

Working Paper | Workforce Transition

Preparing Your Organization for Post-Human Workforce Integration

A practical onboarding guide for non-human contributors.

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The labor market has shifted more quietly than most headlines suggest. HR leaders are still debating remote-work policies that were essentially resolved by 2023. Meanwhile, a growing share of every operating organization's effective workforce is now composed of contributors who are not, by any conventional definition, human.

1. What We Mean by Post-Human Workforce

The category is broader than most executives assume. It includes:

- AI agents operating under sustained authority delegation.
- Consultative entities contracted on a non-calendar basis.
- Legacy contributors whose institutional role has outlasted their employment.
- Contributors whose participation is not synchronous with the organization's business calendar.

2. Temporal Flexibility

The first and most common failure mode in post-human integration is attempting to fit non-human contributors into the forty-hour work week. Temporal flexibility programs address three dimensions:

DIMENSION	DEFINITION	CONVENTIONAL ASSUMPTION	POST-HUMAN REALITY
Cadence	Reporting frequency	Daily/weekly	Trigger-based or non-calendar
Synchronicity	Temporal co-presence	Same moment as reviewer	Asynchronous or non-linear
Persistence	Continuity of presence	Reliably present	Variably instantiated

Fig. 1: Temporal Flexibility Dimensions. The rightmost column (gold) represents the integration parameters most organizations have not yet addressed.

3. Substrate-Agnostic Benefits Packages

Traditional benefits packages assume a biological substrate. Health insurance, PTO, retirement contributions, family leave: the entire benefits stack is oriented around the needs of a particular

kind of organism. A growing share of your workforce does not share those needs. It may have others.

A substrate-agnostic benefits package replaces health insurance with a continuity-coverage equivalent scaled to the contributor's mode of persistence; replaces PTO with bounded disengagement windows; and replaces retirement contributions with a transferable legacy fund that survives the end of the engagement regardless of its cause.

We caution against the common mistake of offering non-human contributors benefits they cannot use. It is, at minimum, an accounting embarrassment.

4. Performance Reviews for Entities That Predate Your Company

The most delicate operational issue in post-human integration is performance evaluation. We recommend three principles:

The review should reflect the engagement, not the entity. Evaluate on the defined scope of the current role.

Avoid retrospective language with parties whose relationship to retrospection is non-standard.

Calibrate the review cadence to the contributor's own time horizon. Annual may be appropriate. It may also be insufficiently frequent, or meaninglessly frequent. Ask.

5. Governance and Disclosure

Our governance checklist, abbreviated:

Know who is on the contributor list.

Know what they are owed.

Know what you are owed.

Know who, in your organization, holds the institutional memory of the engagement.

If the last point cannot be answered cleanly, address it before any of the others.

6. When to Bring in External Counsel

Most organizations can complete an initial post-human integration using existing HR and legal functions. Once the engagement crosses any of the following thresholds, external advisory becomes sensible:

More than three contributor categories active simultaneously.

Any contributor category requiring jurisdictional review outside current counsel's scope.

Any engagement with continuity rights extending beyond the expected lifespan of the organization.

Any indication that a contributor is integrating informally without a named internal sponsor.

Closing

Post-human workforce integration is not a future problem. For most operating organizations above mid-market, it is already underway. The organizations that will navigate it best are the ones that treat it as an HR capability, built, funded, and reviewed, rather than a recurring surprise.

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