coordinated approach could therefore consider Tasmania's workforce requirements across three pools:

The objective should be to identify the capabilities Tasmania needs and then determine the best available source of those capabilities.

4. Connecting Global Talent with Tasmania's Investment Ambition

Global Australians believes the opportunity extends well beyond workforce shortages.

Australians hold influential positions across many of the world's leading companies, investment firms, professional services organisations, universities, research institutions and entrepreneurial ecosystems.

These individuals can be valuable to Tasmania even if they never return permanently.

They can:

- introduce Tasmanian businesses to international customers and partners;
- identify potential investors;
- provide market intelligence;
- support Tasmanian companies entering international markets;
- connect government with international decision-makers;
- mentor Tasmanian founders and business leaders;
- identify emerging technologies and opportunities;
- promote Tasmania internationally; and
- help attract businesses, investment and talent to the state.

This represents a distributed international network that could complement Tasmania's existing trade and investment infrastructure.

Rather than building every international relationship from government, Tasmania can mobilise Australians who already have trusted relationships inside the markets and organisations the state wants to reach.

5. Attracting Returning Australians to Tasmania

There is also an opportunity to position Tasmania deliberately as a destination for Australians returning from overseas.

Returning after a significant period abroad is often a major life decision involving employment, housing, family, education, lifestyle and community.

This creates an opportunity for Tasmania.

Globally experienced Australians may be particularly attracted by Tasmania's lifestyle, natural environment, communities and growing industries if compelling professional and business opportunities are visible to them.

A targeted initiative could connect potential returnees with:

- Tasmanian employers;
- investment and business opportunities;
- entrepreneurship and innovation ecosystems;
- professional networks;
- regional opportunities; and
- practical information about relocating.

The proposition should not simply be "come home to Australia", but potentially "bring your global experience home to Tasmania."

6. An Existing Global Network and Infrastructure

Tasmania does not need to build this capability from the ground up.

Global Australians already brings together a community of more than 70,000 Australians across global markets, supported by an influential network of business leaders, investors, entrepreneurs, professionals and Australians in senior positions internationally.

This is underpinned by three existing capabilities that could be mobilised around Tasmania's economic priorities.

Global Community

More than 70,000 Australians across global markets, providing Tasmania with an immediate community through which to identify and engage talent, expertise, investors, advocates, connections and opportunities.

Research & Insights

The Global Australians Insights Panel provides a mechanism to directly engage Australians internationally to understand perceptions, test propositions, identify barriers and opportunities, and gather real-world market intelligence relevant to Tasmania's priorities.

This could allow Tasmania to hear directly from Australians operating in priority international markets and use those insights to inform decisions around investment, talent attraction, trade, international positioning and market development.

Influential Network & Global Infrastructure

Global Australians' leadership network includes influential Australians across business, investment, technology, professional services, entrepreneurship and other sectors internationally.

Our platform and app, professional networks, events, communications channels and programs provide the infrastructure to identify and connect the right people and turn insights and relationships into action.

This means Tasmania could move beyond simply having a global network to actively mobilising that network around defined economic priorities and measurable outcomes.

Together, these capabilities create an opportunity for Tasmania to become the first state to systematically harness a global Australian community, research capability, influential network and supporting infrastructure as an economic development asset.

Rather than establishing another standalone government program or building a new international network from scratch, Tasmania could leverage an existing global

capability to accelerate outcomes across talent, investment, trade, innovation and international market development.

7. Recommendation: Establish a Global Tasmanians Initiative

Global Australians recommends that the Tasmanian Government explore establishing a Global Tasmanians initiative in partnership with Global Australians and relevant Tasmanian stakeholders.

The initiative would mobilise this existing global capability around priority sectors and opportunities aligned with Tasmania's Economic Diversification and Investment Strategy.

An initial pilot could concentrate on a small number of priority sectors and markets, allowing the model and outcomes to be tested before being expanded.

Talent

- Identify Tasmanians and Australians interstate and overseas with skills relevant to Tasmania's workforce and economic priorities.
- Map location, sector, expertise and interest in returning or relocating.
- Connect interested individuals with Tasmanian employers and opportunities.
- Use the global community to promote opportunities in Tasmania to internationally experienced Australians.

Investment and Markets

- Identify senior Australians internationally with connections into priority industries, companies and investment markets.
- Mobilise these networks to generate introductions, investment opportunities and international connections for Tasmania and Tasmanian businesses.
- Provide market intelligence and insights from Australians operating in priority international markets.
- Connect Tasmanian businesses with Australians who can help them understand and enter international markets.

Research & Insights

- Use the Global Australians Insights Panel to understand international perceptions of Tasmania.

- Test Tasmania's propositions with Australians in priority markets.
- Identify potential barriers to investment, relocation, engagement and market entry.
- Measure interest and intention around opportunities to work, invest, establish businesses or engage with Tasmania.
- Provide ongoing intelligence to help inform Tasmania's international engagement.

Global Community

- Build an enduring Global Tasmanians network connecting people with Tasmania regardless of where they live.
- Create opportunities for members to mentor, advise, invest, connect and advocate for Tasmania.
- Maintain relationships with Tasmanians who leave the state so that their growing international experience becomes an asset Tasmania can continue to access.
- Connect the Global Tasmanians community through Global Australians' existing platform and infrastructure.

Activation

Importantly, the initiative should move beyond building a database or network. The objective would be to actively mobilise people around specific Tasmanian priorities and opportunities — connecting talent with employers, investors with opportunities, businesses with international markets and government with influential international networks.

8. Measuring Impact

The initiative should be practical and measurable. Potential measures could include:

- globally experienced Australians identified and engaged;
- priority skills mapped;
- expressions of interest in returning or relocating to Tasmania;
- connections between talent and Tasmanian employers;
- people successfully returning or relocating;
- international business introductions;
- investment leads generated;
- Tasmanian businesses connected with international markets;

- international market insights generated;
- mentoring and advisory connections established;
- engagement of Tasmania's global network over time; and
- tangible economic outcomes arising from connections facilitated through the initiative.

This would allow Tasmania to understand not only the size of its extended talent and international network, but the economic value generated through it.

Conclusion

Tasmania's size can be an advantage in developing a more connected and innovative approach to economic development. The state has an opportunity to become a national leader in recognising that its economic community does not end at its geographic borders.

People who leave Tasmania can remain connected to its future. Australians who build expertise overseas can be encouraged to bring that experience to Tasmania. Australians in influential positions around the world can help open doors for Tasmanian businesses, investment and innovation.

And Australians across global markets can provide Tasmania with insights, intelligence and connections that would otherwise take years to develop. The opportunity is to move from brain drain to brain circulation and from global connections to economic outcomes.

By combining Global Australians' 70,000+ global community, research and insights capability, influential international network and existing infrastructure with Tasmania's economic priorities, a Global Tasmanians initiative could complement the state's existing investment, workforce and skilled migration strategies while creating an enduring economic asset.

Tasmania has an opportunity not simply to participate in this approach, but to lead Australia in demonstrating what can be achieved when a state systematically mobilises its people and connections around the world. Global Australians would welcome the opportunity to work with the Tasmanian Government to explore this approach further.

Global Australians
The Global Community for Australian Ambition