5.62%  
ITER Organization staff turnover

41.5 years  
Female staff – average age

44.1 years  
Male staff – average age

43.6 years  
Average age of all staff

130  
Recruits in 2017

13  
Total number of ITER Project Associates

32  
Total number of Interns
This report provides a glimpse of the human dimension of the ITER Organization and its complexity. Clear and simple graphics present information on staff growth, demographics, recruitment, mobility, training, performance, rewards, absences and remuneration.

### Contents

**Global staff metrics**
- Staff Growth
- Distribution of Staff by Member
- Distribution of Staff by Department and Category
- Distribution of Staff by Grade and Gender
- Distribution of Staff by Age and Gender
- Gender Distribution by Department
- Education per Category
- Other Staff Data

**Staff movements**
- Recruitment by Department and Category
- Recruitment by Category and Gender
- Recruitment by Member
- Recruitment by Member (Distribution)
- Staff Mobility
- Turnover

**Non-ITER Organization staff**
- ITER Project Associates
- Interim Staff
- Experts
- Visiting Researchers
- Interns

**Training**
- Training Budget
- Key Figures

**Performance, rewards & recognition**
- Performance Distribution
- Rewards and Recognition

**Staff absences**
- Sickness Leave
- Special Leave

**Remuneration and benefits**
- Detail of Labour Costs
- Travel Costs for Installation/Departure
- Removal Costs

---

*Every summer, the ITER Organization partners with the Festival d’Aix-en-Provence to bring the joy of music to the ITER amphitheatre.*
The Tokamak Complex and central bioshield are rising quickly. In March 2020 the Tokamak Building will be covered over and the installation of major machine components can begin.

Photo: ITER Organization/EJF Riche
Foreword from the Head of Human Resources

Since 2016, the Human Resources Department has been leading the implementation of human resources reform based on a detailed and comprehensive action plan. The guiding principle is continuous improvement and modernization in the support of the ITER Organization’s most important asset: its staff.

As we work to fulfill the evolving business needs of this large, international and highly technical project it is important to us to demonstrate consistency with ITER’s core values – diversity and inclusiveness, professional excellence, loyalty, trust, team spirit and integrity. Whether by optimizing employment conditions, encouraging dialogue, or working toward the equitable representation of all ITER Members, the Human Resources team is seeking to create a rewarding environment for all staff members.

Interest in working at the ITER Organization remains high and hiring continues at a steady pace in accordance with the ITER Council-approved staffing plan. In 2017 Human Resources increased the number of staff to 825 – an increase of 11.5 percent – by recruiting qualified and skilled people from each of the seven ITER Members. The figures behind this information are impressive: the team evaluated 3,661 applications for 130 appointments.

The year was challenging and productive in other ways, also. The first 13 ITER Project Associates – a non-staff category created to leverage qualified resources from the Domestic Agencies – began their assignments on site and 27 others were selected and confirmed; a new competency model and framework were instituted to assist the Organization in determining how human resources can best be optimized going forward; and organizational changes were introduced to support the Organization in its oversight role of assembly and installation activities on the worksite. Finally, the Department has strengthened its staff induction program to assist in the rapid acclimation of new recruits and their families.

I would like to express my sincere appreciation to all those who took part in the countless activities related to human resources required to support the ITER Organization and the ITER Project, as well as those who contributed to the development of this 2017 Social Report. These accomplishments have been achieved thanks to the professionalism and hard work of the entire Human Resources team and our colleagues at the ITER Organization and the Domestic Agencies.

The 2017 Social Report offers a glimpse of the human dimension of the ITER Organization through statistics presented on staff growth, demographics, recruitment, mobility, training, performance, rewards, absences, remuneration, and removal. If you take the time to peruse the document, you will discover the tremendous diversity of the Organization – not only in job profile, but also in the personal situations of the staff members and their families coming from over 30 countries.

Eric Welch
St. Paul-lez-Durance
July 2018
ITER ORGANIZATION

2017 HUMAN RESOURCES
STATISTICS

Staff photo taken on the occasion of the ITER Organization's tenth anniversary (October 2017).
Photo: ITER Organization/Gérard Lesénéchal
Global Staff Metrics

On 31 December 2017

Staff Growth

Total Staff 2017 825
(including 23 TCWS, 2 VAS, 1 SCSN, 4 Post-Doc and 12 Secondee)*

- G category 34.1%
- P and higher categories 65.9%

Number of staff increased by 11.5% in 2017

*See the Appendix (p. 20) for all definitions

Distribution of Staff by Member

Distribution of Staff by Department and Category

Evolution by category

 ITER ORGANIZATION 2017 SOCIAL REPORT

6
Global Staff Metrics

On 31 December 2017

Distribution of Staff by Grade and Gender

End 2017
- Women: 163 (19.76%)
- Men: 662 (80.24%)

Evolution by Gender
- Women represent: 33.10% of total G category
- Men represent: 66.90% of total G category
- Women represent: 12.14% of total P category
- Men represent: 87.86% of total P category

Distribution of Staff by Age and Gender

End 2017
- Average age: 43.6 years
  - Women: 41.5 years
  - Men: 44.1 years

End 2016
- Average age: 43.4 years
  - Women: 41.2 years
  - Men: 43.9 years

Gender Distribution by Department

Of 84 managers, 9 are women (11%)
The proportion of women is higher in Support Departments HRD, CAB and FPD.

Gender in Managerial Positions

- 11% Men
- 89% Women
Work is underway in the cooling tower zone in the northern corner of the worksite, where heat rejection infrastructure will be installed to dissipate the heat generated by the ITER machine. ©Lès Nouveaux Médias/SNC Engage
Global Staff Metrics

In 2017

Education per Category

167 staff members with a PhD 20.2%
427 staff members with a Master’s or engineering degree 51.8%

Other Staff Data

Local Residence
Aix-en-Provence and Manosque 48%

Marital Status
Married or legal partnership 66%

Number of Children
Staff members with at least one dependent child 70%
Staff Movements

Recruitment by Department and Category

Total appointments: 130
(including 14 IO staff members)
- G category: 31 (24%)
- P and higher categories: 99 (76%)

Recruitment by Category and Gender

Total appointments: 130
- Women: 28 (22%)
- Men: 102 (78%)

Gender distribution in recruitment
- 91% 86% 78%
- 9% 14% 22%

Recruitment by Member

Nominated applications vs recruitments by Member in 2017
- Recruitment of newcomers: 116
- Total number of applications: 3,661
Staff Movements

in 2017

Recruitment by Member (Distribution)

Distribution by Member
Recruitment of newcomers in 2017  116

Staff Mobility

Appointments  14
Transfers  204

Turnover

Departures by Member

Number of departures per category

Departures in 2017  44
Global turnover  5.62%
Non-ITER Organization Staff

On 31 December 2017

ITER Project Associates (IPA)

IPA by Member

IPA by Department

Number of IPA 13

Interim Staff

Interim by Nationality

Interim by Department

Interim contracts 2017
Managed 101
Implemented 59

Interim contracts 2016
Managed 79
Implemented 54

Interim statistics
Interims hired as IO Staff 2
Non-EU nationals 5
Non-French nationals 24

Experts

Experts by Department

Expert contract costs by Department (in EUR)

Contract costs 2017
Expert contract costs EUR 146,184
Number of expert contracts 27

Contract costs 2016
Expert contract costs EUR 158,510
Number of expert contracts 32

Note: Contracts ongoing in 2017 may not necessarily be billed during the same year, thus explaining the apparent discrepancy between the number of experts and the costs per department.
Non-ITER Organization Staff

On 31 December 2017

Visiting Researchers

Visiting Researchers by Member

- Korea (KO 1)
- China (CN 6)

Visiting Researchers by Department

- PED: 1
- CID: 1
- TED: 5

Number of Visiting Researchers: 7

Almost 86% of visiting researchers come from China.

In 2016 there were 23 visiting researchers.

Interns

Interns by Member

- US 10%
- IN 10%
- RF 3%
- EU 74%
- KO 3%

Total number of Interns

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>32</td>
</tr>
<tr>
<td>2016</td>
<td>35</td>
</tr>
</tbody>
</table>

Interns by Category*

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cat A</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Cat B</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Cat C</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Cat S</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

Interns by Department

<table>
<thead>
<tr>
<th>Department</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIO</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>SC00D</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>TED</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>PED</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>CST</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>CAB</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>PCO</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>FPD</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

* See the Appendix (p.20) for Internship Policy & Categories
ITER’s large switchyard at the west end of the platform connects ITER to the French electricity grid. Two separate networks, the steady state and the pulsed power electrical networks, are being installed to provide electricity. ©Lés Nouveaux Médias/SNC Engage
Training

Training in 2017

Training Budget

<table>
<thead>
<tr>
<th>Year</th>
<th>Training Budget in 2017 (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>312,000</td>
</tr>
</tbody>
</table>

Key Figures

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Variance 2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of IO staff (end of December)</td>
<td>642</td>
<td>740</td>
<td>825</td>
<td>+11%</td>
</tr>
<tr>
<td>Number of IO staff trained (at least 1 course)</td>
<td>467</td>
<td>404</td>
<td>673</td>
<td>+66%</td>
</tr>
<tr>
<td>Number of participations</td>
<td>1,103</td>
<td>1,094</td>
<td>2,119</td>
<td>+94%</td>
</tr>
<tr>
<td>Number of hours of training provided</td>
<td>6,077</td>
<td>7,320</td>
<td>14,309</td>
<td>+95%</td>
</tr>
<tr>
<td>Total registration costs K€</td>
<td>189 (+216*) K€</td>
<td>218 K€</td>
<td>312 K€**</td>
<td>+43%</td>
</tr>
</tbody>
</table>

Average course duration | 2017 6.8 hours | 2016 6.7 hours |
Average number of completed courses/staff | ~ 2.6 | ~ 1.5 |
Average cost per participation | 150 € | 200 € |
Mission costs related to training | 15 K€ | 24 K€ |

98% of the training has been completed on site.

* Design Plan Coaching EUR 216K for 94 Participants
**235 K€ funded by HRD and 77 K€ funded by Departments/Offices
Twice a year, in May and October, ITER opens its doors to the public. Each time, about 700 visitors have a chance to get a first-row view of the progress made on the ITER construction site.

The annual ITER Robots competition tasks youngsters from local schools with finding robotic solutions for ITER-like remote handling challenges.
Performance, Rewards & Recognition

Performance Distribution

- **Performance Levels**
  - A: 3.4% (2015), 2.6% (2016), 1.3% (2017)
  - B+: 53.1% (2015), 45.9% (2016), 47.6% (2017)
  - B: 8.1% (2015), 8.2% (2016), 8.2% (2017)
  - B-: 0.3% (2015), 1.0% (2016), 1.3% (2017)
  - C: 40.6% (2015), 42.8% (2016), 42.8% (2017)

Rewards and Recognition

- **Eligible Staff Members Rewarded**
  - In 2017: 59.20%
  - In 2016: 56.90%

- **Performance Levels**
  - Performance Distribution
  - Seniority Step
  - Award
  - Promotions (Performance Reviews)
  - Promotions (Contract Renewals)
  - Promotions (Competition)

* % of all staff
Staff Absences

In 2017

Sickness Leave

Average number of days of sickness per staff member

<table>
<thead>
<tr>
<th>Year</th>
<th>Certified Sickness Average</th>
<th>Non-Certified Sickness Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3.69</td>
<td>3.7</td>
</tr>
<tr>
<td>2016</td>
<td>3.7</td>
<td>3.63</td>
</tr>
<tr>
<td>2017</td>
<td>3.63</td>
<td>3.69</td>
</tr>
</tbody>
</table>

Days of certified and non-certified sickness

- Certified Sickness: 3,000 (60%)
- Non-Certified Sickness: 1,300 (70%)

Number of staff who requested Certified and Non-Certified Sickness Leave

- Certified Sickness: 2,965
- Non-Certified Sickness: 3,550

Average number of days for Certified Sickness Leave: 10.14

Special Leave

Average number of Special Leave days per staff member

<table>
<thead>
<tr>
<th>Year</th>
<th>Paternity Leave</th>
<th>Maternity Leave</th>
<th>Installation/Removal</th>
<th>Other Special Leave</th>
<th>Total Special Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>1.10</td>
<td>0.55</td>
<td>0.51</td>
<td>0.51</td>
<td>2.28</td>
</tr>
<tr>
<td>2016</td>
<td>1.88</td>
<td>0.51</td>
<td>0.51</td>
<td>0.51</td>
<td>2.91</td>
</tr>
<tr>
<td>2017</td>
<td>1.83</td>
<td>0.52</td>
<td>0.52</td>
<td>0.52</td>
<td>3.49</td>
</tr>
</tbody>
</table>

Special Leave by Type

- Other Special Leave includes:
  - Overtime Compensation
  - Exceptional Leave
  - Marriage Leave
  - Unpaid Leave
  - Travelling Time
  - Job Search
  - Other

Staff with Certified Sickness Leave of 10 days or more: 35

Average number of Certified Sickness Leave days: 10.14
Remuneration and Benefits

**Detail of Labour Costs**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Income</th>
<th>Social Contributions</th>
<th>Internal Tax</th>
<th>Total Labour Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>EUR 63.81 M</td>
<td>EUR 21.04 M</td>
<td>EUR 20.36 M</td>
<td>EUR 105.21 M</td>
</tr>
<tr>
<td>2016</td>
<td>EUR 56.40 M</td>
<td>EUR 18.51 M</td>
<td>EUR 17.83 M</td>
<td>EUR 92.84 M</td>
</tr>
</tbody>
</table>

**Travel Costs for Installation/Departure (TCA)**

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
<th>Total TCA Costs (in EUR)</th>
<th>TCA Reimbursement Requests</th>
<th>Average Cost per Traveller</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td>EUR 167,218</td>
<td>117</td>
<td>EUR 770</td>
</tr>
<tr>
<td>EU</td>
<td>12%</td>
<td>EUR 12,121</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CN</td>
<td>19%</td>
<td>EUR 21,690</td>
<td></td>
<td></td>
</tr>
<tr>
<td>US</td>
<td>23%</td>
<td>EUR 34,860</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RF</td>
<td>1%</td>
<td>EUR 3,486</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KO</td>
<td>16%</td>
<td>EUR 6,542</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JA</td>
<td>10%</td>
<td>EUR 11,587</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IN</td>
<td>19%</td>
<td>EUR 21,690</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Removal Costs**

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
<th>Total Removal Costs (in EUR)</th>
<th>Removals</th>
<th>Average Removal Cost (in EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td>EUR 736,676</td>
<td>100</td>
<td>EUR 7,366.76</td>
</tr>
<tr>
<td>EU</td>
<td>25%</td>
<td>EUR 184,328</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CN</td>
<td>27%</td>
<td>EUR 196,096</td>
<td></td>
<td></td>
</tr>
<tr>
<td>US</td>
<td>14%</td>
<td>EUR 100,590</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RF</td>
<td>1%</td>
<td>EUR 18,439</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KO</td>
<td>16%</td>
<td>EUR 102,747</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JA</td>
<td>4%</td>
<td>EUR 27,639</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IN</td>
<td>13%</td>
<td>EUR 21,690</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Meet the fifth cohort of Monaco Fellows, five young scientists and engineers who come to ITER for a two-year post-doctoral research stint funded by the Principality of Monaco.

Glossary

Category:
ITER Organization (IO) staff belong either to the Professional (P Staff and above) or to the Support (G Staff) category.

Competition (recruitment):
For recruitments, two types of competition exist: external, i.e., open to citizens of an ITER Member including IO staff; or internal, i.e., open to IO Staff under certain conditions.

Management (and Top Management):
A Managerial Position is: Head of Office, Department, Division, Section/Division, or Section. Top Management is restricted to Director-General (DG), Deputy Directors-General (DDGs), Heads of Cabinet, Offices and Departments and ITER Council (IC) Secretary.

Member:
There are seven signatories to the ITER Agreement: China, the European Union, India, Japan, the Republic of Korea, the Russian Federation and the United States of America.

Post-Doctoral Researchers (Post-Doc):
ITER welcomes post-doctoral researchers for a period of up to two years funded by the Monaco Fellowship program.

Status:
IO Staff can be directly-employed (DES) or Secondees (coming from European Commission).

Turnover:
The rate at which IO employees quit the Organization, is calculated as: (number of departures/average headcount over the year) x100.

TCWS, VAS and SCS-N dedicated staff:
Arrangements between the ITER Organization and the Domestic Agencies (DAs) to ensure that dedicated staff are recruited and deployed for the Tokamak Cooling Water System (TCWS), Vacuum Systems (VAS) and Safety Control System for Nuclear (SCS-N).

ITER Project Associate (IPA):
IPAs are assigned to ITER by an institute in a Member state to support the project for a maximum of four years.

Appendix: Internship Policy & Categories

Category A: Short- to long-term scientific or technical internships for candidates with at least four years of studies post-high school. Interns are highly involved in IO activities and undertake a specific project under the supervision of an IO staff member;

- Interns are paid an allowance of EUR 1,300 per month (four to six months, extendable to a year).

Category B: Short-term internships for candidates with at least one year of studies post-high school. Interns contribute to projects or research in their field of study under the supervision of an IO staff member;

- Interns are paid an allowance of EUR 650 per month (up to three months, extendable to a year).

Category C: “Job shadowing” internships for secondary or high school students. Interns observe working conditions and may assist the supervisor in various tasks;

- Interns are not paid (up to four weeks).

Category S: Specific internship cases to be considered on an individual basis. These may be short to long-term scientific or technical internships which are subject to a particular agreement with a laboratory, industry, university or government. Interns are highly involved in IO activities and undertake a specific project under the supervision of an IO staff member.

- The travel cost and allowance paid to trainees or students shall be considered on an individual basis, funded by a partner or directly funded by the IO as defined in an existing Memorandum of Understanding or agreement with university/school (up to four years).
This aerial view shows a part of the Tokamak Building slab prior to concrete pouring. Anchor plates for attaching equipment create an intricate pattern on the rebar below. 
Photo: ITER Organization/EJF Riche