

THE CRANE CONSULTANCY

BUSINESS INTELLIGENCE, PACED BY PROFIT

CRANE INDEX™ RESEARCH

Professional Services: The AI Visibility Report

Three machine reads of the 172 organisations in the Professional Services cohort, measured 2026-09-01.
Can AI find you, can an agent act on you, does AI know who you are.

145	53	8	27
SITES READABLE	MEDIAN CRANE INDEX™	SITES AT 70+	UNMEASURED

Only 8 of 145 sites clear 70. The rest is unclaimed.

Of the 172 sites approached, 27 could not be measured at all: 20 refused our reader outright, 5 gave it no response, and 2 serve pages that are empty until scripts run. Of the 145 sites our reader could read, 8 reached 70 or better on the composite Crane Index™; the rest fell short. The three reads tell one story: access is broadly survivable (Agent median 68), meaning is patchy (AI Search median 60), and identity is the collapse (Representation median 25, with 135 of 145 sites below 55).

The strongest single separator between the top of this cohort and the bottom is not budget, brand or size. It is whether the site declares, in its own structured data, which organisation it is. 10 of the 10 highest-ranked sites here do; 0 of the 10 lowest-ranked do. That is a markup and governance exercise rather than a rebuild, which is why the league table overleaf should be read as unclaimed territory.

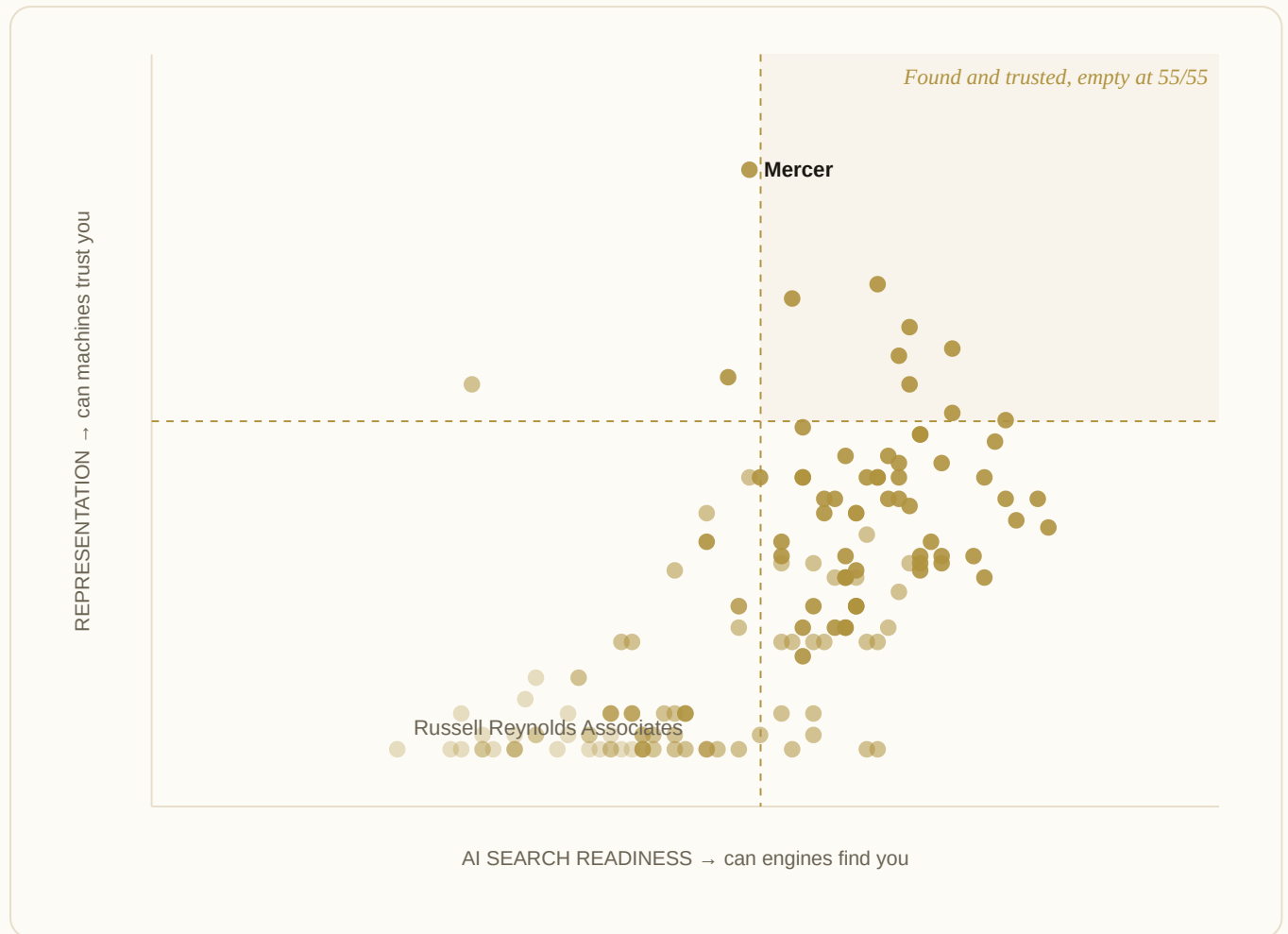
The three reads

AI Search Readiness. Median 60, range 23 to 84. Whether the engines that read live sites (AI Overviews, Perplexity, ChatGPT with search) can resolve the company and extract what it sells, to whom.

Agent Readiness. Median 68, range 30 to 92. Whether an automated agent is admitted at the edge and finds anything machine-operable when it arrives.

Brand Representation. Median 25, range 8 to 89. Whether a machine can confirm from the site itself which real-world organisation it is.

The picture in one chart



The story in one line: this cohort is led by Mercer on 76, while Russell Reynolds Associates sits on 22. Rank in this table is decided by structure, not size or spend, and the top-right quadrant, found *and* trusted, is empty. Whoever claims it first owns it.

What the identity gap actually is

Representation is not one judgement. It is four measured sub-scores, weighted and combined, and naming them turns a low number into a work list. The weights are the scanner’s own; the medians are this cohort’s.

SUB-SCORE	WEIGHT	MEDIAN	SCORING ZERO	WHAT EARNS THE POINTS
Identity	30%	50	59 of 145	An Organisation, Brand or Person declared in the site’s own structured data, with a description and a depth field (knowsAbout, areaServed, founder, foundingDate); then that same name echoed in the page title or og:site_name, with a legal identifier (company number, VAT, LEI).
Disambiguation	30%	0	93 of 145	sameAs links to authoritative homes that resolve <i>and</i> name the organisation back (two score in full, one scores half, a link we cannot check counts half of one we can); and cover across kinds, a confirmed registry such as Companies House, Wikidata or OpenCorporates alongside a distinct profile.
Authority	25%	10	50 of 145	A named person behind the content, marked up with credential depth (job title, employer, expertise or profiles), plus specific figures and outbound sources a model can quote and check.
Rights	15%	50	0 of 145	Terms declared in the markup: a schema license or copyrightHolder, a TDM reservation, or a noai directive. This check can be met in part or in full but cannot be failed, so 50 is its floor, not a result.

Rights cannot be failed, only met in part or in full, so a median of 50 on that row is the floor of the scale rather than a result. Read the identity and disambiguation rows first.

What a zero means for a business

Zero on identity (59 of 145 sites here). There is no Organisation, Brand or Person declared in the site’s structured data at all, so there is no name for a machine to check against the page it is reading. The site tells a human visitor who it is and tells a machine nothing. Everything downstream rests on this: a model cannot confirm an identity that was never declared.

Zero on disambiguation (93 of 145 sites here). Nothing on the site links the organisation to an authoritative home that both resolves and names it back. Either no such links are declared, or the ones declared did not resolve or did not mention the organisation. A machine can read a name and still cannot tell which organisation of that name it has found, which matters most in a sector where several share one.

The same four reads, two sites

	IDENTITY	DISAMBIGUATION	AUTHORITY	RIGHTS	REPRESENTATION
Mercer mercero.com/en-us · ranked 1	79	100	80	100	89
Robert Half roberthalf.com/us/en · ranked 43	50	0	10	50	25

Why the pair. Mercer leads this cohort. Robert Half is the ordinary case, the site whose representation score sits closest to the cohort median of 25. It is ranked 43 of 145 overall, in the stronger half of the table. The gap between the two rows is not effort or budget: it is markup that one site publishes and the other does not. These are scores for what each site declares about itself to a machine, and say nothing about either organisation.

Every site our reader could read

Rank is by the composite Crane Index™. A low score says the site is hard for a machine to read, not that the business is anything other than excellent at what it does. Sites that refused or could not serve an automated reader are excluded as unmeasured, never scored zero.

#	COMPANY	CRANE INDEX™	AI SEARCH	AGENT	REPRESENTATION
1	Mercer mercerc.com/en-us	76	56	82	89
2	Cherry Bekaert cbh.com	75	80	92	54
3	Systra systra.com	73	75	90	55
4	Kelly Services kellyservices.com	71	80	91	43
5	Moore Global moore-global.com	71	83	87	43
6	BTS Group bts.com	70	81	90	40
7	Forrester forrester.com/bold	70	78	87	46
8	Saffery saffery.com	70	84	86	39
9	Boston Consulting Group bcg.com	69	71	76	59
10	Gensler gensler.com	69	70	92	46
11	Booz Allen Hamilton boozallen.com	68	75	65	64
12	Milliman us.milliman.com/en	68	68	62	73
13	Broadstone broadstone.co.uk	67	71	89	42
14	IDC idc.com	67	77	89	35
15	Tetra Tech tetratech.com	67	78	90	32
16	Withum withum.com	67	70	87	43
17	Kroll kroll.com/en	66	61	83	53
18	Roland Berger rolandberger.com/en	66	71	60	67
19	Xeinadin xeinadin.com	66	74	77	48

#	COMPANY	CRANE INDEX™	AI SEARCH	AGENT	REPRESENTATION
20	ZS Associates zs.com	66	60	66	71
21	Egon Zehnder egonzehnder.com	65	70	62	63
22	EisnerAmper eisneramper.com	65	72	72	52
23	HOK hok.com	65	65	82	49
24	Skidmore, Owings & Merrill som.com	65	69	82	43
25	Elixirr elixirr.com/en-gb	64	74	83	35
26	OC&C Strategy Consultants occstrategy.com/en	64	72	85	34
27	Thoughtworks thoughtworks.com	64	66	85	41
28	Barnett Waddingham barnett-waddingham.co.uk	63	70	72	48
29	Expleo expleo.com/global/en	63	65	88	35
30	Spencer Stuart spencerstuart.com	63	57	87	46
31	Burns & McDonnell burnsmcd.com	62	72	63	52
32	Oliver Wyman oliverwyman.com/index.html	62	54	72	60
33	PA Consulting paconsulting.com	62	79	56	51
34	Perkins&Will perkinswill.com	62	66	87	33
35	Ramboll ramboll.com	62	72	81	33
36	SHL shl.com	61	72	77	35
37	Slalom slalom.com/us/en	61	68	69	46
38	Baker Tilly bakertilly.global	60	69	62	49
39	FTI Consulting fticonsulting.com	60	64	72	43
40	Korn Ferry kornferry.com	60	68	66	46
41	Oxera oxera.com	60	66	87	28

#	COMPANY	CRANE INDEX™	AI SEARCH	AGENT	REPRESENTATION
42	Parsons parsons.com	60	65	82	32
43	Robert Half roberthalf.com/us/en	60	64	90	25
44	RSM rsm.global	60	65	82	32
45	DEKRA dekra.com/en/home	59	59	82	37
46	Isio isio.com	59	62	87	28
47	KPMG kpmg.com/xx/en.html	59	66	82	28
48	Nous Group nousgroup.com	59	74	69	34
49	Randstad randstad.com	59	59	82	35
50	Reed reed.co.uk	59	52	87	37
51	AECOM aecom.com	58	61	87	25
52	CBIZ cbiz.com	58	65	85	25
53	haysmacintyre haysmac.com	58	65	85	25
54	Bain & Company bain.com	57	67	59	46
55	Fugro fugro.com	57	73	62	37
56	Jacobs jacobs.com	57	63	68	41
57	Lloyd's Register lr.org	57	61	63	46
58	AlixPartners alixpartners.com	56	63	63	43
59	Protiviti protiviti.com/us-en	56	61	62	46
60	EY ey.com/en_us	55	61	82	21
61	Analysis Group analysisgroup.com	54	56	59	46
62	Baringa Partners baringa.com/en	54	68	72	23
63	BearingPoint bearingpoint.com/en	54	71	56	34

#	COMPANY	CRANE INDEX™	AI SEARCH	AGENT	REPRESENTATION
64	Bechtel bechtel.com	54	62	87	13
65	Buro Happold burohappold.com	54	64	66	32
66	Lane Clark & Peacock lcp.com/en	54	69	69	25
67	ManpowerGroup manpowergroup.com	54	30	74	59
68	Populous populous.com	54	67	87	8
69	Teneo teneo.com	54	67	57	38
70	Boyden boyden.com	53	65	62	32
71	Brunswick Group brunswickgroup.com	53	52	65	41
72	Charles River Associates crai.com	53	62	62	34
73	Cooper Parry cooperparry.com	53	68	83	8
74	Azets azets.com/en-uk	51	67	63	23
75	L.E.K. Consulting lek.com	51	59	60	34
76	Mott MacDonald mottmac.com	51	66	46	41
77	Begbies Traynor begbies-traynorgroup.com	50	59	69	23
78	First Actuarial firstactuarial.co.uk	50	66	55	28
79	Kohn Pedersen Fox kpf.com	50	70	50	30
80	North Highland northhighland.com	50	55	68	28
81	CDM Smith cdmsmith.com	49	63	62	23
82	Hawkins Brown hawkinsbrown.com	49	62	63	23
83	Interpath Advisory interpath.com	49	53	87	8
84	BDP bdp.com/us	48	50	85	8
85	Bjarke Ingels Group big.dk	48	49	63	33

#	COMPANY	CRANE INDEX™	AI SEARCH	AGENT	REPRESENTATION
86	Grant Thornton grantthornton.global/en	48	59	71	13
87	Plante Moran plantemoran.com	48	60	62	23
88	Turner & Townsend turnerandtowntsend.com	48	46	87	10
89	Wilkinson Eyre wilkinsoneyre.com	48	55	63	25
90	Huron Consulting Group huronconsultinggroup.com/en	45	62	62	10
91	Odgers Berndtson odgers.com/en-us	45	60	68	8
92	Bridgespan Group bridgespan.org	44	57	65	10
93	Heatherwick Studio heatherwick.com	44	55	70	8
94	Robert Walters robertwalters.com	44	55	50	28
95	Worley worley.com	44	50	68	13
96	XPS Group xpsgroup.com	44	50	68	13
97	Arup arup.com/en-us	43	66	30	32
98	Development Dimensions International ddi.com	43	50	66	13
99	HDR hdrinc.com	43	48	68	13
100	Michael Page michaelpage.com	43	52	68	8
101	Verisk verisk.com	43	49	68	13
102	Genpact genpact.com	42	45	68	13
103	Hymans Robertson hymans.co.uk	42	47	68	10
104	Nash Squared nashsquared.com	42	44	58	23
105	CohnReznick cohnreznick.com	41	52	62	8
106	KBR kbr.com/en	41	46	68	8
107	Snohetta snohetta.com	41	46	68	8

#	COMPANY	CRANE INDEX™	AI SEARCH	AGENT	REPRESENTATION
108	Stantec stantec.com/en	41	45	55	23
109	Adecco Group adeccogroup.com	40	40	62	18
110	Allegis Group allegisgroup.com	40	49	62	10
111	Egis egis-group.com	40	49	62	8
112	Fluor fluor.com	40	45	62	13
113	Forvis Mazars forvismazars.com/group/en	40	43	63	13
114	Great Place to Work greatplacetowork.com	40	43	63	13
115	Simon-Kucher simon-kucher.com/en	40	43	68	8
116	Berkeley Research Group thinkbrg.com	39	47	62	8
117	Black & Veatch bv.com/en-US	39	46	62	10
118	Buzzacott buzzacott.co.uk	39	36	62	18
119	Intertek intertek.com	39	45	63	8
120	CliftonLarsonAllen claconnect.com/en	38	44	63	8
121	Deloitte deloitte.com/us/en.html	38	41	62	10
122	GHD ghd.com	38	38	68	8
123	Kearney kearney.com	38	36	68	10
124	Ricardo ricardo.com	38	42	63	8
125	Royal HaskoningDHV haskoning.com	38	41	62	10
126	Bureau Veritas group.bureauveritas.com	37	34	68	10
127	LHH lhh.com/en-us	37	35	61	15
128	Quantuma quantuma.com	37	46	57	8
129	TUV Rheinland tuv.com/usa/en	37	39	62	10

#	COMPANY	CRANE INDEX™	AI SEARCH	AGENT	REPRESENTATION
130	Gallup gallup.com/home.aspx	36	39	56	13
131	Guidehouse guidehouse.com	36	36	63	10
132	DNV dnv.com	35	47	50	8
133	Heidrick & Struggles heidrick.com/en	35	29	62	13
134	Sweco sweco.com	35	34	63	8
135	UHY uhy.com	35	41	56	8
136	Arcadis arcadis.com/en	34	34	59	8
137	Capco capco.com	34	31	62	8
138	NERA Economic Consulting nera.com	34	34	61	8
139	BDO bdo.global/en-gb/home	33	31	58	10
140	PKF International pkf.com	33	31	60	8
141	Allford Hall Monaghan Morris ahmm.co.uk	32	32	56	8
142	Hays hays.com	28	43	30	10
143	Foster + Partners fosterandpartners.com	24	29	34	8
144	Aurecon aurecongroup.com	23	28	34	8
145	Russell Reynolds Associates russellreynolds.com/error.html	22	23	34	8

The 27 sites our reader could not measure

Unmeasured, not failed. Our reader is one unfamiliar automated visitor, and how a site treated it is all that was measured. No score is asserted for any site on this page.

What was measured, posture by posture. Of the 27 sites here, 20 refused our reader, 5 gave no response and 2 served a page that is empty until scripts run.

Refused the reader (20). The edge answered our request with a refusal. That is a measurement of how one unfamiliar visitor was treated and nothing further: a site that admits crawlers by name may well serve GPTBot or Googlebot while refusing us, so a refusal here is not evidence that the site is invisible to any named engine, and it is not reported as one. What it does establish is that a rule at the edge is deciding which machines are served, which is worth knowing deliberately.

No response (5). Nothing came back inside our timeout. That could be an outage on the day, a network rule or a slow origin, and the scan cannot tell which, so nothing is concluded about the site from it.

Script-only page (2). The page returns almost nothing until a browser executes its scripts. This one does generalise: a page that is empty without JavaScript is empty for every fetcher that does not run it, ours included, and many AI fetchers and shopping agents do not run it. Here the commercial reading is direct, because the page has nothing to serve any of them.

PwC · refused the reader
Crowe · refused the reader
Kreston Global · refused the reader
MHA · refused the reader
Menzies · refused the reader
Arthur D. Little · refused the reader
Gartner · refused the reader
FRP Advisory · refused the reader
WSP · refused the reader

AtkinsRealis · refused the reader
Wood · refused the reader
Gleeds · refused the reader
Mace · refused the reader
Zaha Hadid Architects · refused the reader
Grimshaw · refused the reader
WTW · refused the reader
SGS · refused the reader
TUV SUD · refused the reader

SThree · refused the reader
AMS · refused the reader
McKinsey & Company · no response
Frontier Economics · no response
Alvarez & Marsal · no response
Control Risks · no response
Kincentric · no response
Moss Adams · script-only page
Publicis Sapient · script-only page

Method

Each organisation's primary public site was loaded and scored by the three deterministic Crane Index™ scanners on 2026-09-01. The constituent list is pinned beside the archived results, exclusions are rule-based and inspectable, and the full per-check result set is retained so the cohort can be re-scanned and the movement published. Every score can be re-measured in about a minute at thecraneconsultancy.com/ai-readiness/.

How this cohort was drawn

The list of 172 organisations is assembled from public sources, sanity-checked by a person, and pinned beside the archived results so the composition can be audited rather than taken on trust. Anyone can ask for a domain to be added; it joins only after a human review, against one bar, a real trading organisation of substance in this industry, and requested-in constituents are recorded as such. Two site types are excluded uniformly, by type and before any score is seen, because the measure is not a fair test of them: search-engine homepages and chat-box homepages. Nothing is ever removed for scoring badly. So this is a defined and inspectable list of 172 organisations. It is not a ranking of national importance, and it is not a census of the industry.

Honest limits

145 scored sites is a sample, not a census, and a single scan is a snapshot of engines and estates that shift month to month. Our reader is one unfamiliar bot, so a site that refused it is reported as unmeasured, never scored zero and never described as unreadable to AI, because what a named engine is served was not measured here. The medians on these pages therefore describe the 145 sites our reader could read; how the 27 it could not would have scored is unknown, and this report does not assume they would have scored worse.

The three moves to make first

1. Ship valid Organization and Product structured data (JSON-LD) on every commercial template, matched to the visible copy, one legal name rendered identically everywhere, with sameAs disambiguation. 2. Make your bot posture a decision rather than an inherited default: know which automated readers your edge admits and which it turns away, name the engines that matter to your market, and record the choice where the next person will find it. 3. Put a legibility gate in the deploy pipeline and give one senior owner the score, because estates drift the moment legibility has no owner.