

海归人才在中国职场的适应与发展

The adaptation and development of overseas returnees in the Chinese workplace

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近年来，随着全球化的加速，越来越多的海归人才带着国际视野和先进技能回到中国，投身职场。他们为中国企业注入了新的活力，但也面临着诸多挑战。根据教育部留学服务中心发布的《2024 中国留学回国就业蓝皮书》数据显示，2023 年留学回国人员规模持续扩大，年龄主要集中在 20-30 岁之间，硕士学历占比最高，达到 63.09%。这些数据表明，海归人才已经成为中国职场中不可忽视的重要力量。本文将探讨海归人才在中国职场的适应与发展，重点关注国家和地方政府为他们提供的政策支持，帮助海归人才更好地融入中国职场，实现职业成功。

海归人才概述

海归人才（狭义概念）是留学归国人员中被认可具备专业优势或突出贡献的群体，通常需满足以下条件之一：高学历：如海外顶尖高校博士、博士后；高技能：掌握核心技术或稀缺领域（如 AI、芯片）经验；高成就：在海外知名企业、科研机构担任要职，或创业成功案例；政策认定：入选国家级人才引进计划（如“千人计划”）、地方人才项目（如上海“浦江人才”）。留学归国人员（广义概念）指所有在海外完成学业后回国

In recent years, with the acceleration of globalization, an increasing number of returnees have come back to China with an international perspective and advanced skills to enter the workplace. They have injected new vitality into Chinese enterprises, but they also face many challenges. According to the "ZHONGGUO LIUXUE HUIGUO JIUYE LANPISHU" released by the Ministry of Education's China Service Center for Scholarly Exchange, the number of students returning from studying abroad continued to expand in 2023, mainly aged between 20 and 30, with master's degrees accounting for the highest proportion at 63.09%. These figures suggest that returnees have become an important force that cannot be ignored in China's job market. This article will explore the adaptation and development of returnees in the Chinese workplace, with a focus on the policy support provided by the state and local governments to help returnees better integrate into the Chinese workplace and achieve career success.

An overview of returnees

A returnee (in a narrow sense) is a group of people who have returned from studying abroad and are recognized as having professional advantages or outstanding contributions, usually to meet one of the following conditions: high academic qualifications: such as a PhD or postdoctoral degree from a top overseas university; High skills: Experience in core technologies or scarce fields (such as AI, chips); High achievement: Holding a key position in a well-known overseas enterprise or research institution, or having a successful entrepreneurial case; Policy recognition: Selected for national talent introduction programs (such as the "Thousand Talents Program") or local talent programs (such as Shanghai's "Pujiang Talent Program"). Overseas returnees (in a broad sense) refer to all those who have completed their studies abroad and returned to China, regardless of educational level,

的人员，无论学历层次、就读国家或是否被认定为“人才”。例如：本科、硕士、博士毕业生，甚至短期交流生等，只要回国即属此类。海归人才通常分为三类：学术型、职业型和创业型。学术型海归凭借高学历和专业背景，在科研、教育领域有广阔前景；职业型海归以海外工作经验为优势，在金融、咨询等行业展现独特价值；创业型海归则带着创新理念和技术回国创业。近年来，海归人才规模稳步增长，海归人才带着国外教育背景和工作经历回国，分布在科技、教育、金融、医疗等。据《2024 中国留学回国就业蓝皮书》显示，2023 年留学回国人员中，硕士学历占比 63.09%，博士学位占比 5.88%，学士学位占比 30.18%，这些海归人才带来国际视野和先进技术知识。然而，回国初期，他们面临文化差异、工作习惯和职场环境不同等适应问题。

海归人才在中国职场的行业分布广泛，涵盖金融、教育、科技、医疗等多个领域。职业选择方面，海归人才依据专业背景、兴趣和市场需求，分别选择回归原专业领域、跨界进入新行业或创业。据《2024 中国留学回国就业蓝皮书》数据显示，留学回国已就业人员的学科分布中，理学占比最高，达到 30.95%，其次是工学 17.64%，管理学 15.53%，经济学 15.36%。这表明，海归人才在理学和工学领域的就业比例较高，这些领域对国际化人才的需求也相对较大。

海归人才的挑战

文化适应性是海归人才回国后的重要挑战。部分海归人才在职场中因文化差异遭遇误解和偏见，影响团队合作和

country of study, or whether they were recognized as "talents". For example, bachelor's, master's, doctoral graduates, or even short-term exchange students, all fall into this category upon their return to China. Overseas returnees are typically classified into three categories: academic, professional, and entrepreneurial. Academic returnees, with their high academic qualifications and professional knowledge, have broad prospects in the fields of research and education; Professional returnees, with their overseas work experience as an advantage, demonstrate unique value in industries such as finance and consulting; Entrepreneurial returnees return home with innovative ideas and technologies to start their own businesses. In recent years, the number of returnees has grown steadily. These returnees, with their foreign educational background and work experience, are distributed in fields such as science and technology, education, finance, and healthcare. According to the 2024 Blue Book on Employment of Returned Overseas Students in China, 63.09% of the returnees in 2023 have a master's degree, 5.88% have a doctoral degree, and 30.18% have a bachelor's degree. These returnees bring an international perspective and advanced technical knowledge. However, in the early days of their return to China, they faced adaptation problems such as cultural differences, different working habits and workplace environments.

Overseas returnees have a wide range of industries in the Chinese workplace, covering finance, education, technology, healthcare and many other fields. In terms of career choices, returnees choose to return to their original professional fields, cross over into new industries, or start their own businesses based on their professional background, interests, and market demand. According to the ZHONGGUO LIUXUE HUIGUO JIUYE LANPISHU, among those who have found employment after studying abroad, science accounts for the highest proportion at 30.95%, followed by engineering at 17.64%, management at 15.53%, and economics at 15.36%. This indicates that overseas returnees have a higher proportion of employment in science and engineering, and there is also a relatively greater demand for international talents in these fields.

The challenges for returnees

Cultural adaptability is a major challenge for returnees. Some returnees encounter misunderstandings and prejudices in the workplace

工作效率。例如，国外强调个人主义，而中国更注重集体主义，这种差异可能导致沟通障碍和工作冲突。海归人才的教育背景和训练侧重于理论知识和研究能力，而中国市场更看重实践经验和职业技能的应用。因此，海归人才需要及时了解中国市场的最新动态，主动参与职业培训和技能提升，以缩小这种差距。文化差异导致海归人才在思维模式、沟通方式和工作习惯上与中国同事存在差异，难以找到志同道合的伙伴，同时信息不对称也可能导致海归人才错过职业发展机会。构建有效的职业网络和信息网络对于海归人才的职业发展至关重要。

据《2024 中国留学回国就业蓝皮书》数据显示，留学回国人员未就业的原因主要集中在实习或实践经验不足、招聘信息获取渠道少、自身专业受限等方面。其中，实习或实践经验不足占比最高，达到 50.24%。这表明，海归人才在回国就业时，需要更加注重实践经验的积累和就业信息的获取。海归人才的薪酬水平也受到广泛关注。数据显示，留学回国人员的薪酬水平主要集中在 10 万 -29 万之间，占比达到 67.3%。其中，10 万以下占比 13.29%，10 万 -19 万占比 31.74%，20 万 -29 万占比 35.56%。30 万 -49 万占比 13.33%，50 万以上占比 6.08%。这表明，留学归国人员在中国职场与中国人才的薪酬水平相比较，但留学归国人员之间也存在一定的差异。

海归人才的策略

提升文化适应性需从心理调适入手，海归人才需正视文化差异，保持开放心态，积极了解本土文化，并将海外优势

due to cultural differences, which affects teamwork and work efficiency. For example, individualism is emphasized abroad while collectivism is more emphasized in China, and this difference can lead to communication barriers and work conflicts. The educational background and training of returnees focus on theoretical knowledge and research capabilities, while the Chinese market places more emphasis on practical experience and the application of vocational skills. Therefore, returnees need to keep abreast of the latest developments in the Chinese market and actively participate in vocational training and skill enhancement to narrow this gap. Cultural differences lead to differences in thinking patterns, communication styles and work habits between returnees and their Chinese colleagues, making it difficult for them to find like-minded partners, and information asymmetry may also cause returnees to miss career development opportunities. Building an effective professional network and information network is crucial for the career development of returnees.

According to the 2024 China Blue Book on Employment of Returned Overseas Students, the main reasons for the lack of employment of returned overseas students are mainly due to insufficient internship or practical experience, limited access to job information, and limitations in their own majors. Among them, lack of internship or practical experience accounts for the highest proportion, reaching 50.24%. This indicates that overseas returnees need to pay more attention to the accumulation of practical experience and the acquisition of employment information when they return to work in China. The salary levels of returnees have also received widespread attention. The data shows that the salaries of those who returned from studying abroad are mainly concentrated between 100,000 and 290,000 yuan, accounting for 67.3%. Among them, 13.29% earn less than 100,000, 31.74% earn between 100,000 and 190,000, and 35.56% earn between 200,000 and 290,000. 300,000-490,000 accounted for 13.33 percent, and over 500,000 accounted for 6.08 percent. This suggests that those who returned from studying abroad have higher salaries in the Chinese workplace compared to Chinese talents, but there are also some differences among those who returned from studying abroad.

Strategies for returnees from overseas

To enhance cultural adaptability, one needs to start

转化为中国职场竞争力。具体而言，应了解中国职场文化，适应团队合作和关系网络导向的工作模式，充分利用国际化背景，如外语能力、跨文化沟通能力和国际视野，持续学习专业技能，参加培训和行业交流活动，更新知识体系。此外，企业也应提供跨文化培训、建立多元文化团队，助力海归人才融入企业文化。

构建职业网络是海归人才在中国职场发展的重要途径。海归人才可借助领英等社交媒体和专业社交平台与行业专家建立联系，获取行业动态和工作机会；参加行业会议、研讨会和论坛，了解行业趋势，结识专家和潜在合作伙伴；加入行业协会和专业组织，参与活动和项目。在此过程中，需持续提升专业技能和行业知识，增强竞争力，学会有效沟通和表达观点，以便在职业网络中脱颖而出。同时，海归人才在制定职业发展规划方面也至关重要，需清晰认识职业定位，结合中国市场需求调整职业规划，平衡个人兴趣与职业发展，设定长期目标和短期目标，确保职业发展的方向性和连续性。

海归人才在回国就业时，不可避免地会面临中西方文化的冲突，这种文化差异不仅体现在语言和生活习惯上，更体现在工作方式、管理理念和价值观等方面。例如，西方文化强调个人主义和自由创新，而中国文化更注重集体主义和团队协作；西方企业决策过程相对灵活，而中国企业往往更注重层级管理和集体决策。这些差异可能导致海归人才在与中国同事沟通、与上级汇报工作以

with psychological adjustment. Overseas returnees should face up to cultural differences, keep an open mind, actively learn about local culture, and transform their overseas advantages into competitiveness in the Chinese workplace. Specifically, one should understand the Chinese workplace culture, adapt to the teamwork and relationship-oriented work mode, make full use of the international background such as foreign language proficiency, cross-cultural communication skills and international perspective, continuously learn professional skills, participate in training and industry exchange activities, and update the knowledge system. In addition, companies should offer cross-cultural training and build multicultural teams to help returnees integrate into the corporate culture.

Building a career network is an important way for returnees to develop in the Chinese workplace. Returnees can connect with industry experts through social media platforms such as linkedin and professional social platforms to get industry news and job opportunities; Attend industry conferences, seminars and forums to learn about industry trends and meet experts and potential partners; Join industry associations and professional organizations and participate in events and projects. In the process, you need to continuously improve your professional skills and industry knowledge, enhance your competitiveness, and learn to communicate and express your views effectively in order to stand out in your professional network. At the same time, overseas returnees are also crucial in formulating career development plans, having a clear understanding of career positioning, adjusting career plans in line with the demands of the Chinese market, balancing personal interests with career development, setting long-term and short-term goals, and ensuring the directionality and continuity of career development.

When returning to China for employment, overseas returnees will inevitably face cultural conflicts between China and the West, which are not only reflected in language and living habits, but also in working methods, management concepts and values. For instance, Western culture emphasizes individualism and free innovation, while Chinese culture places more emphasis on collectivism and teamwork; The decision-making process of Western enterprises is relatively flexible, while Chinese enterprises tend to focus more on hierarchical management and collective decision-

及参与团队项目时遇到障碍，甚至引发误解和冲突。据《海外留学人员回国就业现状分析》一文指出，文化差异是海外留学人员回国就业面临的重要挑战之一，需要引起高度重视。为了解决文化冲突，海归人才需要积极主动地进行文化融合，保持开放的心态，尊重和理解中国传统文化和价值观，努力适应中国的工作环境和文化氛围。企业也应通过开展跨文化培训、建立多元文化团队等方式，帮助海归人才更好地融入企业文化和团队文化。此外，海归人才还可以通过参与社会活动、与中国专业人士交流等方式，增强对中国社会和文化的了解和认同。通过双向努力，促进中西方文化的交流与融合，为海归人才在中国职场的发展创造良好的文化环境。

海归回国的政策

近年来，中国政府高度重视海归人才的引进与发展，出台了一系列国家级政策，为海归人才回国创业和就业提供全方位支持。国家对海归人才回国创业给予税收优惠，海归人才创办的企业在一定期限内可免征企业所得税，这大大减轻了创业初期的资金压力，鼓励更多海归人才投身科技创新领域。国家设立专项创业基金，为海归人才创业提供资金支持。同时，国家还提供创业培训、项目孵化等服务，提升海归人才的创业能力。教育部留学服务中心定期举办海归人才招聘会，为海归人才与中国用人单位搭建对接平台。此外，还提供职业规划指导、就业咨询等服务，帮助海归人才更好地了解中国就业市场，明确职业发展方向。

making. These differences can lead to obstacles for returnees when communicating with Chinese colleagues, reporting to superiors, and participating in team projects, and even misunderstandings and conflicts. According to the article "Analysis of the Employment Situation of Overseas Returnees", cultural differences are one of the important challenges that overseas returnees face when seeking employment in China, and they need to be given high attention. In order to resolve cultural conflicts, returnees need to actively engage in cultural integration, maintain an open mind, respect and understand traditional Chinese culture and values, and strive to adapt to the working environment and cultural atmosphere in China. Companies should also help returnees better integrate into corporate and team cultures by conducting cross-cultural training and building multicultural teams. In addition, returnees can enhance their understanding and identification with Chinese society and culture by participating in social activities and communicating with Chinese professionals. Through mutual efforts, promote the exchange and integration of Chinese and Western cultures and create a favorable cultural environment for the development of overseas returnees in the Chinese workplace.

Policies for the return of returnees

In recent years, the Chinese government has attached great importance to the introduction and development of returnees, and has introduced a series of national policies to provide all-round support for returnees to start businesses and find jobs in China. The state offers tax incentives for returnees to start businesses in China. Enterprises founded by returnees are exempt from corporate income tax for a certain period of time, which greatly reduces the financial pressure in the early stage of entrepreneurship and encourages more returnees to engage in the field of scientific and technological innovation. The state has set up a special entrepreneurship fund to provide financial support for overseas returnees' entrepreneurship. At the same time, the state provides services such as entrepreneurship training and project incubation to enhance the entrepreneurial capabilities of returnees. The Ministry of Education's Overseas Study Service Center regularly holds job fairs for overseas returnees, providing a platform for them to connect with Chinese employers. In addition, services such as career planning guidance and employment consultation are provided to help

各地政府根据自身经济社会发展需求，纷纷出台具有地方特色的海归人才引进政策，形成“千帆竞发”的局面。上海为全球百强高校毕业生提供直接落户政策。世界前 50 高校本科及以上学历人才全职工作即可直接落户，无社保要求。51-100 名高校仅需缴纳 6 个月社保即可落户。创业绿色通道允许留学生创业公司核心成员凭 6 个月社保落户，配偶及未成年子女可随迁。北京聚焦高端人才，提供优先落户和配偶子女随迁服务。央企、事业单位或高新技术企业入职的留学人员，硕士及以上学历、45 岁以下，连续缴纳 3 个月社保即可申请落户。广州取消社保年限限制，找到工作并开始缴纳社保即可申请落户，博士年龄放宽至 50 岁。深圳为本科及以上学历或境外进修满 1 年、年龄 45 岁以下的人才提供落户便利，需先取得《留学人员资格证明》。杭州、成都、武汉、苏州等新一线城市提供更为宽松的落户政策。例如，杭州毕业 2 年内无需社保直接落户，苏州本科 45 岁以下、硕士 50 岁以下，毕业 2 年内回国可申请。

各地政府为吸引海归人才，提供丰厚的住房与生活补贴。例如，南沙区提供人才公寓租金低至市场价 50%，本科生可获 2 万元生活补贴。上海虹口、宝山等区提供 0.7 万 -3 万 / 月租房补贴，最长 6 个月；杭州为应届本科生提供 1 万元生活补助 + 每年 1 万元租房补贴，最长 6 年；厦门为全球前 200 高校本科生提供 3 万元租房补贴。各地政府设立创业补贴与资金支持计划，助力海归人才创新创业。例如，上海浦东新区提供

returnees better understand the Chinese job market and clarify their career development directions.

Local governments, in accordance with their own economic and social development needs, have introduced policies with local characteristics to attract overseas returnees, creating a situation of "a thousand sails competing". Shanghai offers direct settlement policies for graduates from the world's top 100 universities. Those with a bachelor's degree or higher from the top 50 universities in the world can directly settle down without social security requirements if they work full-time. Students from 51 to 100 universities only need to pay social security for six months to settle down. The startup green channel allows core members of overseas students' startups to settle down with six months of social security, and spouses and minor children can move along. Beijing focuses on high-end talents and offers priority for household registration and the migration of spouses and children. Overseas students with a master's degree or above and under 45 years old who have paid social security for three consecutive months can apply for household registration in state-owned enterprises, public institutions or high-tech enterprises. Guangzhou has lifted the social security years limit. Those who have found a job and started paying social security can apply for household registration, and the age limit for doctoral candidates has been relaxed to 50. Shenzhen provides convenience for people with a bachelor's degree or higher, or those who have studied abroad for at least one year and are under 45 years old, and they need to obtain the Certificate of Qualification for Overseas Students first. New first-tier cities such as Hangzhou, Chengdu, Wuhan and Suzhou offer more lenient household registration policies. For example, in Hangzhou, one can apply directly without social security within two years of graduation. In Suzhou, those under 45 years old with a bachelor's degree and under 50 years old with a master's degree can apply upon returning to China within two years of graduation.

Local governments offer generous housing and living subsidies to attract returnees. For example, Nansha District offers talent apartments with rents as low as 50% of the market rate, and undergraduate students receive a living allowance of 20,000 yuan. Shanghai Hongkou, Baoshan and other districts offer rental subsidies ranging from 7,000 to 30,000 yuan per

15 万元无息贷款，科技项目最高可获 4000 万元基金支持；杭州优秀项目最高资助 500 万元；深圳入驻留学生创业园可获 5-15 万元补贴，高新技术项目追加 10-15 万元科研经费。

2025 年 7 月 15 日，《滨城时报》报道了“海外人才创业保险服务计划”在天津滨海新区落地实施的消息。该计划由天津自贸试验区创新发展局、中国人民财产保险股份有限公司天津市分公司、国家海外人才离岸创新创业基地（天津滨海新区）联合推出，旨在解决海归创业企业经营安全、研发成果转化、市场拓展、知识产权保护等方面的问题，为其规避风险，让海外人才创业无后顾之忧。天津视崛智能科技有限公司成为首家投保该计划的企业，投保的产品包括专利被侵权损失保险及雇主责任险两个险种，累计保障额度 69 万元，为自身发展筑牢风险预防屏障。这一创新举措不仅为海归人才创办的企业提供了实实在在的风险保障，也为其他地区吸引和留住海归人才提供了有益借鉴。

2025 年 1 月 17 日，《上海科技报》报道了致公党上海市委在上海市两会上提交的“关于增强上海对留学青年人才吸引力和粘合力的建议”提案。提案指出，尽管上海作为留学生回国工作的首选地，近年来出台了许多卓有成效的政策和举措，但在全球人才争夺战的背景下，上海对国际青年人才的吸引力和粘合力仍有提升空间。提案建议从健全引进留学青年人才的政策体系、提高留学人员创业园专业孵化能力、拓展发现渠道和工作范围等方面入手，增强留学青年人才

month for up to six months; Hangzhou offers a living allowance of 10,000 yuan plus a rental subsidy of 10,000 yuan per year for up to six years for fresh graduates. Xiamen offers 30,000 yuan in rental subsidies to undergraduates from the world's top 200 universities. Local governments have set up entrepreneurship subsidy and financial support programs to help returnees start businesses and innovate. For instance, Pudong New Area in Shanghai offers 150,000 yuan in interest-free loans and up to 40 million yuan in fund support for science and technology projects; Hangzhou offers up to 5 million yuan in funding for outstanding projects; Shenzhen students can receive a subsidy of 50,000 to 150,000 yuan, and high-tech projects can receive an additional 100,000 to 150,000 yuan in research funds.

On July 15, 2025, the Bincheng Times reported that the "Overseas Talent Entrepreneurship Insurance Service Plan" had been implemented in the Binhai New Area of Tianjin. The program, jointly launched by the Innovation and Development Bureau of the Tianjin Pilot Free Trade Zone, the Tianjin Branch of People's Insurance Company (Property) of China, and the National Offshore Talent Innovation and Entrepreneurship Base (Tianjin Binhai New Area), aims to address issues such as business safety, research and development transformation, market expansion, and intellectual property protection for returnee startups and help them avoid risks. To ensure that overseas talents have no worries about starting businesses. Tianjin Shijue Intelligent Technology Company became the first company to take out insurance under the program, covering two types of insurance including patent infringement loss insurance and employer liability insurance, with a cumulative coverage of 690,000 yuan, building a solid risk prevention barrier for its own development. This innovative measure not only provides real risk protection for enterprises founded by returnees, but also offers a useful reference for other regions to attract and retain returnees.

On January 17, 2025, the Shanghai Science and Technology News reported on a proposal submitted by the Shanghai Municipal Committee of the China Zhi Gong Party at the Shanghai Two Sessions titled "Suggestions on Enhancing Shanghai's Appeal and Cohesion to Young Overseas Returnees". The proposal pointed out that although Shanghai has introduced many effective policies and measures in recent years

的城市归属感，让留学人才愿意来、留得下、能干事。建议由政府部门统一指导，各留创园区结合各自区位优势和产业基础进行差异化发展，建立留学生企业孵化器从业人员培训体系，加强对留学回国青年人才的创业指导等。这些具体措施的提出，为上海进一步优化留学人才发展环境提供了清晰的路径。

企业与海归人才

2025年4月22日，格力电器董事长兼CEO董明珠在临时股东大会上表示格力电器“绝不用海归派”，引发社会广泛争议。一方面，有观点认为董明珠的言论反映了格力电器强调自主研发和内部人才培养的用人策略，符合企业维护技术闭环和成本控制的需求；另一方面，也有观点认为这种言论存在污名化与群体歧视之嫌，与全球化趋势相悖，限制了企业的技术和管理创新。从企业发展的角度来看，如何平衡本土化与国际化的人才策略，构建现代企业人才管理体系，是格力电器及其他中国企业需要深入思考的重要课题。

与格力电器形成鲜明对比的是，华为、腾讯等企业在海归人才的引进和使用上有着更为开放和包容的态度。这些企业充分认识到海归人才在技术引进、国际视野拓展等方面的重要作用，通过建立国际化的人才团队，提升了企业的核心竞争力。例如，华为在全球范围内吸引和培养了一大批海归人才，他们在5G通信技术、人工智能等关键领域的研发和创新中发挥了重要作用。腾讯也通过引进海归人才，推动了公司在互联网金融、游戏开发等领域的快速发展。这

as the preferred destination for international students returning to work, there is still room for improvement in its appeal and cohesion to international young talents in the context of the global battle for talent. The proposal suggests starting from improving the policy system for attracting young overseas students, enhancing the professional incubation capacity of overseas students' entrepreneurship parks, and expanding the channels for discovery and the scope of work, to strengthen the sense of belonging of young overseas students to the city, so that they are willing to come, stay and work. It is suggested that government departments provide unified guidance, and each overseas returnee entrepreneurship park should develop differently based on its geographical advantages and industrial foundation, establish a training system for employees of overseas returnee business incubators, and strengthen entrepreneurship guidance for young talents who have returned from studying abroad. The specific measures proposed provide a clear path for Shanghai to further optimize the development environment for overseas returnees.

Enterprises and overseas returnees

On April 22, 2025, Dong Mingzhu, chairperson and CEO of Gree Electric Appliances, said at an extraordinary general meeting that Gree Electric Appliances "will never use returnees", sparking widespread controversy. On the one hand, there are views that Dong's remarks reflect the company's personnel strategy of emphasizing independent research and development and internal talent cultivation, which is in line with the company's need to maintain a technology closed loop and cost control; On the other hand, there are also views that such remarks are stigmatizing and discriminating against groups, contrary to the trend of globalization and restricting technological and management innovation of the enterprise. From the perspective of enterprise development, how to balance the talent strategies of localization and internationalization and build a modern enterprise talent management system is an important issue that Gree Electric Appliances and other Chinese enterprises need to think deeply about.

In sharp contrast to Gree, companies like Huawei and Tencent have a more open and inclusive attitude towards the introduction and use of overseas returnees. These companies have fully recognized the important role of returnees in technology introduction and

些企业的成功实践表明，合理利用海归人才的优势，能够为企业带来新的发展机遇和创新动力。

海归人才的担当

党的二十届三中全会强调“以中国式现代化全面推进中华民族伟大复兴”的重大战略部署。在中国式现代化建设中，海归人才面临着前所未有的机遇。海归人才通晓中西文化，拥有国际视野和先进发展理念，具备较高的科技创新能力和专业技术水平，能够为中国式现代化建设提供强大的智力支持。例如，在人工智能、生物医药、电子信息智能制造等高精尖领域有很大机遇，海归人才可以凭借其海外学习和工作经验，推动相关领域的技术创新和发展。同时，在推动乡村振兴、绿色发展、战略性新兴产业发展等方面也能得到发展，海归人才能够发挥重要作用，为中国式现代化建设注入新活力。

在享受机遇的同时，海归人才也肩负着重要的责任和使命。海归人才应积极融入中国式现代化建设，充分发挥自身优势，为中国的发展贡献力量。首先，海归人才应加强自身学习和能力提升，不断更新知识体系，提高专业技能水平，以更好地适应中国式现代化建设的需求。其次，海归人才应积极传播中国声音，讲好中国故事，通过自身的国际影响力，向世界展示真实、立体、全面的中国形象，提升中国的国际声誉和影响力。最后，海归人才应积极参与社会公益活动，关注社会热点问题，为解决社会矛盾和促进社会和谐发展贡献智慧和力量。只有这样，海归人才才能在

international vision expansion, and have enhanced their core competitiveness by building international talent teams. For instance, Huawei has attracted and cultivated a large number of returnees worldwide, who have played a significant role in research and development and innovation in key areas such as 5G communication technology and artificial intelligence. Tencent has also driven rapid growth in areas such as Internet finance and game development by bringing in returnees. The successful practices of these enterprises show that making good use of the advantages of returnees can bring new development opportunities and innovative impetus to enterprises.

The responsibility of returnees

The Third Plenary Session of the 20th Central Committee of the Communist Party of China emphasized the major strategic deployment of "comprehensively advancing the great rejuvenation of the Chinese nation through Chinese-style modernization". In the construction of Chinese-style modernization, overseas returnees are facing unprecedented opportunities. Overseas returnees are well-versed in both Chinese and Western cultures, have an international perspective and advanced development concepts, possess high scientific and technological innovation capabilities and professional technical levels, and can provide strong intellectual support for the modernization of China. For example, there are great opportunities in high-precision fields such as artificial intelligence, biomedicine, and intelligent manufacturing of electronic information. Overseas returnees can leverage their overseas study and work experience to drive technological innovation and development in these fields. At the same time, in promoting rural revitalization, green development, and the development of strategic emerging industries, overseas returnees can play an important role and inject new vitality into the construction of Chinese-style modernization.

While enjoying the opportunities, overseas returnees also shoulder important responsibilities and missions. Overseas returnees should actively integrate into China's modernization drive, give full play to their strengths and contribute to China's development. First of all, returnees should enhance their own learning and capabilities, constantly update their knowledge system and improve their professional skills to better adapt to the demands of China's modernization drive. Secondly, overseas returnees should actively spread China's voice, tell

实现个人价值的同时，为中国式现代化建设做出更大的贡献。

China's stories, and through their international influence, present a true, three-dimensional and comprehensive image of China to the world and enhance China's international reputation and influence. Finally, overseas returnees should actively participate in social public welfare activities, pay attention to social hot issues, and contribute wisdom and strength to resolving social contradictions and promoting social harmony and development. Only in this way can overseas returnees make greater contributions to the modernization of China while realizing their personal value.