



REPORT ON

HUMAN RESOURCES

I T E R O R G A N I Z A T I O N

2024





▲ A first CODAC command is issued from the ITER control room in December. CODAC (for Control, Data Access and Communication) physically connects all plant systems using computer networks and makes sure they speak the same language.



china eu india japan korea russia usa

1,092

NUMBER OF STAFF

59

APPOINTMENTS IN 2024

5.0%

STAFF TURNOVER

8.2%

STAFF PROMOTED

218

NUMBER OF ITER
PROJECT ASSOCIATES

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FOREWORD FROM THE HEAD OF HUMAN RESOURCES

We are pleased to present the ITER Organization 2024 Report on Human Resources.

I am proud of the team and all the work that went into preparing this report, which is an opportunity to reflect on the collective efforts of the Human Resources Division and stakeholders, the challenges, and the progress shaping our organization's human capital landscape.

The report provides key statistics and insights into the main activities undertaken by the Human Resources Division in support of ITER Organization staff and other personnel categories under our management.

While it does not capture the full scope of our work or the many daily interactions with managers and staff, it remains a valuable reference for ITER Organization stakeholders—including technical units and Domestic Agencies—and serves as an informative resource for the public and prospective candidates.

This report offers insight into the human dimension of the ITER Organization, with statistics on staffing trends, recruitment, mobility, development, performance, remuneration, and more. It also highlights our growing diversity—both in professional roles and in the backgrounds and profiles of our staff and their families, who come from more than 30 countries.

The year 2024 was one of major transition for the ITER Organization, as we prepared to implement the new matrix structure set to take effect on 1 January 2025. Preparing for this new framework required significant efforts from the Human Resources Division as well as from transversal units and all levels of management, given its wide-reaching impact on the Organization's systems and culture.

At the same time, the Division pursued its efforts to improve the distribution of the representation of the ITER Members in the staff, collecting feedback directly from underrepresented populations and Domestic Agencies. It also continued to monitor the implementation of the two-year action plan aimed at preventing psychosocial risks among staff. Several important policies were also revised during the year:

- > Reward possibilities have been expanded to include advancement steps and development awards;
- > Rules for determining grade and step upon recruitment or renewal have been optimized;
- > Flexible work options were revisited to better suit the needs of the project and simplify processing;
- > New rules for shift work were elaborated to better align our human capital with current and future project needs;
- > Rules related to the Organization's pension scheme were revised to prepare for transition to a new provider in 2025.

In 2024, the ITER Organization recorded its first-ever decrease in staff, from 1,102 to 1,092. With the staffing cap of 1,170 set by the ITER Council nearly attained, overall staff numbers are expected to remain relatively stable in the coming years. The ITER project continues however to attract strong interest: in 2024 the Human Resources Division received 1,850 applications for 45 external recruitments and managed a total of 59 appointments, including internal selections.

Departures from the ITER Organization were stable (5.0% vs 4.7% in 2023). Although each departure is unique, the trends continue to be carefully monitored, with efforts deployed to retain talent. The number of ITER Project Associates increased in 2024 after two years of decrease—rising to 218 from 204 in 2023. The Human Resources team also managed contracts for 90 interim employees during the year (95 in 2023) and 160 interns.

I would like to express my sincere appreciation for the constructive collaboration of groups across the organization, and particularly the Staff Committee, and the Safety and Quality and Legal Affairs teams. My thanks also go to everyone who contributed to the evolving dynamics of our workforce and who supported the strategic initiatives aligning human resources with ITER's broader mission.

These accomplishments were made possible by the professionalism and dedication of the entire Human Resources team, our ITER colleagues, and the Domestic Agencies.



SOPHIE GOUROS,
St. Paul-lez-Durance,
August 2025



▲ Some of the 1,092 staff members who work for the ITER Organization. (Photo dated September 2024)



HUMAN RESOURCES STATISTICS

2024

GLOBAL STAFF METRICS

ON 31 DECEMBER 2024

STAFF GROWTH

TOTAL STAFF: 1,092

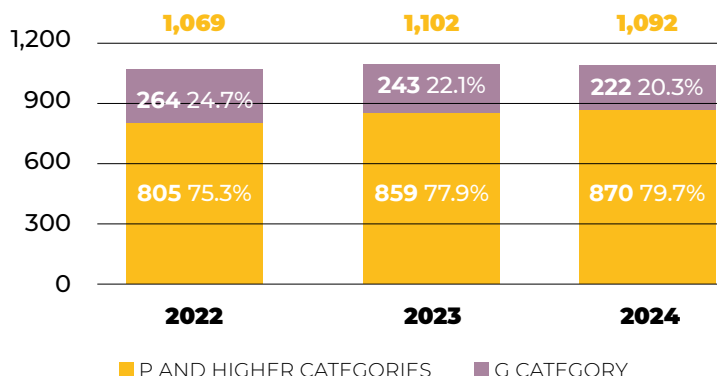
(Including 12 TCWS*, 1 VAS*, 1 SCS-N*, 24 Post-Doc*, and 7 Seconded Officials)*

G CATEGORY: **20.3%**

P AND HIGHER CATEGORIES: **79.7%**

NUMBER OF STAFF DECREASED BY **0.9%** in 2024

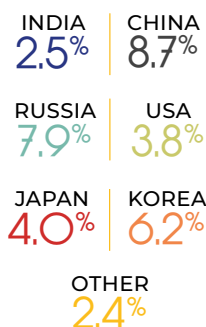
*See definitions pp 22-23.



DISTRIBUTION OF STAFF BY MEMBER

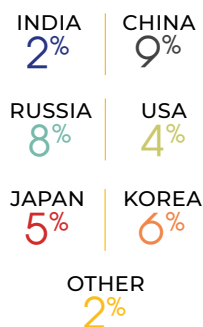
2023

IO staff 2023: 1,102



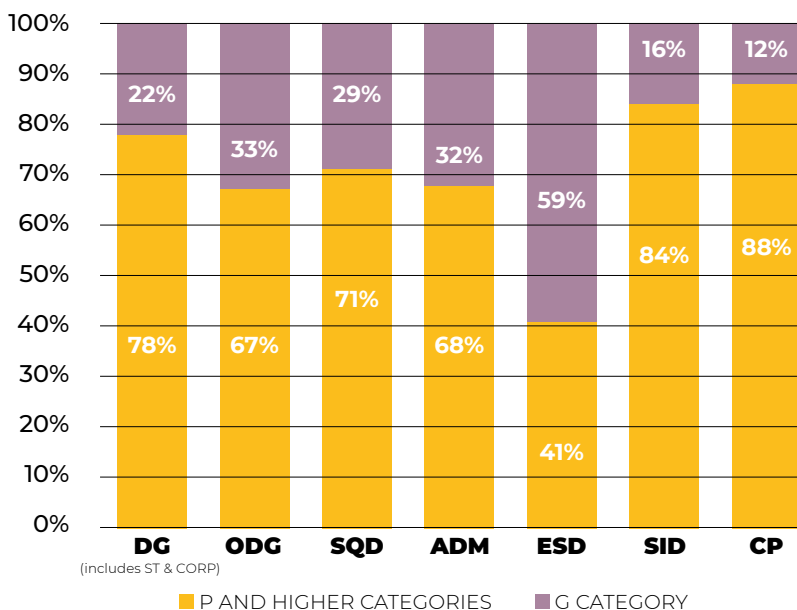
2024

IO staff 2024: 1,092

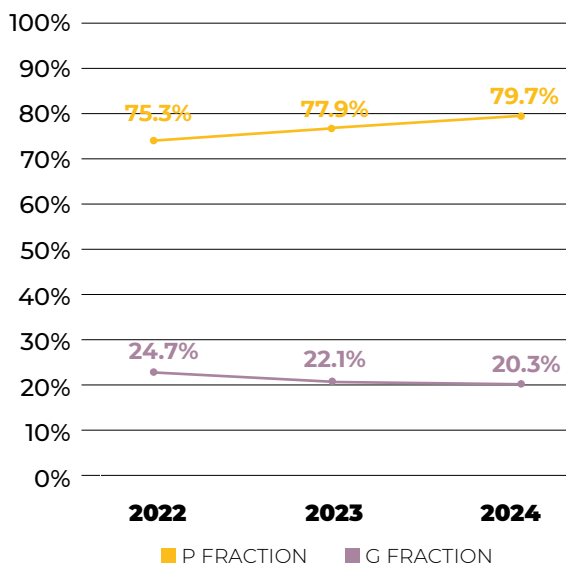


* "Other" refers to staff members from Switzerland, Ukraine and, from 2023, the United Kingdom (following ITER Council consultation and approval).

DISTRIBUTION OF STAFF BY UNIT* AND CATEGORY

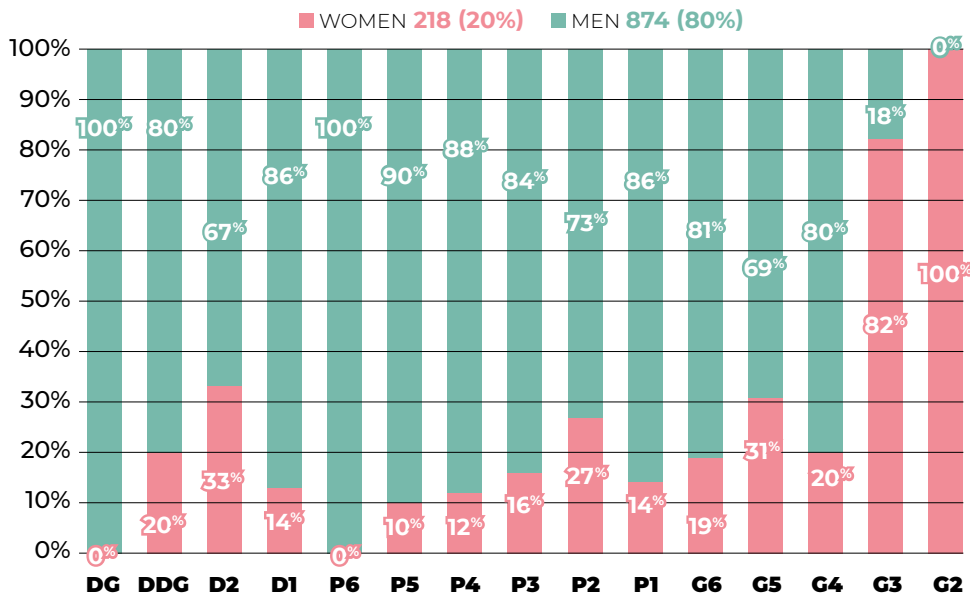


EVOLUTION BY CATEGORY



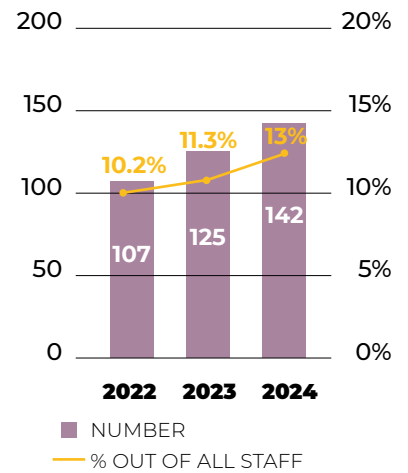
*See definitions pp 22-23.

DISTRIBUTION OF STAFF BY GRADE AND GENDER



In 2024, there is an increase in the % of women in the P and Higher category.

WOMEN IN P AND HIGHER STAFF CATEGORY



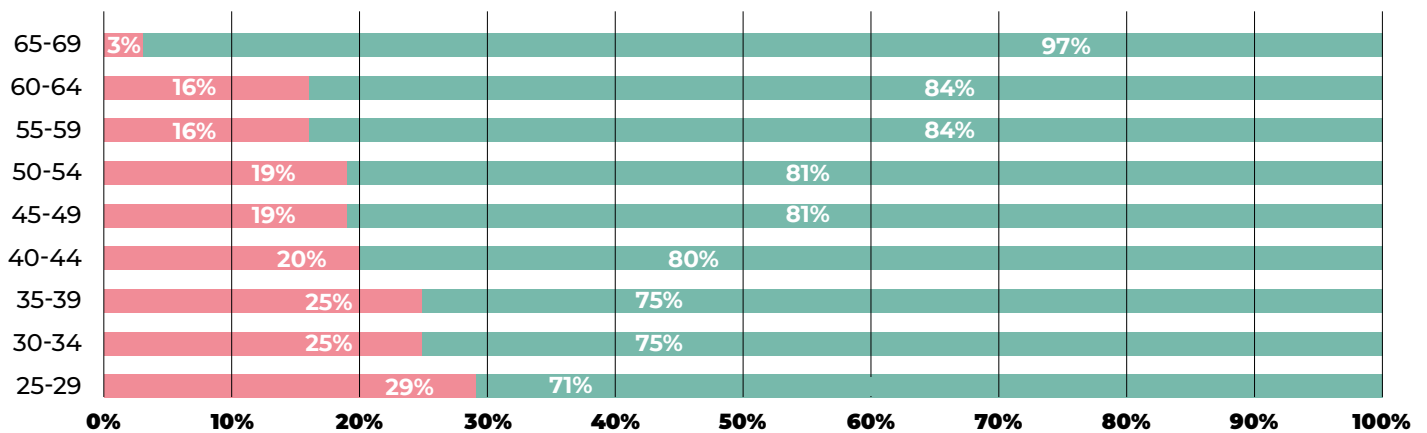
DISTRIBUTION OF STAFF BY AGE AND GENDER

AVERAGE AGE OF ALL STAFF: 46.3
(0.7 increase against 2023)

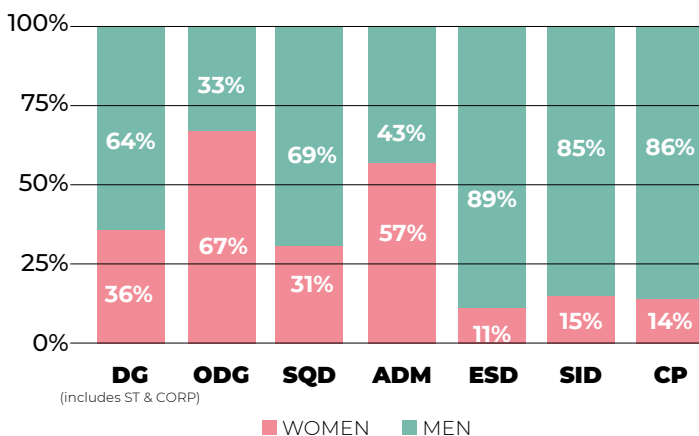
END 2023: 45.6
WOMEN: 44.1 YEARS
MEN: 45.9 YEARS

AVERAGE AGE

END 2024: 46.3
WOMEN: 44.7 YEARS
MEN: 46.7 YEARS



GENDER DISTRIBUTION BY UNIT*



GENDER IN MANAGERIAL POSITIONS



OF 125 MANAGERS, 13 ARE WOMEN (10%)

In 2023, 13 out of 117 managers were women (11%).

*See definitions pp 22-23.

GLOBAL STAFF METRICS

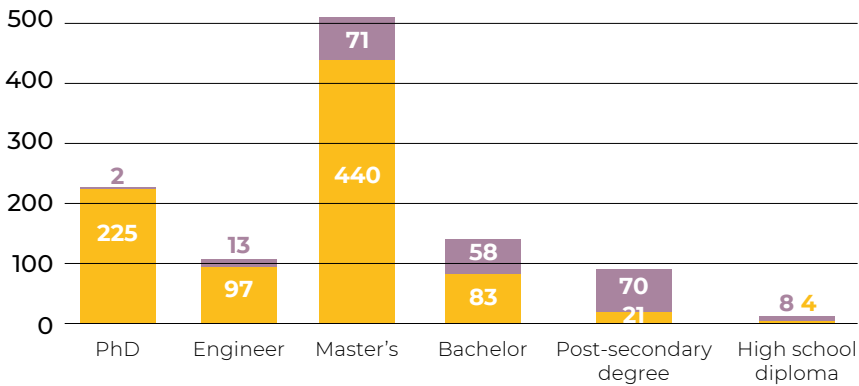
ON 31 DECEMBER 2024

EDUCATION PER CATEGORY

227 STAFF MEMBERS WITH A PHD (20.8%)

621 ADDITIONAL STAFF MEMBERS WITH A MASTER'S OR ENGINEERING DEGREE (56.9%)

■ P AND HIGHER CATEGORIES
■ G CATEGORY

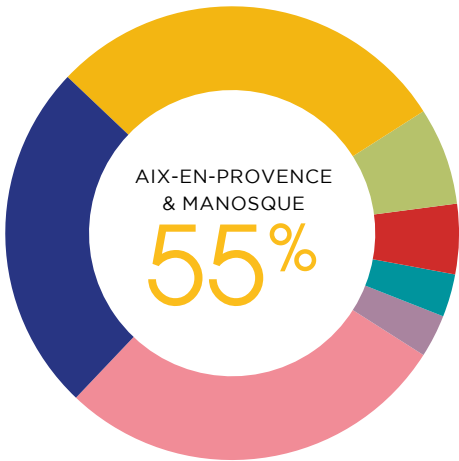


OTHER STAFF DATA

LOCAL RESIDENCE

AIX-EN-PROVENCE & MANOSQUE

- MANOSQUE 29%
- AIX-EN-PROVENCE 26%
- VINON SUR VERDON 8%
- PIERREVERT 5%
- PERTUIS 3%
- VENELLES 2%
- OTHERS 27%

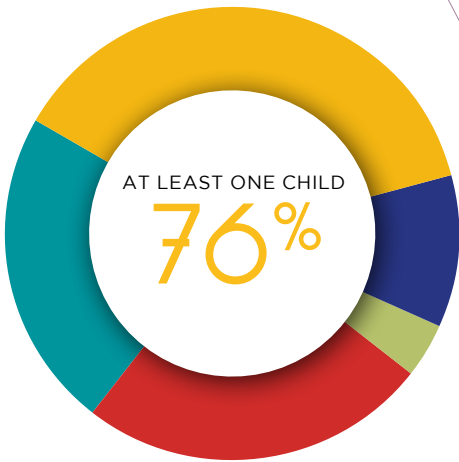


MARITAL STATUS



NUMBER OF CHILDREN

- NO CHILD 24%
- 1 CHILD 24%
- 2 CHILDREN 39%
- 3 CHILDREN 10%
- 4+ CHILDREN 3%



In 2023, 75% of staff members had at least 1 dependent child.



*The campaign to repair some of ITER's key components is progressing well.
Here a contractor is surveying a thermal shield panel to establish the as-built reference model before repair.*

STAFF MOVEMENTS

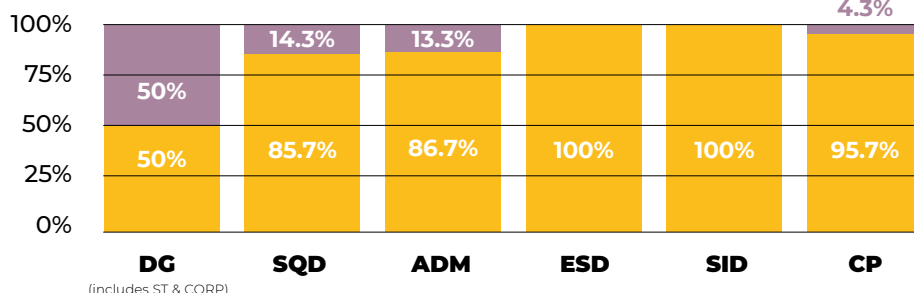
IN 2024

RECRUITMENT BY UNIT* AND CATEGORY

TOTAL APPOINTMENTS 59

including 14 IO staff members (28 in 2023)
(115 APPOINTMENTS IN 2023)

■ P AND HIGHER CATEGORIES: **53** (90%)
■ G CATEGORY: **6** (10%)



*See definitions pp 22-23.

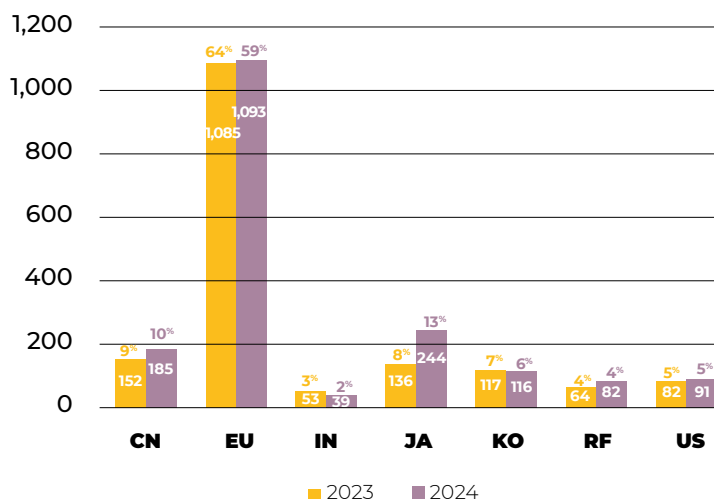
NOMINATED APPOINTMENTS BY MEMBER

NOMINATED APPLICATIONS VERSUS APPOINTMENTS BY MEMBER

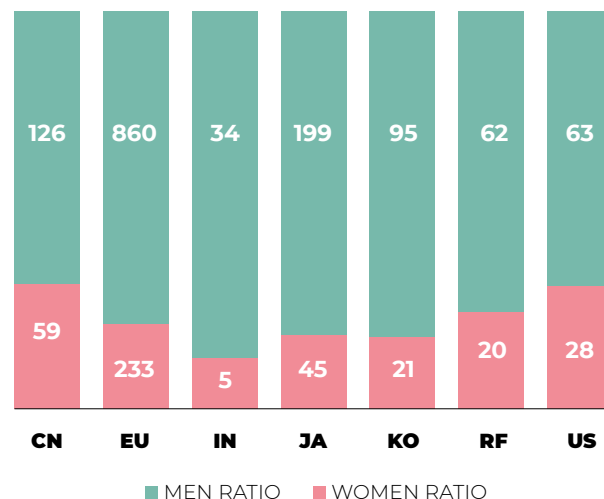
45 NEWCOMER RECRUITMENTS FROM A TOTAL OF 1,850 APPLICATIONS IN 2024

(87 newcomer recruitments from a total of 1,689 applications in 2023)

BREAKDOWN OF NOMINATED APPLICATIONS BY MEMBER



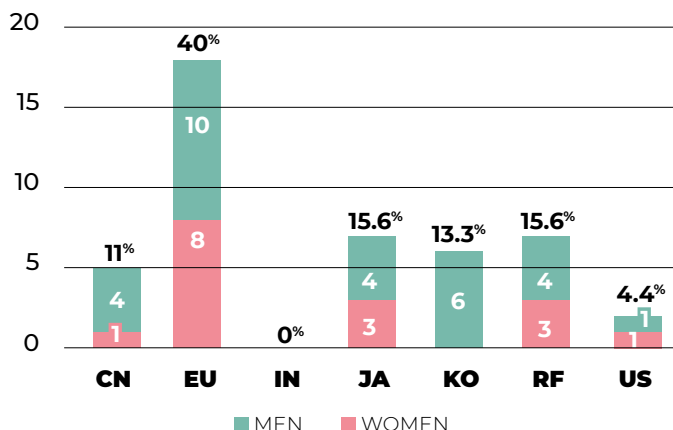
GENDER DISTRIBUTION BY MEMBER



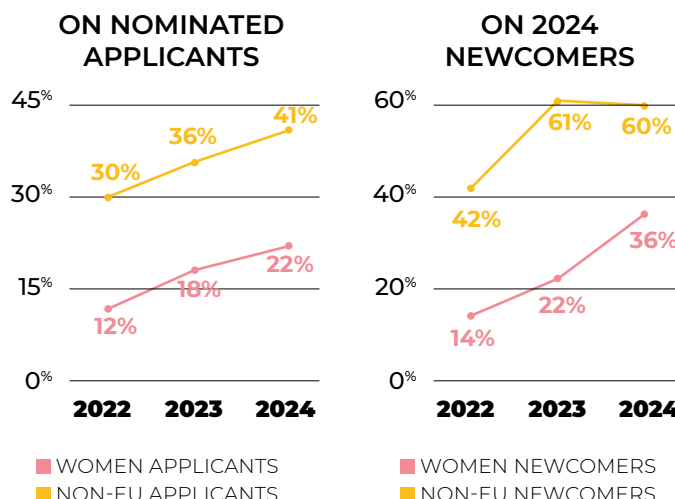
RECRUITMENT BY MEMBER AND GENDER

45 NEWCOMER RECRUITMENTS IN 2024

BREAKDOWN OF 2024 NEWCOMERS BY MEMBER AND GENDER



OTHER 2024 RECRUITMENT STATISTICS





The ITER Organization attracts and retains people from a vast array of backgrounds and cultures. The current staff pool is made up of representatives from 30 countries.



In 2024, new corporate values are introduced at ITER that define the organization's culture and spirit: CARE (for Collaboration, Accountability, Respect and Excellence).

STAFF MOVEMENTS

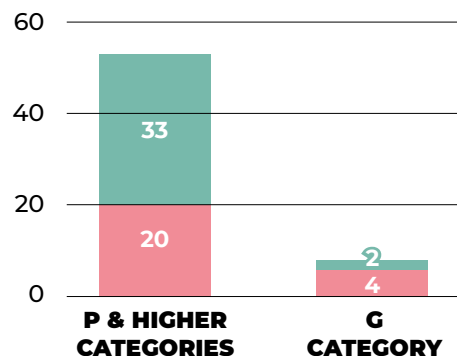
IN 2024

RECRUITMENT BY UNIT* AND GENDER

59 TOTAL APPOINTMENTS

24 WOMEN (40.7%)

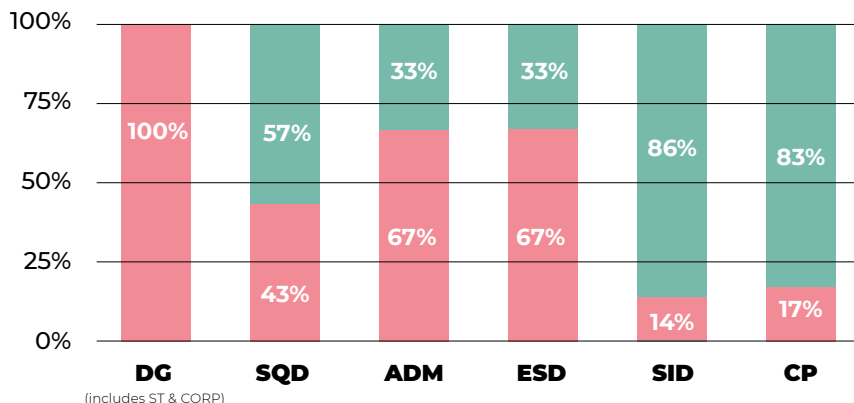
35 MEN (59.3%)



AVERAGE RATIO OF FEMALE APPOINTMENTS

2024: 40.7% 2023: 21.8%

■ WOMEN
■ MEN

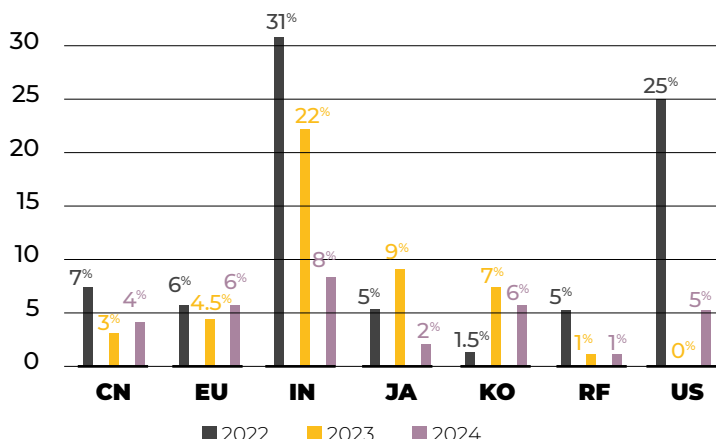


TURNOVER

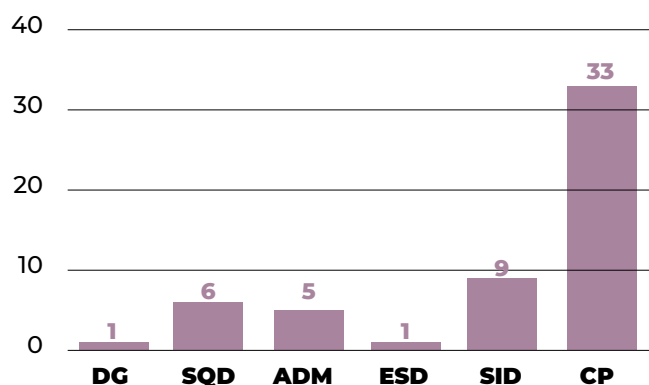
DEPARTURES IN 2024: 55 (51 IN 2023)

GLOBAL TURNOVER: 5.04% (4.63% IN 2023)

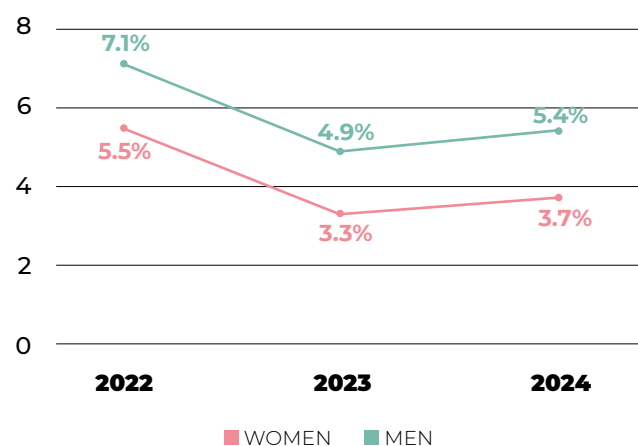
TURNOVER RATIO BY MEMBER



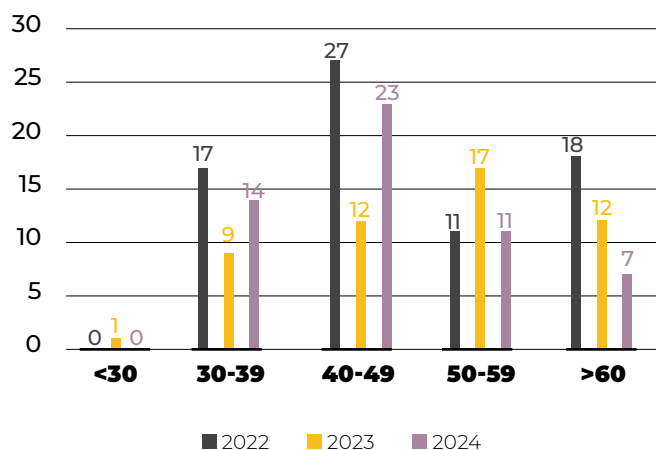
NUMBER OF DEPARTURES BY UNIT



TURNOVER RATIO BY GENDER



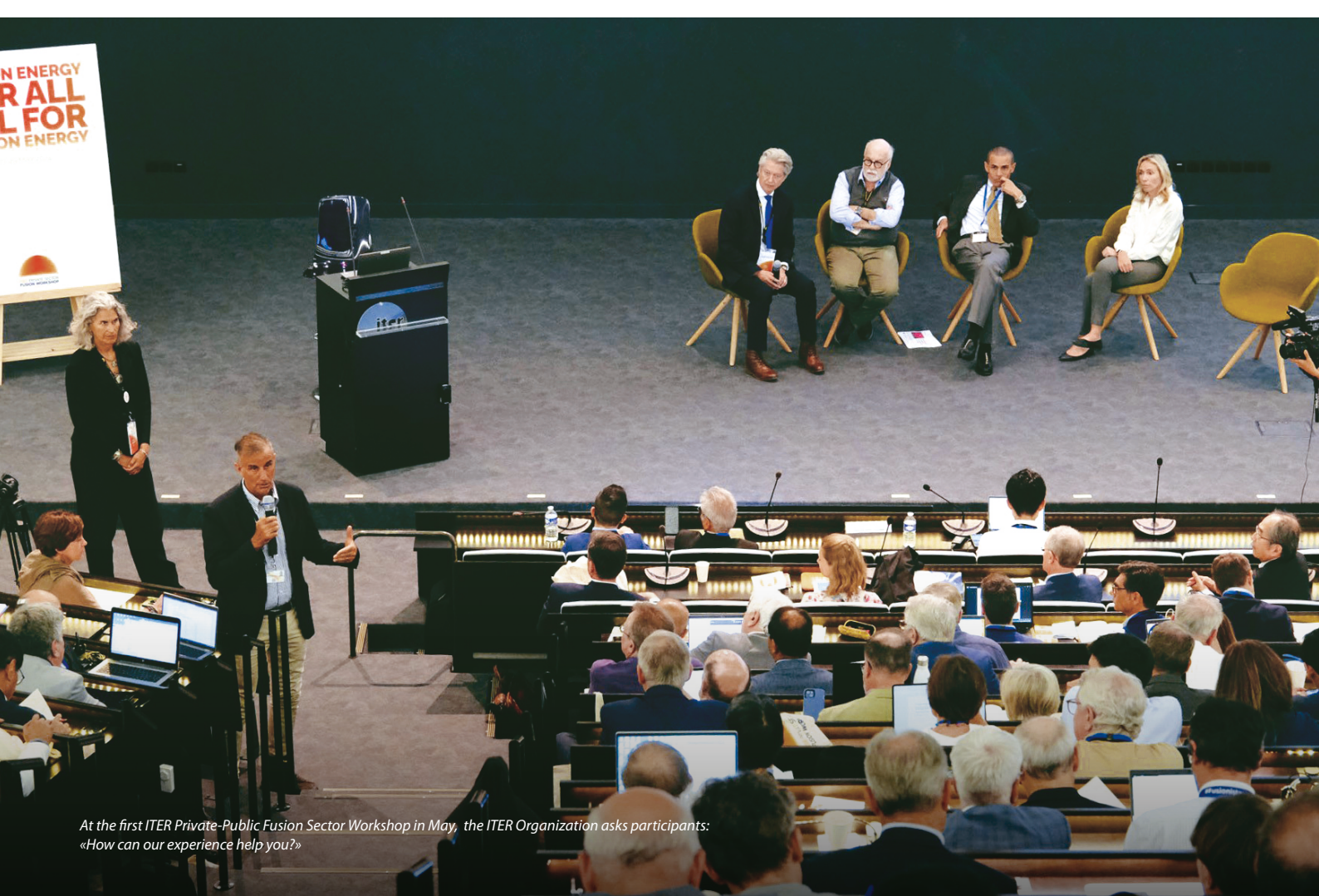
NUMBER OF DEPARTURES BY AGE GROUP



*See definitions pp 22-23.



ITER Director-General Pietro Barabaschi greets some of the 2024 interns.



At the first ITER Private-Public Fusion Sector Workshop in May, the ITER Organization asks participants: «How can our experience help you?»

NON-ITER ORGANIZATION STAFF

ON 31 DECEMBER 2024

ITER PROJECT ASSOCIATES (IPA)

NEW EXPRESSIONS OF INTEREST PUBLISHED IN 2024: 40

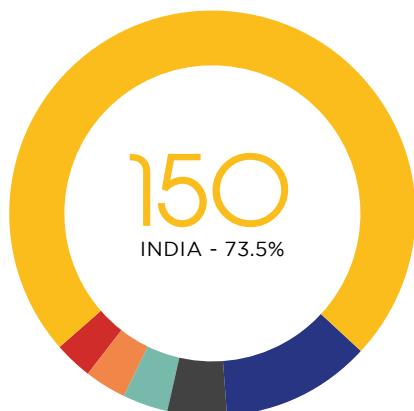
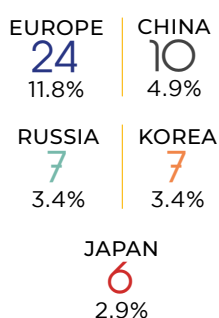
APPLICATIONS RECEIVED FROM HOME INSTITUTES: **227**

67 IMPLEMENTING AGREEMENTS WITH HOME INSTITUTES IN ALL MEMBERS

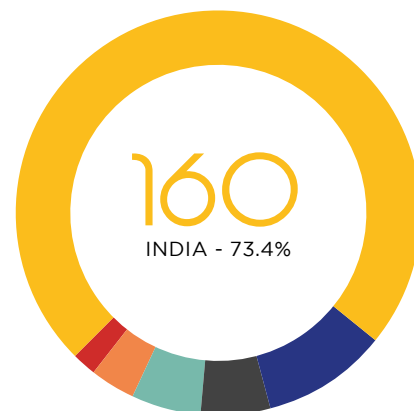
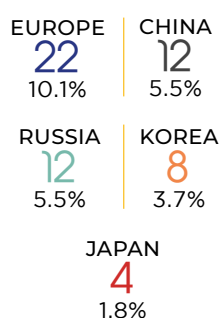
EVOLUTION IN NUMBER OF IPA: 2022 (231), 2023 (204), 2024: **218**

IPA BY MEMBER

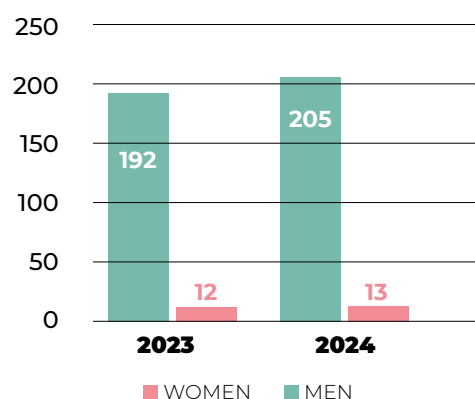
2023



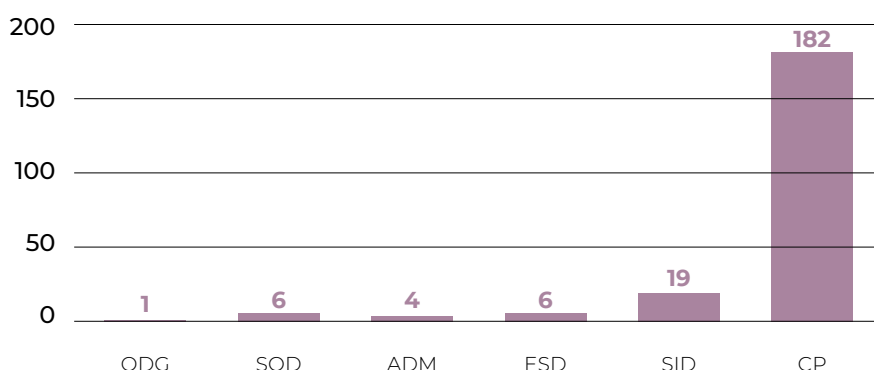
2024



IPA BY GENDER IN 2023-2024



IPA BY UNIT* 2024



INTERIM STAFF

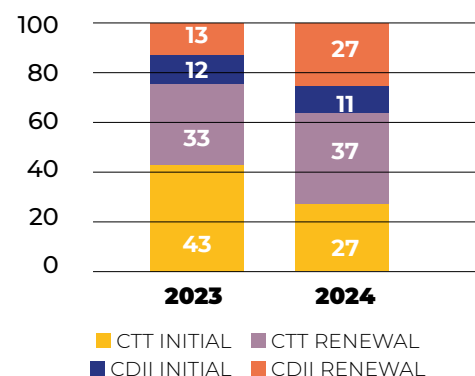
102 CONTRACTS MANAGED

TOTAL NUMBER OF INTERIM STAFF: **90**

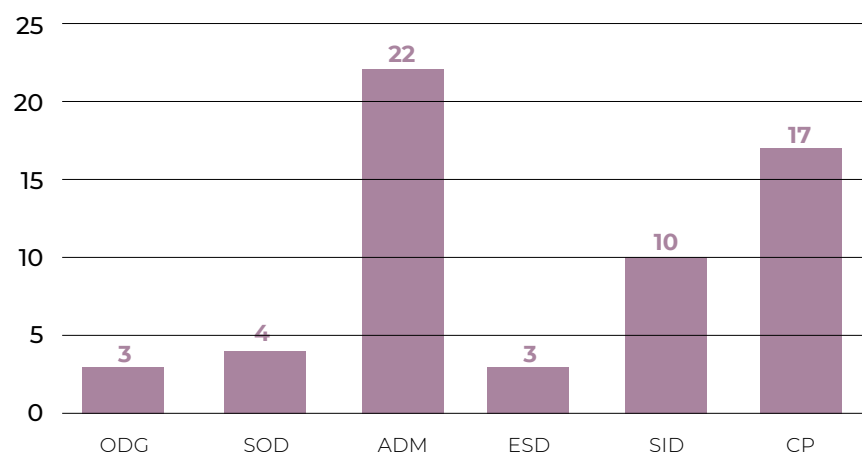
(95 in 2023)

TOTAL PAYMENT: **3,898,002 €**

(vs 3,926,313 € in 2023)



INTERIM STAFF BY UNIT*



*See definitions pp 22-23.

EXPERTS

NUMBER OF EXPERT CONTRACTS IN 2023: 14

(14 in 2023)

TOTAL AMOUNT OF PAYMENTS FOR EXPERT CONTRACTS

IN 2024: **€183,421** (€217,214 IN 2023)

COST OF EXPERT CONTRACTS IN 2024*

ODG	€51,000	(10%)	ESD	€24,000	(4%)
SQD	€58,000	(11%)	SID	€94,000	(17%)
ADM	€84,000	(16%)	CP	€225,800	(42%)

NUMBER OF EXPERT
CONTRACTS

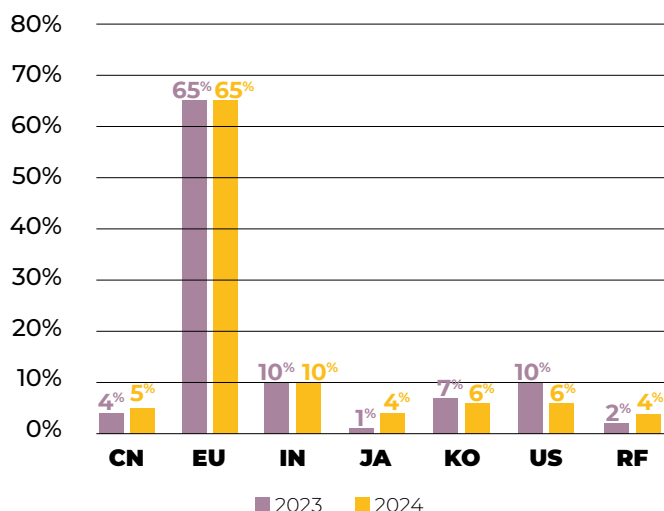
14

Note: Contracts ongoing may not necessarily be billed during the same year, thus explaining the apparent discrepancy between the number of experts and the cost per unit.

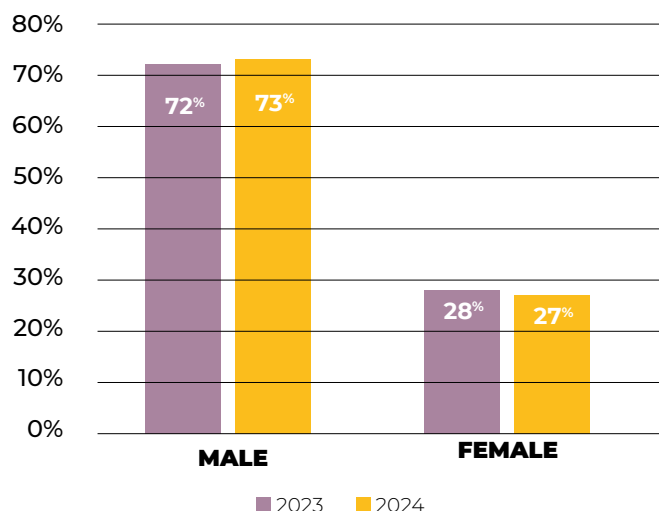
INTERNSHIP PROGRAM

INTERNS IN 2024 (ALL CATEGORIES*): 160 Interns in 2023 (all categories): 134

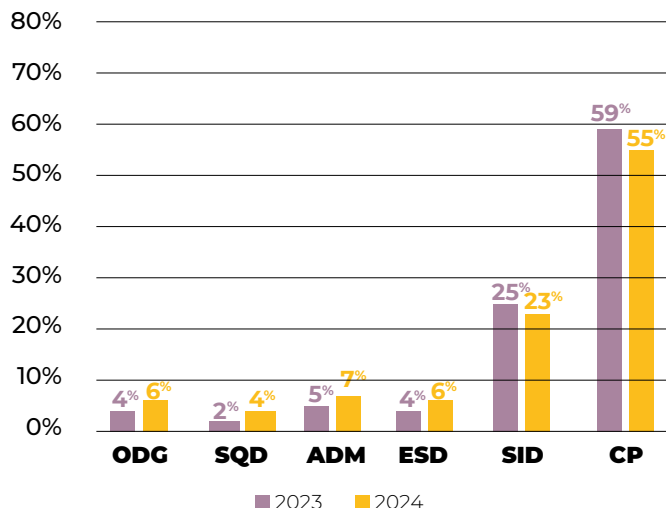
INTERNS BY MEMBER



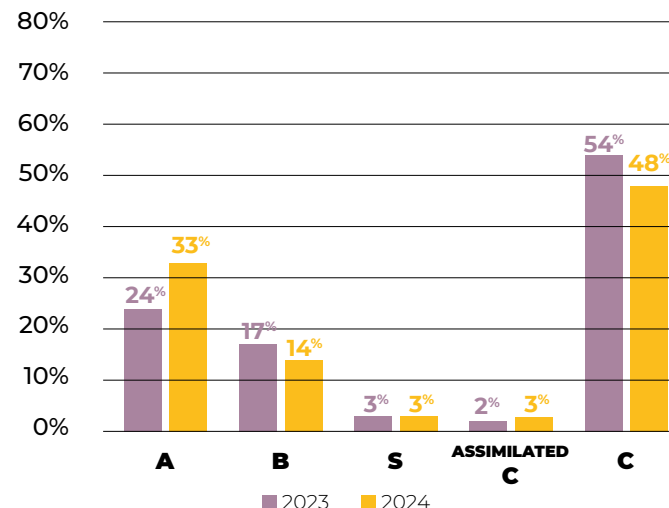
INTERNS BY GENDER



INTERNS BY UNIT



INTERNS BY CATEGORY



*For internship program categories see the Appendix (p22).



▲
ITER Safety Day, 2024 edition.



TRAINING

IN 2024

KEY FIGURES

	2023 1,102 IO STAFF*	2024 1,087 IO STAFF*
NUMBER OF IO STAFF TRAINED (AT LEAST 1 TRAINING COURSE)	886	1,005
NUMBER OF PARTICIPATIONS	2,929	3,403
NUMBER OF HOURS OF TRAINING PROVIDED	12,605	16,516
TOTAL REGISTRATION COSTS K€ (HT) **	€280k	€578k

3.13

AVERAGE NUMBER OF COMPLETED
COURSES / STAFF ***
(3.30 IN 2023)

4.85 hours

AVERAGE COURSE
DURATION
(4.30 IN 2023)

€169^{HT}

AVERAGE COST PER PARTICIPATION
(€96^{HT} IN 2023)

€16k

MISSION COSTS RELATED
TO TRAINING
(€37k IN 2023)

66%

OF TRAININGS WERE COMPLETED
ONLINE (E-LEARNING OR REMOTELY)

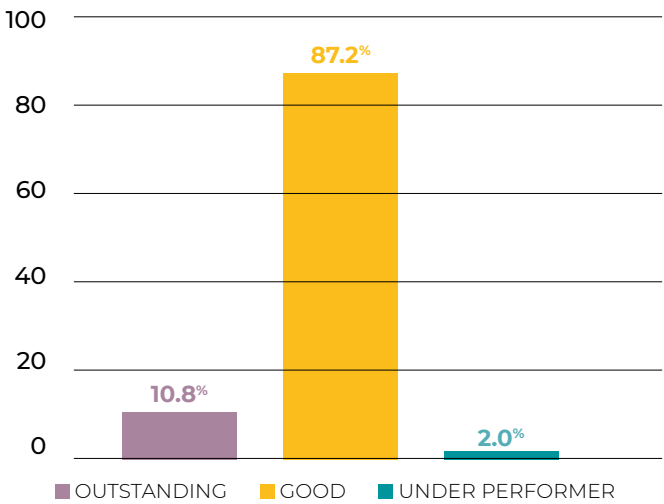


* Annual average headcount over the year
** Expenses for completed sessions and the development of new modules [the training cost of internal trainers is not included]
*** Including e-learning classes completed and internal trainings on subjects like values, Smart-Plant, I-Proc and Safety courses (i.e., PE/NPE or French Nuclear Regulations)

PERFORMANCE, REWARDS & RECOGNITION

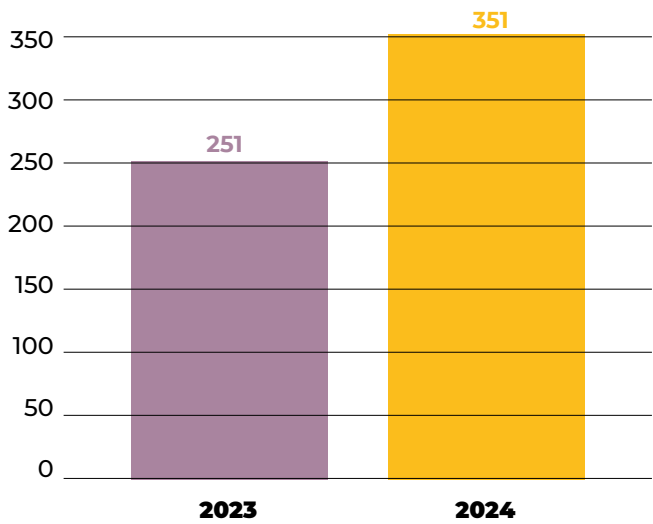
IN 2024

PERFORMANCE DISTRIBUTION



SENIORITY STEP

NUMBER OF SENIORITY STEPS IMPLEMENTED



REWARDS AND RECOGNITION*

ELIGIBLE STAFF MEMBERS

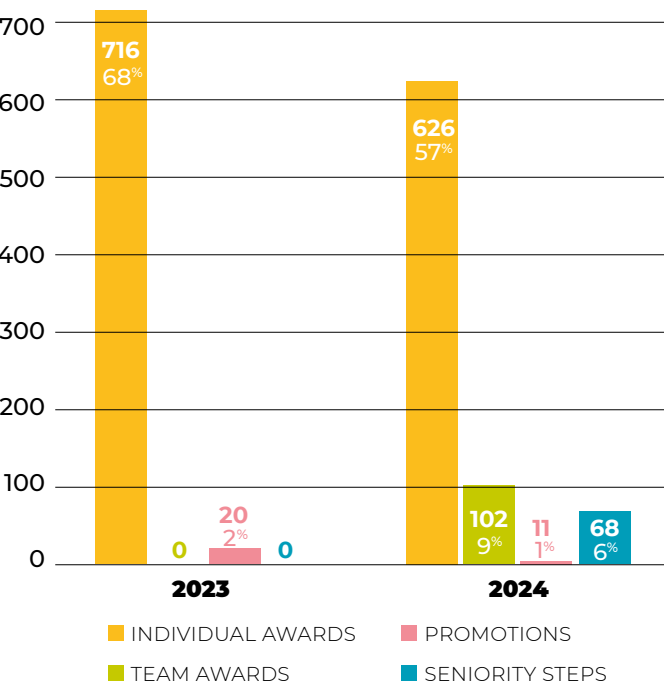
REWARDED IN 2024: 73.9% (2023: 72.2%)

(excluding competition and contract renewals)

INDIVIDUAL STAFF AWARDS: (EXCLUDING PROMOTIONS)

2024: WOMEN 82%, MEN 71%

2023: WOMEN 70%, MEN 68%



* Rewards and Recognition decisions are based in part on the annual performance results from the previous year

PROMOTIONS

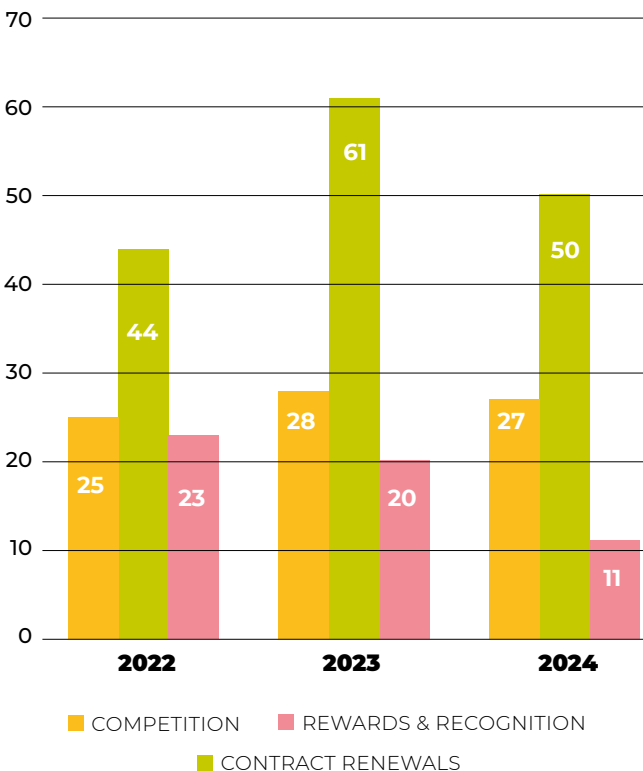
STAFF PROMOTED VIA REWARDS & RECOGNITION, CONTRACT RENEWALS AND COMPETITION:

2024: 8.2%

INCLUDING COMPETITION (2.5%), CONTRACT RENEWAL (4.6%) AND REWARDS & RECOGNITION (1.0%)

2023: 9.8%

INCLUDING COMPETITION (2.5%), CONTRACT RENEWAL (5.4%) AND REWARDS & RECOGNITION (1.8%)



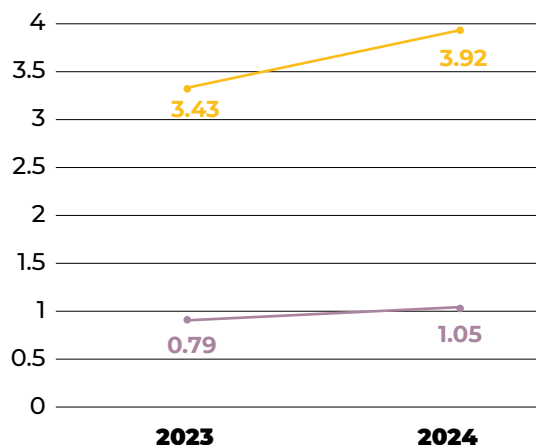


STAFF ABSENCES

IN 2024

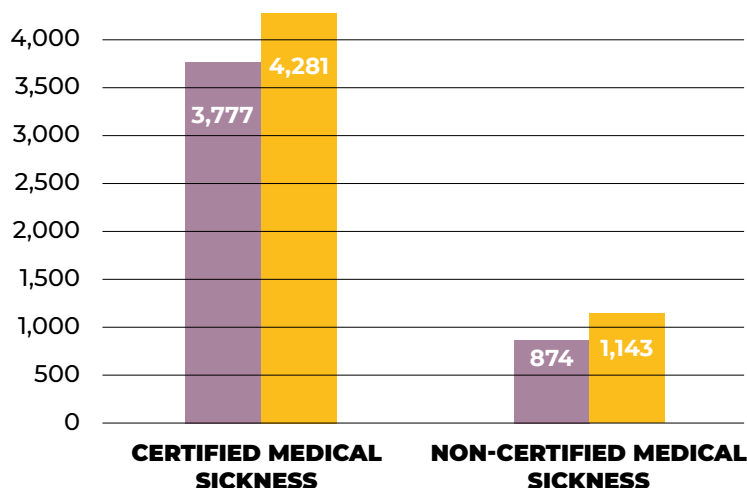
SICKNESS LEAVE

AVERAGE NUMBER OF SICKNESS DAYS PER STAFF MEMBER



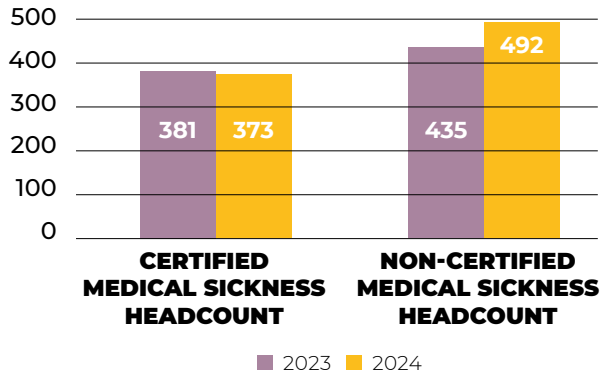
■ CERTIFIED SICKNESS AVERAGE
■ NON CERTIFIED SICKNESS AVERAGE

DISTRIBUTION OF DAYS OF CERTIFIED AND NON-CERTIFIED SICKNESS



■ 2024
■ 2023

NUMBER OF STAFF WHO REQUESTED CERTIFIED AND NON-CERTIFIED SICKNESS LEAVE



■ 2023 ■ 2024

NUMBER OF IO STAFF ON CERTIFIED SICKNESS LEAVE OF TEN DAYS OR MORE

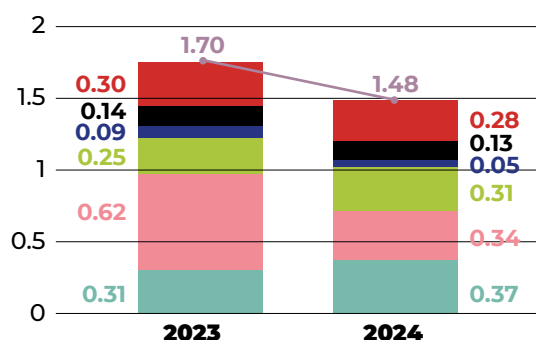
93 IN 2023 102 IN 2024

AVERAGE NUMBER OF DAYS OF SICKNESS PER STAFF WHO REQUESTED CERTIFIED SICKNESS LEAVE

3.43 IN 2023 3.92 IN 2024

SPECIAL LEAVE

AVERAGE NUMBER OF DAYS OF ABSENCE FOR SPECIAL LEAVE PER STAFF MEMBER



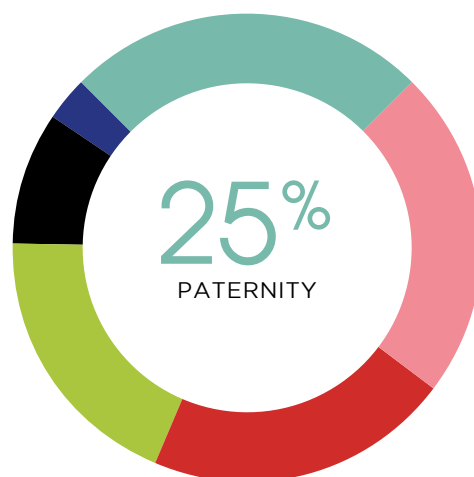
■ PATERNITY ■ MATERNITY ■ ILLNESS-S/C
■ INSTALLATION ■ DEATH-R/S/C ■ OTHERS
■ TOTAL SPECIAL LEAVE

DISTRIBUTION OF SPECIAL LEAVE BY TYPE

Average # of days per staff member

- MATERNITY 23%
- INSTALLATION 3%
- DEATH-R/S/C 9%
- ILLNESS-S/C 21%
- OTHER 19%

* OTHER SPECIAL LEAVE INCLUDES:
Overtime Compensation,
Marriage Leave, Civic Duties,
Unpaid Leave, Contract
Termination, Public Holiday
on Mission, Breast Feeding,
Travelling, Exceptional



REMUNERATION AND BENEFITS

IN 2024

DETAIL OF LABOUR COSTS

TOTAL LABOUR COSTS: €186.33 MILLION

(net salary + social contributions + internal tax)

IN 2023

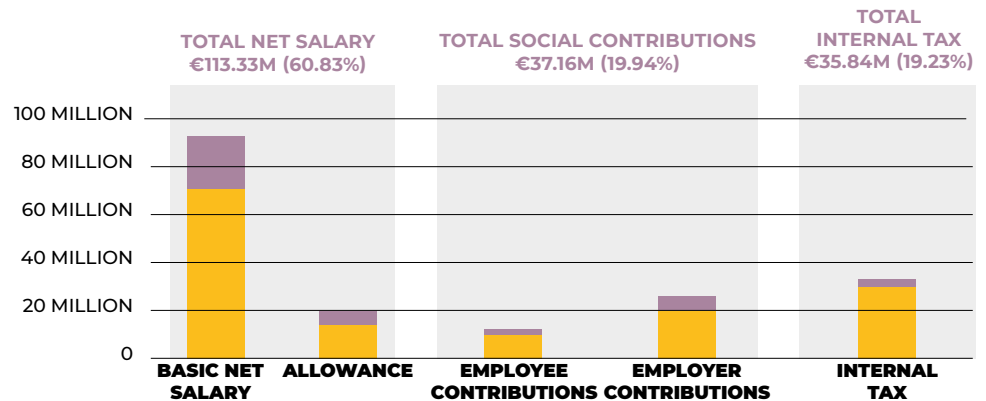
TOTAL LABOUR COSTS = €180.54M

NET SALARY = €111.91M

SOCIAL CONTRIBUTIONS = €35M

INTERNAL TAX = €33.62M

■ P AND HIGHER CATEGORIES
■ G CATEGORY



TRAVEL COSTS (TCA) FOR INSTALLATION/DEPARTURE, IO AND IPA

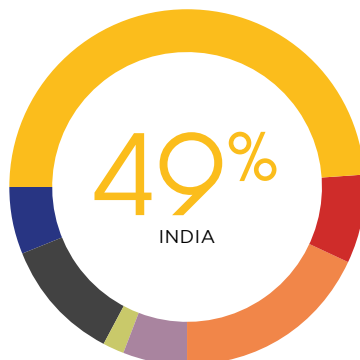
TOTAL TCA COSTS: €244,467 (€386,148 in 2023)

158 TCA REIMBURSEMENT REQUESTS (260 TRAVELLERS) (239 requests/481 travellers in 2023)

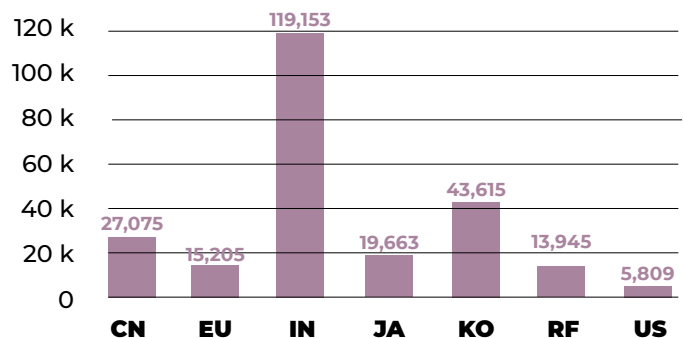
AVERAGE COST PER TRAVELLER: €900.29 (€824.52 in 2023)

DISTRIBUTION OF TCA COSTS

EUROPE 6% | CHINA 11%
RUSSIA 6% | USA 2%
JAPAN 8% | KOREA 18%



BREAKDOWN TCA COSTS (IN EUR)



REMOVAL COSTS

TOTAL REMOVAL COSTS: €452,276

(€662,533 in 2023)

REMOVAL LUMP SUM COST*: €84,000 (€119,500 IN 2023)

TOTAL COST: €536,276

AVERAGE TOTAL COST: €10,944

35 REMOVALS (74 IN 2023)

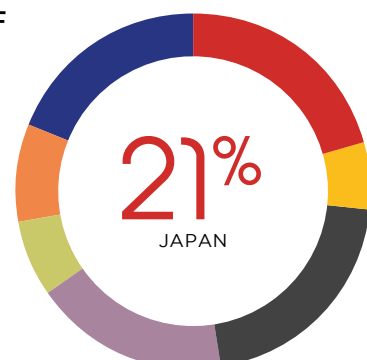
14 REMOVALS LUMP SUM (22 IN 2023)

AVERAGE REMOVAL COST: €12,922 (€8,953 IN 2023)

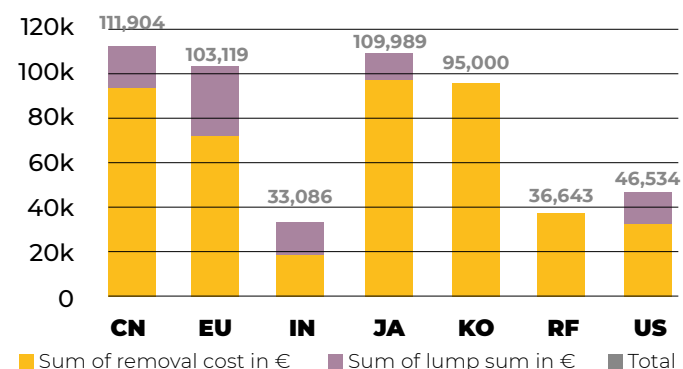
AVERAGE REMOVAL LUMP SUM COST: €6,000 (€5,431 IN 2023)

DISTRIBUTION OF REMOVAL COSTS

INDIA 6% | CHINA 21%
RUSSIA 18% | USA 7%
KOREA 9% | EUROPE 19%



BREAKDOWN OF TOTAL REMOVAL COSTS (IN EUR)



*Lump sum costs were not included in previous reports. Instead of requesting the reimbursement of actual removal expenses, staff may claim a lump sum payment corresponding to 50% of the pre-determined geographical area ceiling entitlement.

GLOSSARY



The ITER band and choir perform in December.

CATEGORY

ITER Organization (IO) staff belong either to the Professional (P Staff and higher) or 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, Program, Section or Project. Top Management is restricted to Director-General (DG), Deputy Director-Generals (DDGs), Heads of Offices or Departments, and ITER Council (IC) Secretary.

MEMBER

The signatories to the ITER Agreement are: the People's Republic of China, Euratom, the Republic of India, Japan, the Republic of Korea, the Russian Federation, and the United States of America.

POST-DOCTORAL RESEARCHERS (POST-DOC)

Monaco Post-Doc: ITER welcomes Post-Doctoral Researchers, funded by the Monaco Fellowship program.

ITER Post-Doc: ITER welcomes ITER Post-Docs in numbers and for topics that are allocated every two years according to IO research topics and available resources, as funded by the IO.

Korea Post-Doc: The IO organizes a selection campaign once every year and advertises up to three post-doctoral positions (Korean nationality requirement), funded by the Korean Government.

STATUS

IO staff can be Directly-Employed or Seconded via Members or Domestic Agencies (DAs).

TURNOVER

The annual rate at which IO staff leave the IO. It is calculated as: (the number of departures/average headcount over the year) x 100.

TCWS, VAS AND SCS-N DEDICATED STAFF

Arrangements between the IO and the Domestic Agencies (DAs) to ensure that, at DA cost, dedicated IO 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 a Home Institute to support the project for a maximum of six years.

APPENDIX: INTERNSHIP PROGRAM CATEGORIES

CATEGORY A

Candidates are enrolled in a Master's degree or equivalent, after obtaining a Bachelor's degree, or are in the two last years of a Master's degree or an Engineering degree. Selected interns are highly involved in IO activities and undertake a specific project under the supervision of an ITER staff member.

CATEGORY B

Candidates are enrolled in a Bachelor's degree or equivalent (two years post-secondary degree included). Selected interns contribute to projects or research in their field of study under the supervision of an IO staff member.

CATEGORY C

"Job shadowing" internships. This category is for English-speaking students enrolled at a secondary school or high school located in the country of one of the ITER Members where internships may be mandatory (e.g., 3ème and 2nde students in France).

CATEGORY S

Students shall either be pursuing a PhD at a university or an equivalent institution or be participating in a program in a scientific or technical field that has a special agreement with the IO (e.g., a Cooperation Agreement). Interns are highly involved in IO activities and undertake a specific project under the supervision of an IO staff member.

ASSIMILATED CATEGORY C (UNPAID/SIMPLIFIED A OR B):

Students enrolled as per Category A or Category B for a short duration (less than 2 months).

ABBREVIATIONS AND ACRONYMS

A

ADM Administration Department

C

CDII Indefinite contract with no fixed end date

CN-DA Chinese Domestic Agency

CORP Corporate

CP Construction Project

CP/HCD Construction Project/Heating & Current Drive

CP/DIAG Construction Project/Diagnostics

CTT Fixed-term temporary contract

D

DA Domestic Agency

DDG Deputy Director-General

DEATH-R/S/C Death relative/spouse/child

DG Director-General

E

ESD Engineering Services Department

EU-DA European Domestic Agency

G

G STAFF Staff members of the General Services category

H

HRD Human Resources Division

I

IAS Internal Audit Service

ICS ITER Council Secretariat

ILLNESS-S/C Illness spouse/child

IN-DA Indian Domestic Agency

IO ITER Organization

IPA ITER Project Associate

I-PROC Electronic procurement tool

J

JA-DA Japanese Domestic Agency

K

KO-DA Korean Domestic Agency

L

LGA Legal Affairs

O

ODG Office of the Director-General

P

PE/NPE Pressure Equipment/Nuclear Pressure Equipment

P STAFF Staff members of the Professional category and higher (management)

R

RF-DA Russian Domestic Agency

S

SCS-N Safety Control System for Nuclear

SID Science & Integration Department

SQD Safety and Quality Department

ST Science & Technology

T

TCWS Tokamak Cooling Water System

U

US-DA United States Domestic Agency

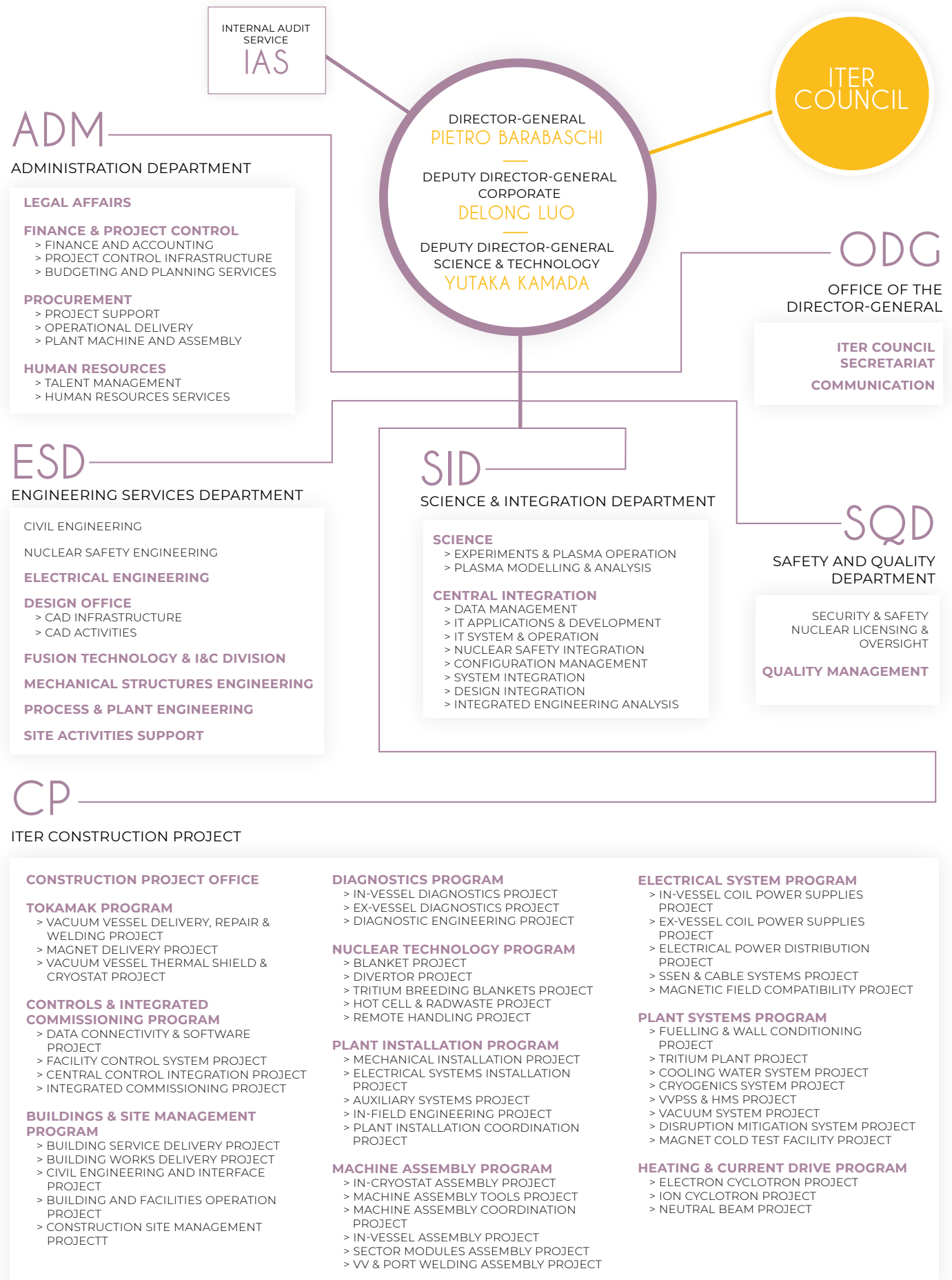
V

VAS Vacuum Auxiliary System



A start-of-summer event for employees on Friday 21 June.

ORGANIZATION CHART

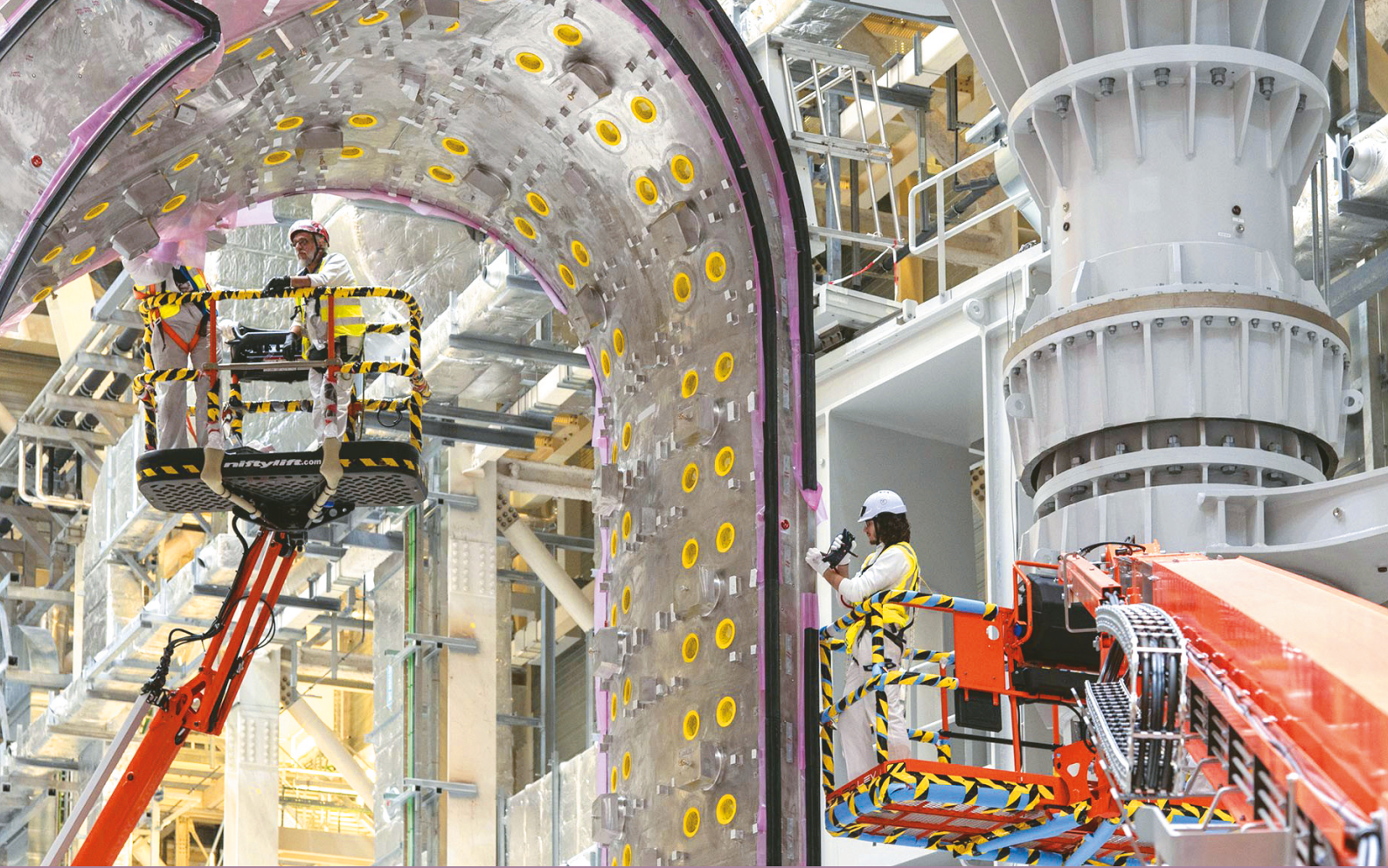




The ITER Council Room, used outside of Council meetings for design reviews and technical meetings.



A large network of multipurpose lines distributes liquid cryogenics to clients in the Tokamak Complex.



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