



DATA VALUE CREATION: North American organizations lead early adoption in turning data into performance

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Equans, a leader in mechanical and electrical construction, industrial and energy infrastructure, and building services, today unveils, in partnership with French journal *L'Usine Nouvelle* and *L'Usine Digitale* (Infopro Digital), a new international study on how organizations generate value from data.

Drawing on interviews with 980 decision-makers across six countries (the United States, Canada, the United Kingdom, France, Belgium, and the Netherlands) the study highlights more advanced operational deployment among North American companies, particularly in the integration of AI into day-to-day operations.

Key figures – North America vs. Europe

- **North America leads in operational data maturity:**
61% of U.S. organizations and 67% of Canadian organizations say their data approach is already operational, compared with 46% in France.
- **Data exploitation is significantly higher in the U.S. and Canada:**
More than half of collected data is exploited by 52% of U.S. companies and 55% of Canadian companies, versus only 41% in France and 39% in the Netherlands.
- **Unified platforms are a key accelerator:**
59% of U.S. organizations already work from a single data platform, compared with 38% in France and 29% in the Netherlands.
- **Internal data sharing is stronger in North America:**
71% of U.S. organizations pool data collection across departments, compared with 50% in France and 44% in the Netherlands.
- **AI usage magnifies the performance gap:**
AI is already used for data exploitation by 54% of U.S. organizations, versus 36% in France and only 19% in the Netherlands.

North America: faster transition from governance to execution

Across North America, companies have moved beyond seeing data as a compliance topic. Instead, data is treated as a direct performance lever, embedded in operations, decision-making, and investment strategies. Both the U.S. and Canada report higher levels of:

- **Operationalization / industrialization of data** through unification efforts: **85% in the U.S. and 76% in Canada** have already unified data or are in the process (**vs. 71% France, 73% Belgium, 60% Netherlands**).
- **Cross-departmental data circulation**: data is shared across departments for **71% in the U.S. and 59% in Canada** (**vs. 50% Belgium, 50% France, 44% Netherlands**).
- **Measurable ROI**: **45% in the U.S. and 37% in Canada** say they have measured ROI quantitatively (**vs. 25% France, 25% Belgium, 11% Netherlands**).
- **Readiness for AI at scale**: **82% of U.S. respondents and 72% of Canadian respondents** already use AI to exploit their data (**vs. 64% France, 58% Belgium, 45% Netherlands**).
- And **87% in the U.S. and 82% in Canada** believe the arrival of ChatGPT has accelerated their organization's AI transformation (**vs. 73% France, 62% Netherlands**).

In many European organizations, efforts are still concentrated on upstream steps, such as collection, inventorying, and reporting, reflecting different regulatory and organizational priorities.

Data Security is solid, but value extraction remains the global challenge

Across all six countries, **91%** of organizations have clear governance rules for security, ownership, and access. Yet only **45%** exploit more than half the data they collect. This “glass ceiling” is most visible in Europe, where data strategies have historically prioritised governance and risk management.

Structural factors behind North America's lead

Across all regions, the ability to scale data value relies on a small number of structural enablers. The study shows that different levers are currently more widely deployed in North America, such as :

1. Platform Unification

A single platform dramatically accelerates scaling and AI-readiness.

2. Organizational Integration

North American teams break silos more effectively, enabling data to circulate internally and support cross-functional use cases.

3. ROI Culture

U.S. organizations measure the performance impact of data initiatives almost twice as often as European organizations.

AI is the accelerator but only where data foundations are strong

AI adoption is strongest in the United States (**54%**), where unified platforms and consistent governance accelerate real production use. In Europe, AI interest is high, but foundational fragmentation slows deployment. AI, the study concludes, does not close maturity gaps: it widens them.

Jérôme Stubler, President of Equans:

“This study confirms a major shift: data is no longer only about governance. It is about unlocking performance. Cleaning it, structuring it, pooling it, and steering it through shared indicators is what enables real value. Today, North America leads because it scales faster. For Equans, our mission is to help clients turn their data into concrete operational gains across factories, infrastructure, and industrial processes, by integrating IT and OT and enabling AI to become a true accelerator of competitiveness.”

Europe in Comparison

- United Kingdom: More advanced than continental Europe, with **61%** operational maturity and **54%** exploiting more than half their data.
- France: High intent but slower execution. Only **41%** exploit more than half their data, constrained by limited platform unification.
- Belgium: Clear momentum, but adoption remains uneven across functions, with **54%** reporting operational maturity and **47%** exploiting more than half their data.
- Netherlands: A strong focus on security frameworks may be slowing industrialisation, with only **29%** on a unified platform and **19%** using AI.

Methodology: online study carried out by Infopro Digital’s research institute for L’Usine Nouvelle / L’Usine Digitale and Equans, from 24 November to 5 December 2025, among 980 respondents in six countries, including 480 in France and 100 in each of the five other countries (Belgium, the Netherlands, the United Kingdom, the United States, Canada).

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About Equans Group

A subsidiary of the Bouygues group, Equans is a global leader in the energy and services sector, operating in 20 countries, with 90,000 employees across five continents, and €19.2bn in revenue in 2024. Equans designs, installs and delivers tailored solutions to enhance its clients’ equipment, systems and technical processes and optimise their use as part of their energy, industrial and digital transitions. With a strong local footprint built on its historic brands and leading technical expertise, Equans’ highly qualified experts support regions, cities, industries and buildings across HVAC (heating, ventilation and air conditioning), refrigeration and fire safety, facilities management, digital and ICT, electrical, mechanical and robotics services. Equans is the market leader across key European markets (France, Switzerland, Belgium, the Netherlands and the UK) and also has a strong presence in the United States and Latin America.
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