WFDI SHOW & TELL - #2

The hidden capacity inside companies you know.

Did Aon acquire 10,500 employees, or nearly 7,300 FTEs of recoverable capacity?

A 10% enterprise work-recovery scenario, not a headcount forecast.

Swipe →

BEFORE YOU SCROLL

“Those numbers seem huge. Are they real?”

Fair question. Here's how to read what you're about to see — so the numbers land as signal, not hype.

Modeled, not audited

Independent estimates from publicly available data using WFDI. Not the companies' internal figures.

Work, not people

These numbers measure recoverable work capacity — not layoffs. Capacity you can redeploy before you hire or buy.

Enterprise-wide & annual

Full-organization scope, per year. That's why they're large — they span thousands of employees.

Big because the waste is big

20–40% of enterprise work is manufactured by how processes interact. Across a whole company, it compounds fast.

Ranges, not promises

Every figure is a conservative-to-aggressive absorption scenario — a decision range, not a guarantee.

POINT 1 · THE TRANSACTION

Aon paid $17B for growth. But what work did it inherit?

The public thesis is growth. WFDI asks what work came with it.

$17B

Announced acquisition value

10,500

USI employees entering the transaction

$395M

Projected annual run-rate adjusted EBITDA impact

> The transaction acquired revenue, relationships and distribution. It also inherited an operating system of work that may contain substantial recoverable capacity.

POINT 2 · PARALLEL HIRING DEMAND

Aon and USI are still hiring for 1,809 roles. WFDI asks how many should be absorbed first.

The combined hiring signal exposes work that should be tested before either company adds capacity.

1,809

Combined open positions

~632

USI openings directionally mapped to work already inside Aon

~543

Midpoint Work Absorption opportunity within current hiring demand

Before adding permanent labor, test every overlapping role for consolidation, automation and absorption across the combined enterprise.

POINT 3 · EXCEL DEBT

USI's hiring signal carries a major warning: 9 in 10 openings mention Excel.

Excel is not the problem. The manual gathering, validation, reconciliation and reporting around it is the signal.

679 / 755

USI openings mentioning Excel

368 / 1,054

Aon openings mentioning Excel

~90% vs ~35%

Keyword signal across each hiring population

The acquisition may import spreadsheet-mediated workforce demand at more than 2.5 times Aon's hiring signal.

POINT 4 · THE MISSING BRIDGE

Aon may already have the blueprint for absorbing USI’s spreadsheet work.

Twenty Aon roles describe Copilot-supported duties across the same work families appearing in USI’s Excel-heavy hiring demand.

20

Aon roles with identifiable Copilot-related duties

6+

Shared work families across claims, broking, benefits, finance, retirement and administration

DIRECT OVERLAP

Between Aon’s Copilot-supported duties and USI’s spreadsheet-mediated work

> These roles reveal a work-redesign pattern Aon could apply across the combined enterprise, not proof of current adoption or measured productivity.

POINT 5 · ENTERPRISE ECONOMICS

At 10% Work Absorption, Aon could recover capacity equal to 69% of the workforce it acquired.

The economic opportunity is not workforce reduction. It is capacity for growth, integration and hiring avoidance.

~72,680

Estimated combined workforce

~7,268

Capacity at 10% Work Absorption

~69%

Recovered capacity relative to USI's 10,500 employees

Aon may have acquired 10,500 employees while inheriting an enterprise capable of absorbing work equivalent to nearly 7,300 FTEs

THE WFDI CONCLUSION

~7,268 FTEs of enterprise work capacity

could be recovered at just a 10% Work Absorption scenario.

- **Equivalent to approximately 69% of USI's acquired workforce.**
- **Capacity for growth, integration and hiring avoidance, not presumed workforce reduction.**
- **Absorb the work before adding more labor or software.**

YOUR TURN

What work would your acquisition inherit?

WFDI measures how much workforce demand is manufactured by the interaction of processes, then shows how much work can be absorbed before adding labor or software.

Find your Work Absorption number→

BASIS & METHOD

Modeled entirely from public information.

Every figure in this series is an independent estimate built from publicly available sources and not confidential or client-provided data.

Company career pages

Open roles, titles, and role families as published by each company.

Published job postings & comp bands

Public compensation ranges used to value recoverable capacity.

SEC filings (10-K) & annual reports

Reported revenue and headcount for enterprise-scale modeling.

The WFDI work-absorption model

Maps how processes manufacture workforce demand, then models what's recoverable.

Independent estimates modeled from publicly available data using the Work-First Decision Intelligence (WFDI) framework. Figures represent enterprise-wide recoverable capacity, not validated savings, and are not based on confidential information from, or affiliation with, the companies named.