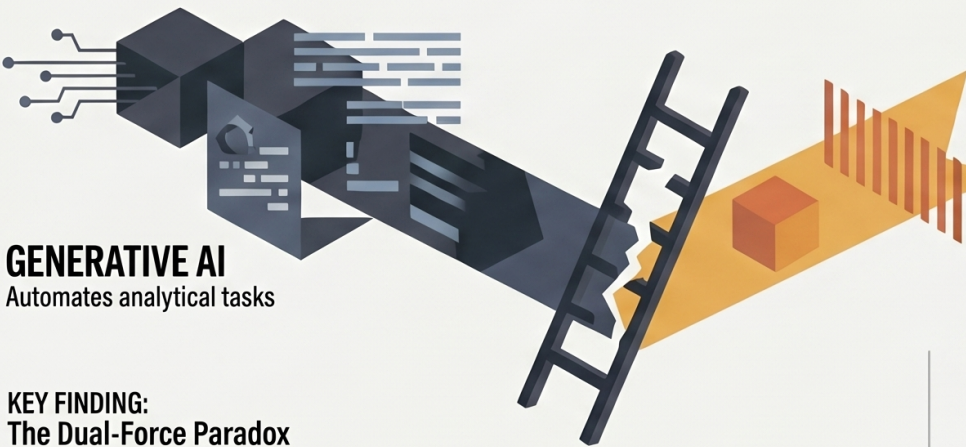


THE BROKEN LADDER: NAVIGATING THE REMOTE-AI HIRING PARADOX

THE DRIVERS OF JUNIOR DISPLACEMENT



GENERATIVE AI
Automates analytical tasks

REMOTE WORK
Increases “supervision cost”
of training inexperienced staff

KEY FINDING:
The Dual-Force Paradox


AI’s Impact
Restructures demand for
analytical “junior” work


Remote’s Impact
Increases costs of
mentorship and supervision


Combined Effect:
Creates a “broken
ladder” for new
graduates

SUPPORTING FACT:
The Long-Term “Scarring” Effect



1 IN 9

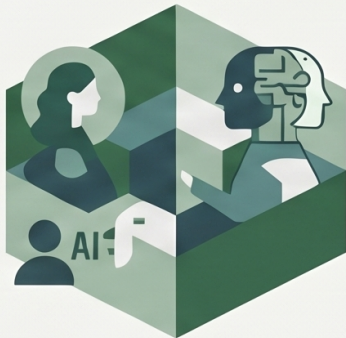
ENTRY-LEVEL ROLES LOST.
Since late 2022, the share of positions filled by early-career workers has fallen 8-11 percentage points.



EVIDENCE-BASED ADAPTATIONS



PROCESS STEP:
Learning-Optimized Hybridity
Utilize “anchor weeks” and “collaboration hours” to ensure junior staff receive essential tacit knowledge transfer.



DEFINITION:
AI-Augmented Augmentation
Move from replacement to collaboration by training juniors in prompt engineering and output validation.



EXAMPLE:
Alternative Talent Pathways
Implement apprenticeship programs and portfolio-based assessments to bypass traditional hiring barriers.