

ITER ORGANIZATION

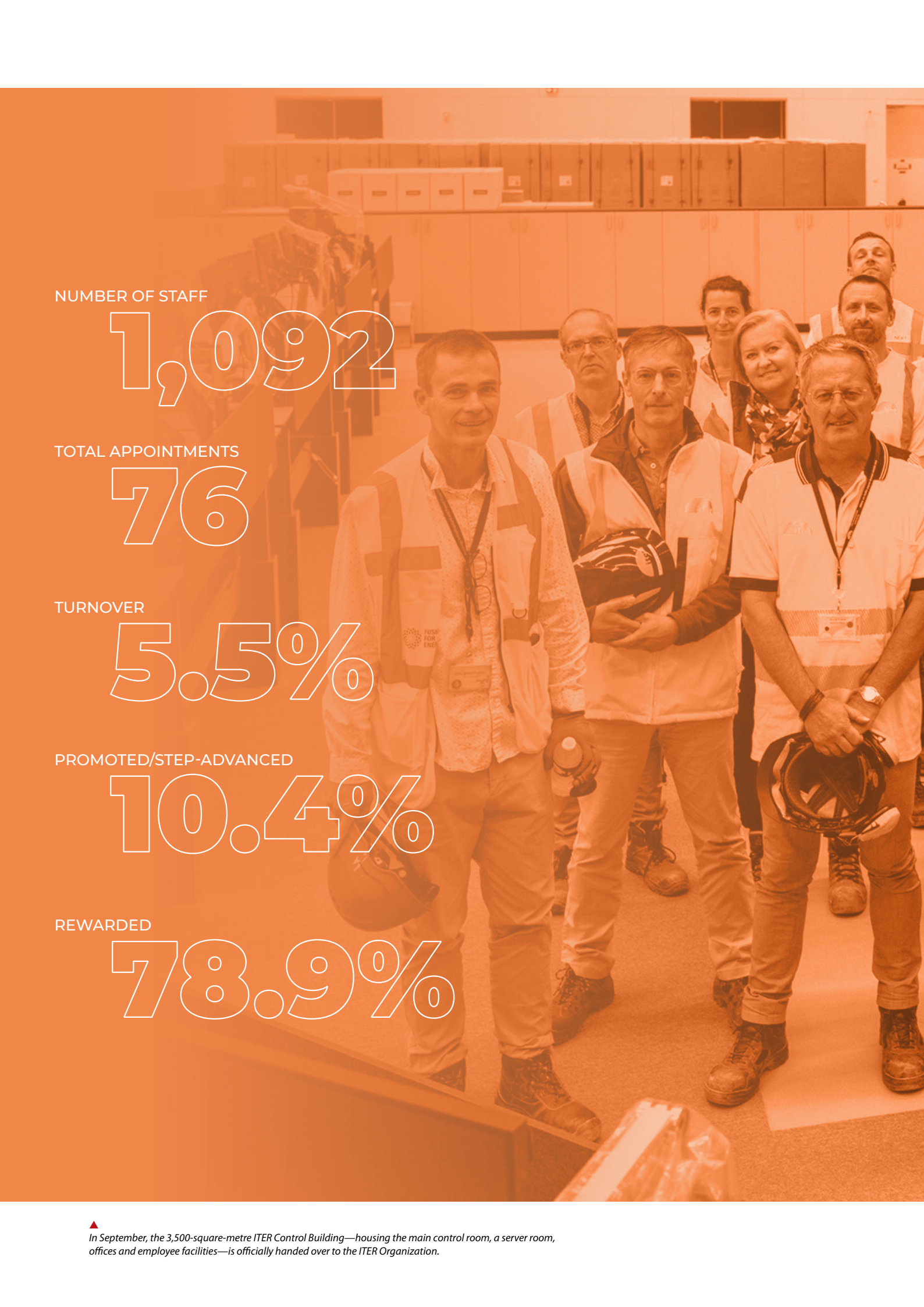


REPORT ON

HUMAN RESOURCES

2025





NUMBER OF STAFF

1,092

TOTAL APPOINTMENTS

76

TURNOVER

5.5%

PROMOTED/STEP-ADVANCED

10.4%

REWARDED

78.9%

▲
In September, the 3,500-square-metre ITER Control Building—housing the main control room, a server room, offices and employee facilities—is officially handed over to the ITER Organization.



REPORT ON HUMAN RESOURCES CONTENTS

2025

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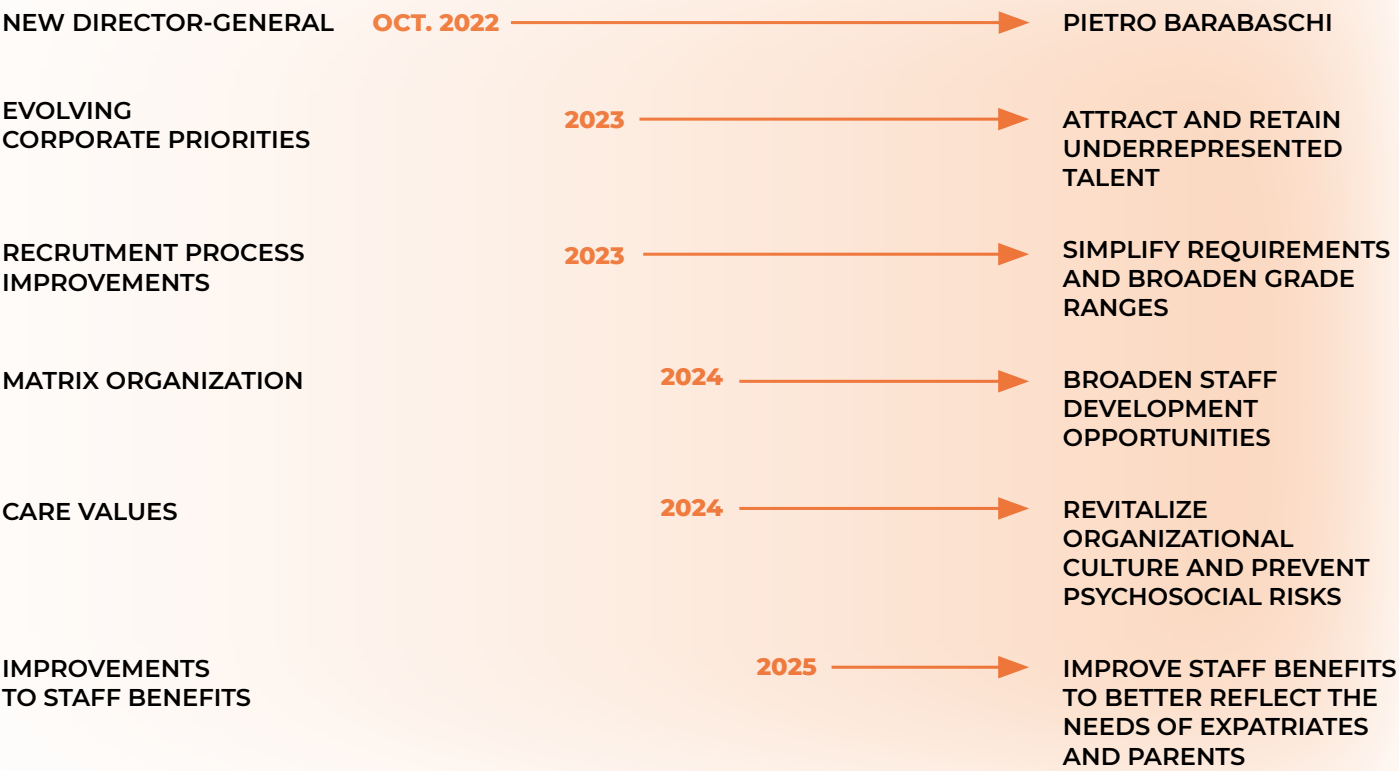
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▲
The Human Resources team.

KEY ACTIONS



Foreword from the HEAD OF HUMAN RESOURCES



We are pleased to present the ITER Organization 2025 Report on Human Resources.

This report reflects a period of measurable progress in our efforts to attract, develop, and support our personnel. While it does not capture the full scope of daily interactions and operational work carried out by the Human Resources Division, it offers a structured overview of the key trends, actions, and results shaping the ITER Organization workforce.

Since the Director-General took office in late 2022, clear corporate priorities have been established to attract and retain underrepresented talent and broaden development opportunities for staff. These priorities have been translated into concrete actions over the past three years: simplified and more accessible recruitment processes, wider grade ranges to attract early career talent, implementation of the matrix organization, renewed attention to organizational culture, and targeted improvements to staff benefits. The cumulative impact of these changes is now reflected across our workforce profile and Human Resources outcomes.

At the end of 2025, the ITER Organization employed 1,092 staff members, reflecting stable staffing levels. Fifty-eight newcomers joined the organization in 2025, and we had a turnover ratio of 5.5%.

From late 2022 to late 2025, broader representation was observed among both applicants and newcomers. For applicants, the share of non-European-Union applicants rose from 30% to 37% and the share of women applicants rose from 12% to 23%, while among newcomers, the numbers increased from 42% to 69% and from 14% to 26% respectively. Career development and retention remain key priorities: in 2025, 79% of eligible staff benefitted from reward and recognition mechanisms. Taken together, these efforts have contributed to an increase in overall non-EU representation from 30.8% to 36.2% and in the representation of women from 18.6% to 20.4% over the same period.

Beyond staffing figures, 2025 was marked by continued investment in learning and development, further deployment of the matrix organization, and reinforced support for staff and family well-being. These efforts remain essential to sustaining engagement, performance, and resilience as ITER advances through a demanding phase of the project.

I would like to express my sincere appreciation for the constructive collaboration of groups across the ITER Organization. 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 GOUROD

St. Paul-lez-Durance,
August 2026



▲ Large tokamak components like this vacuum vessel sector are handled in the Assembly Hall by the powerful 1,500-tonne bridge cranes.





HUMAN RESOURCES **STATISTICS**

OVERALL STAFF METRICS

ON 31 DECEMBER 2025



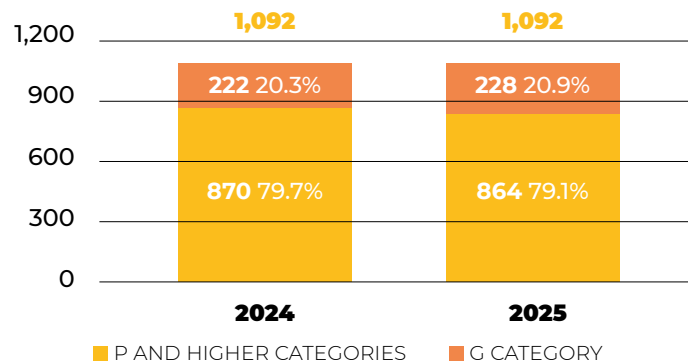
TOTAL STAFF: 1,092

(Including 11 TCWS*, 1 VAS*, 18 Post-Doc*, and 5 Seconded Staff)

G CATEGORY: **20.9%**

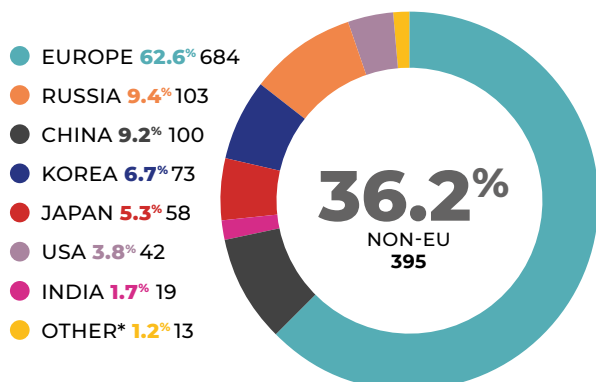
P AND HIGHER CATEGORIES: **79.1%**

*See definitions pp 26-27.



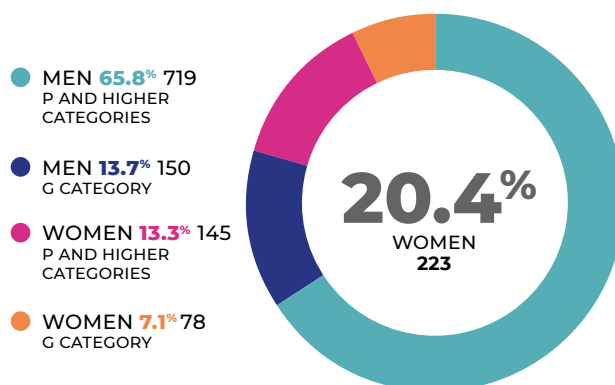
DISTRIBUTION OF STAFF

BY MEMBER

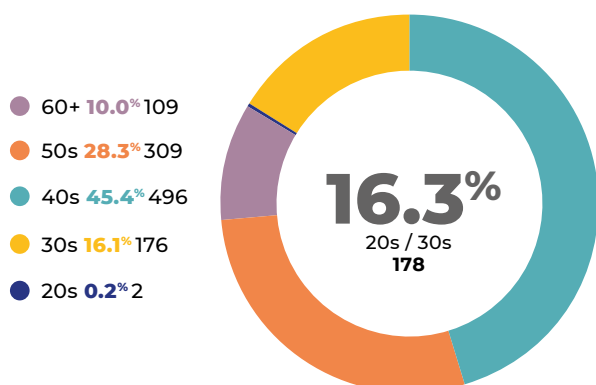


* "Other" refers to staff members from Switzerland, Ukraine and, from 2023, the United Kingdom (following ITER Council consultation and approval). "Other" is excluded from the "non-EU" category.

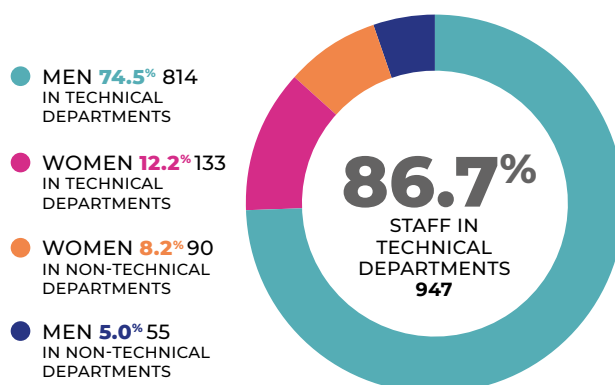
BY GENDER



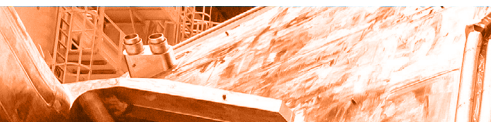
BY AGE



BY UNIT CATEGORY



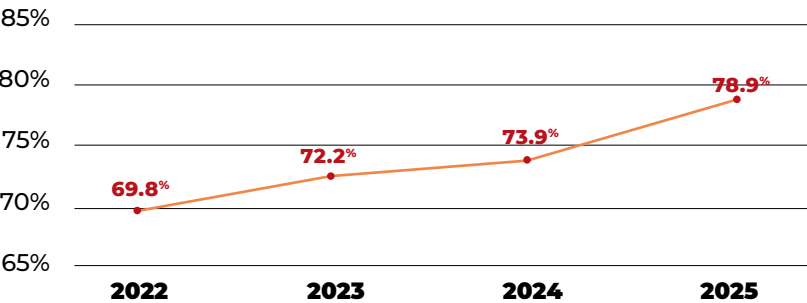
See definitions pp 26-27.



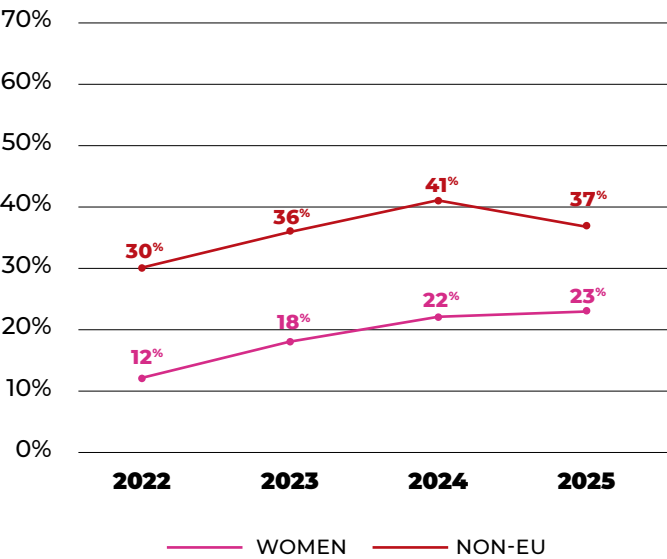
HIGHLIGHT: ADVANCING TALENT EXCELLENCE

We are strengthening our efforts to attract a wider range of talent, leading to increased applications, while retaining talent by supporting growth through development opportunities, rewards, and recognition. This is resulting in stronger representation, including from underrepresented ITER Members and women.

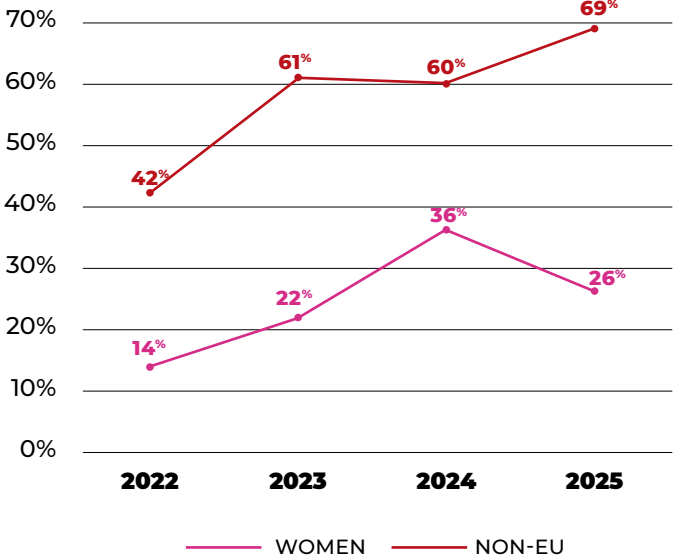
STAFF REWARDED (OUT OF ELIGIBLE STAFF)



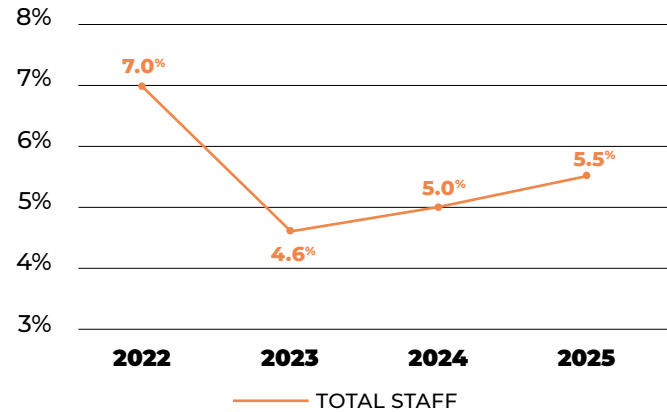
APPLICANTS



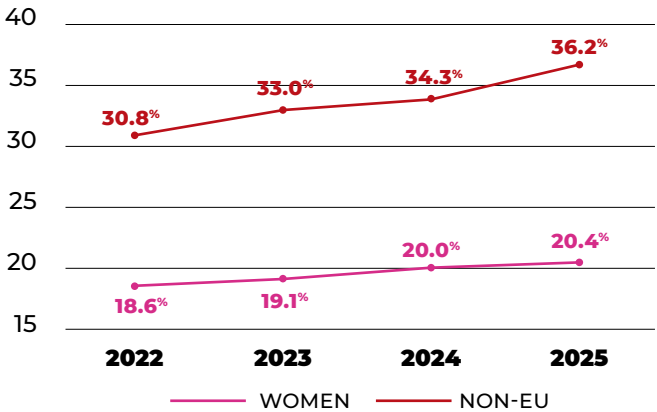
NEWCOMERS



TURNOVER

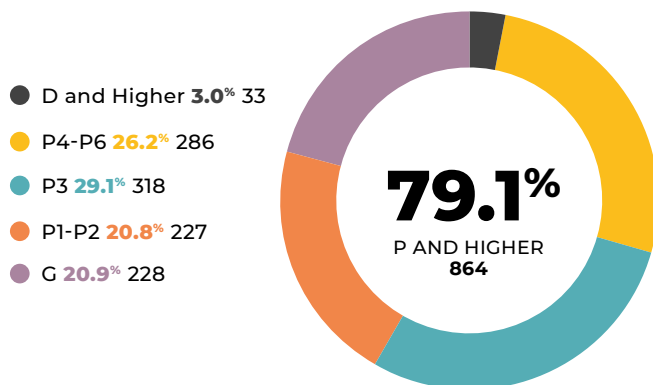


REPRESENTATION OF STAFF



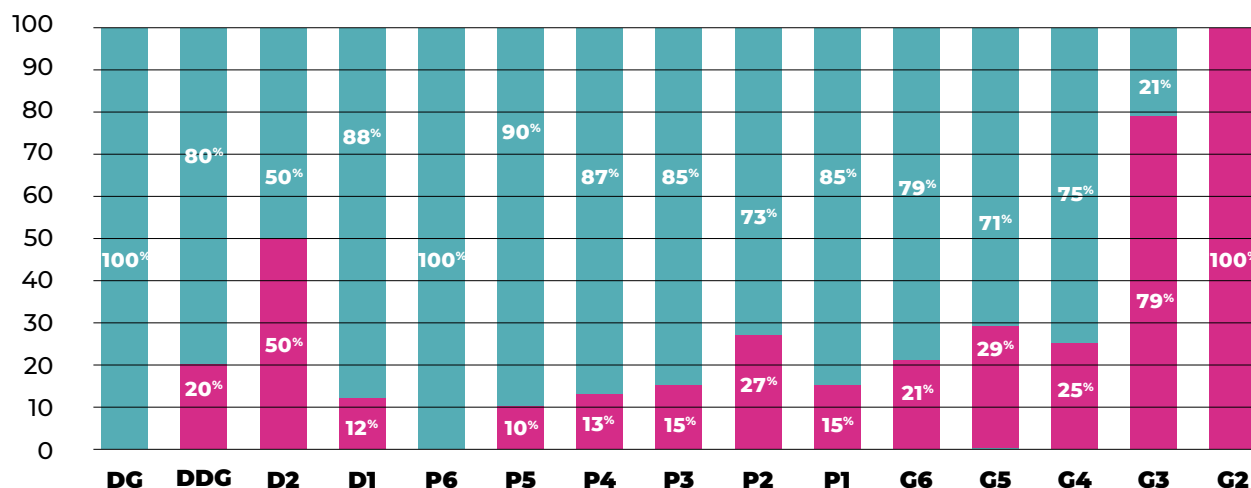
GRADE, AGE AND GENDER METRICS

DISTRIBUTION OF STAFF BY GRADE



▲ Teams celebrate the arrival of the first gyrotron, a device that will contribute to heating the plasma through a high-intensity beam of electromagnetic radiation.

STAFF DISTRIBUTION BY GRADE AND GENDER

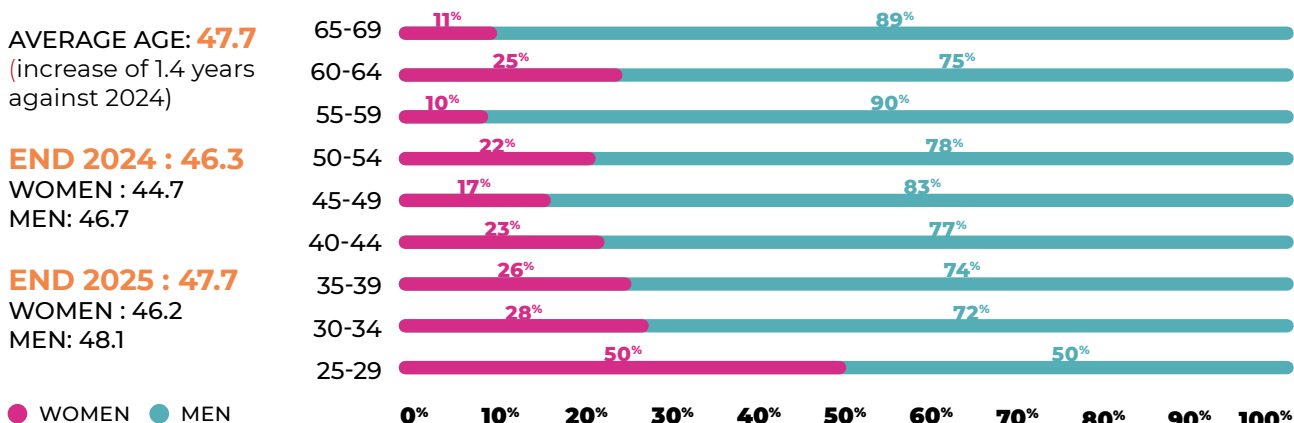


STAFF DISTRIBUTION BY AGE AND GENDER

AVERAGE AGE: **47.7**
(increase of 1.4 years against 2024)

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

END 2025 : **47.7**
WOMEN : 46.2
MEN: 48.1

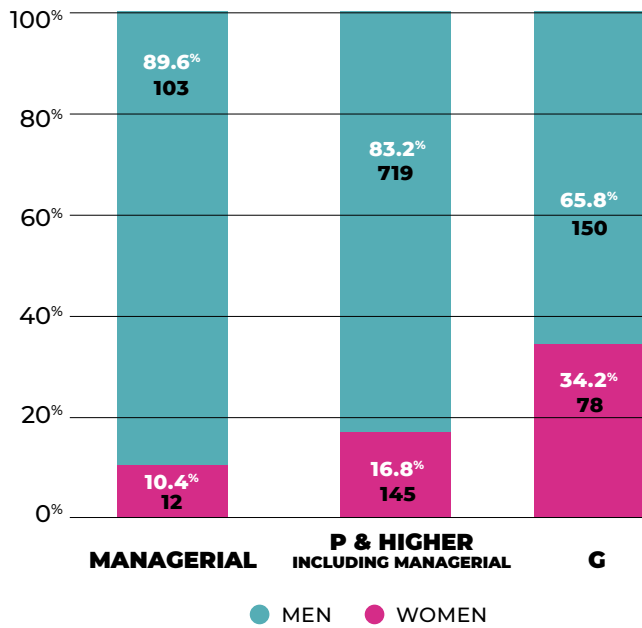


● WOMEN ● MEN

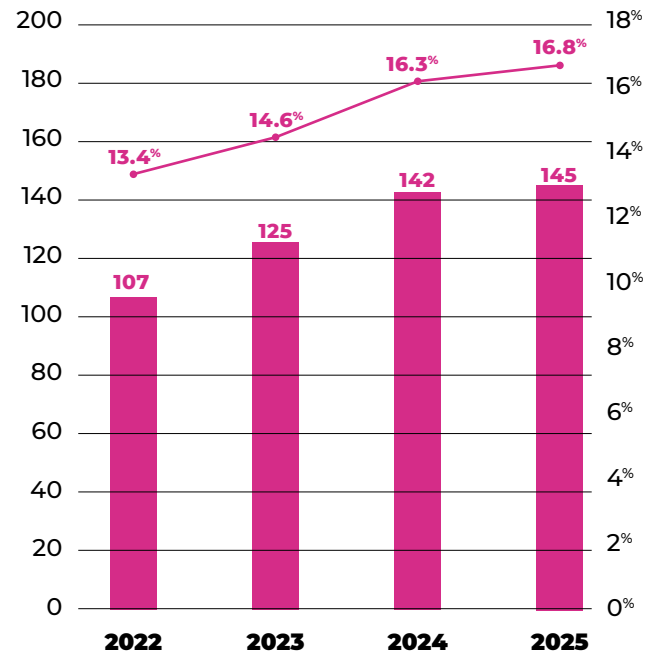
GENDER REPRESENTATION BY CATEGORY, INCLUDING MANAGERIAL

OF 115 MANAGERS, 12 ARE WOMEN (10%)

In 2024, of 125 managers, 13 were women (10%)



WOMEN IN P AND HIGHER STAFF CATEGORIES



▲ Marking International Women's Day in March.

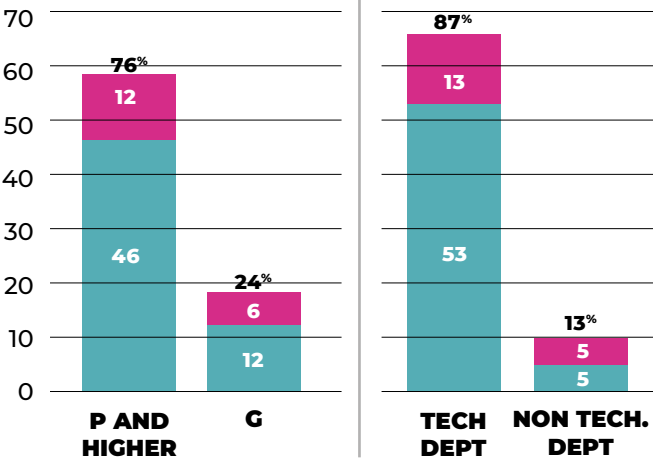
RECRUITMENT IN 2025



TOTAL APPOINTMENTS

TOTAL APPOINTMENTS: **76**
INCLUDING **18** IO STAFF MEMBERS (14 in 2024)
(59 appointments in 2024)
P AND HIGHER CATEGORIES : **58** (76%)
G CATEGORY : **18** (24%)

● MEN ● WOMEN



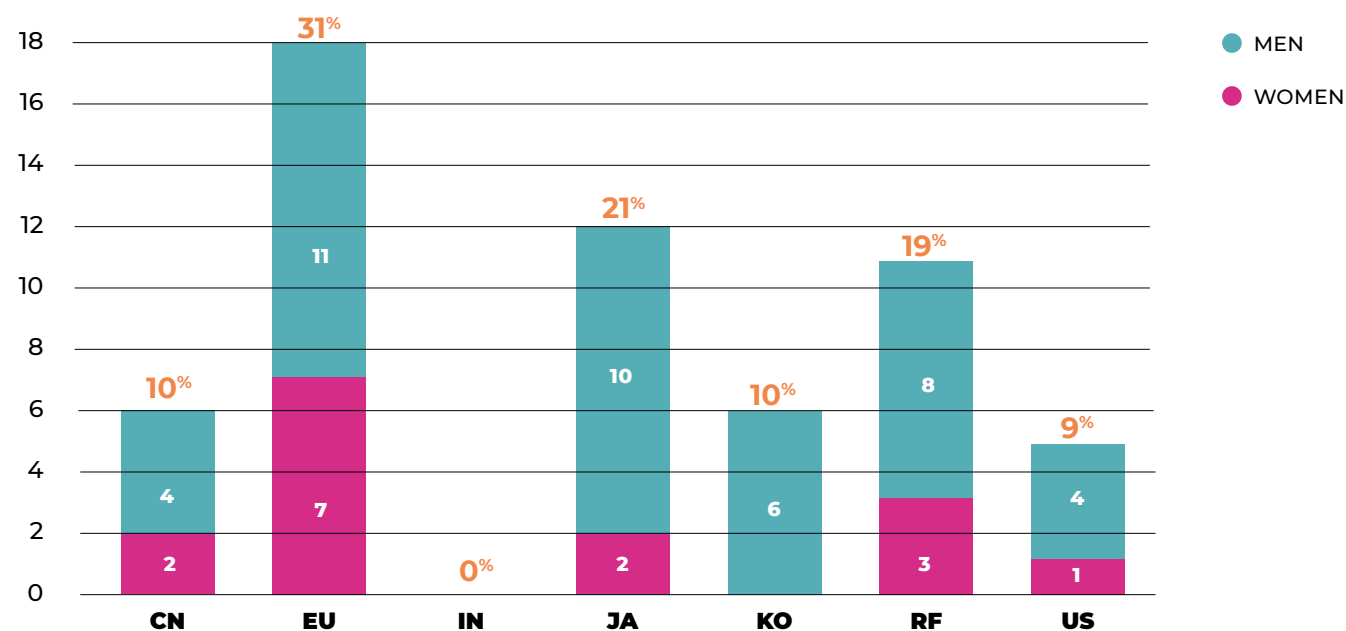
▲ This is the team that fast-tracked the design, procurement, and installation of the ITER magnet cold test facility, in time for the installation of the first coil in December.



NEWCOMERS

58 NEWCOMER RECRUITMENTS IN 2025

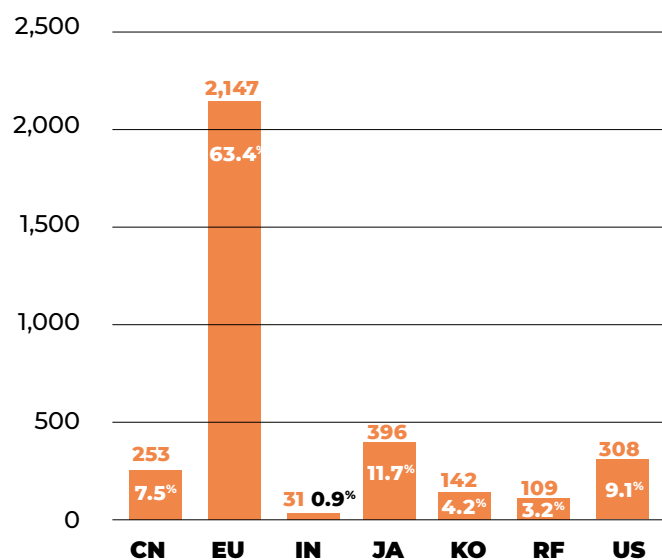
BREAKDOWN OF 2025 NEWCOMERS BY MEMBER AND GENDER



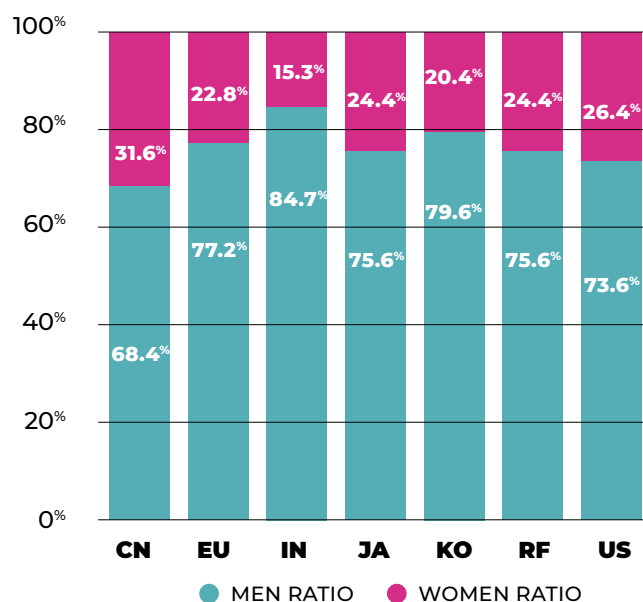
NOMINATED APPLICATIONS VERSUS APPOINTMENTS BY MEMBER

58 NEWCOMER RECRUITMENTS FROM A TOTAL OF 3,386 APPLICATIONS IN 2025
(45 newcomer recruitments from a total of 1,850 applications in 2024)

BREAKDOWN BY MEMBER



GENDER DISTRIBUTION BY MEMBER

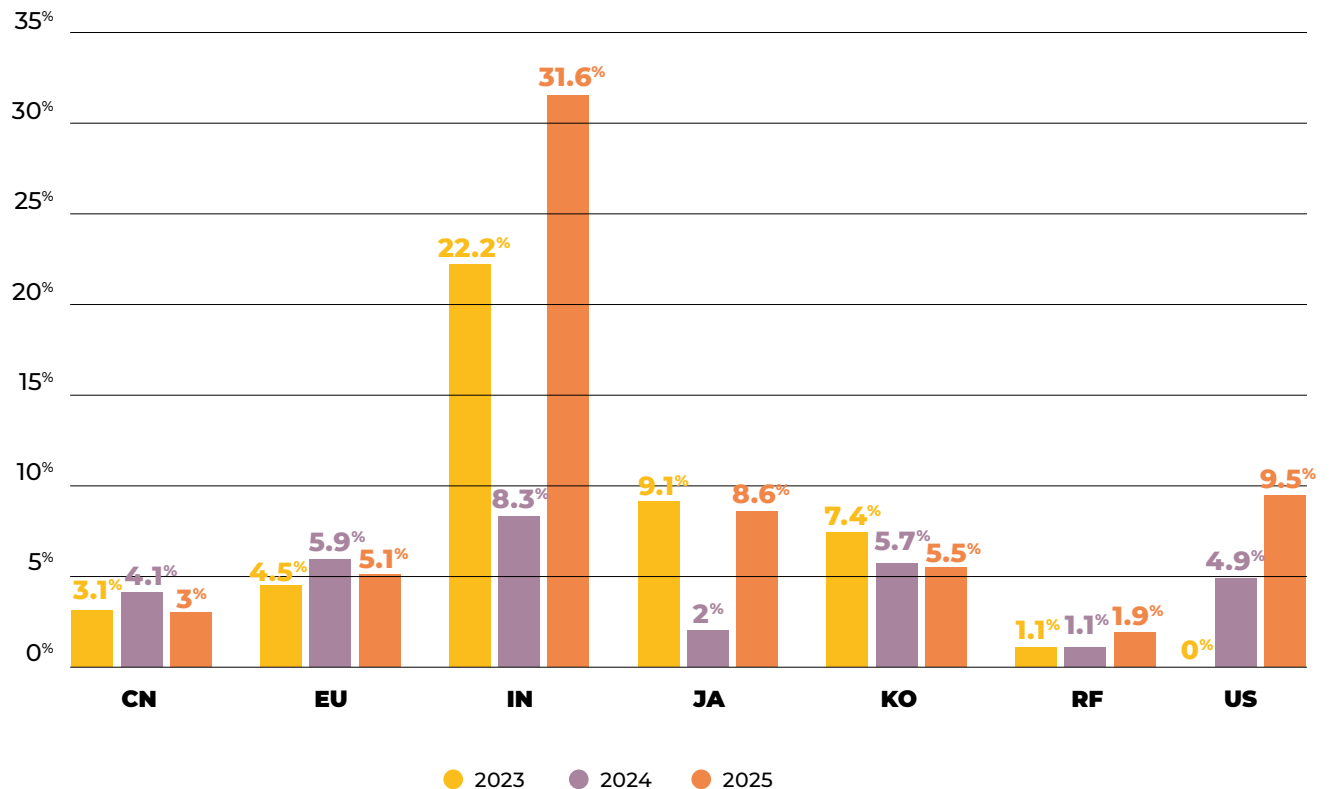


TURNOVER IN 2025

DEPARTURES IN 2025: **60** (55 IN 2024)
TURNOVER RATIO: **5.49%** (5.04% IN 2024)

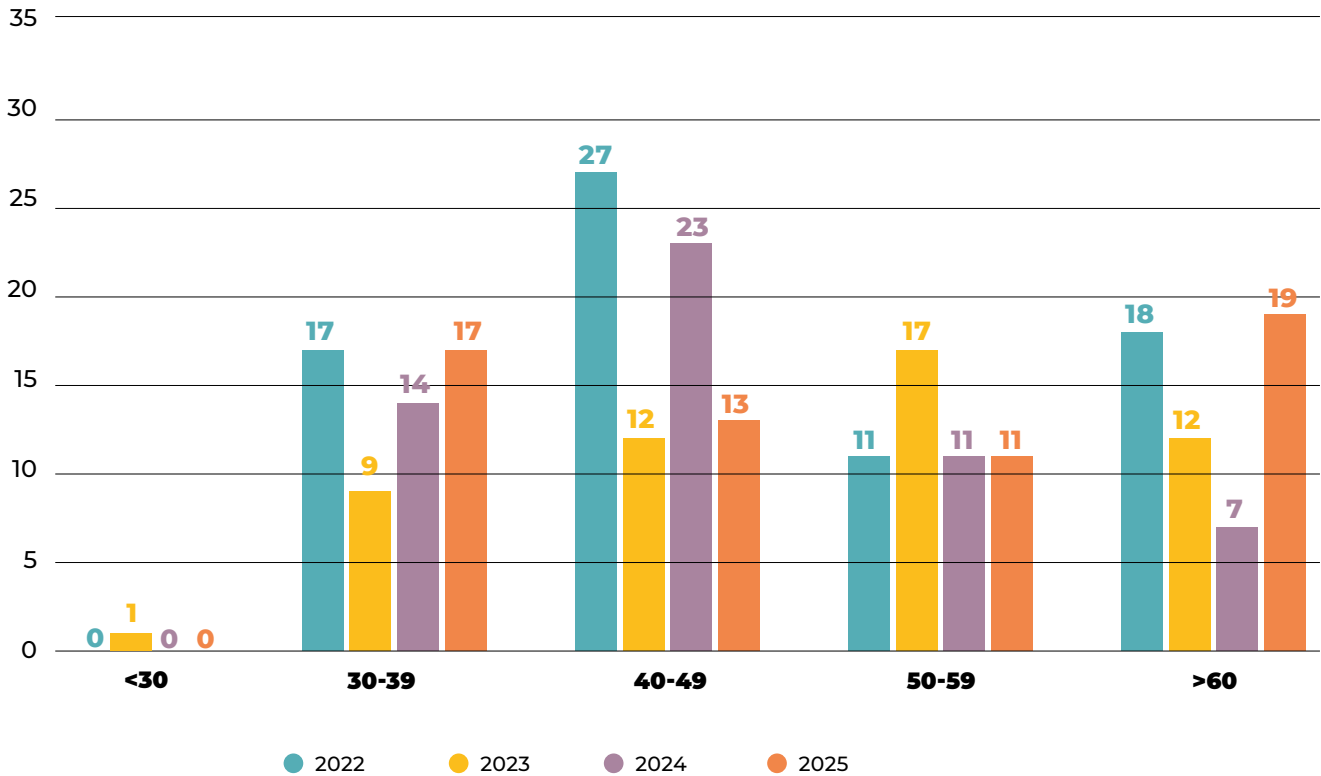
TURNOVER

TURNOVER RATIO BY MEMBER

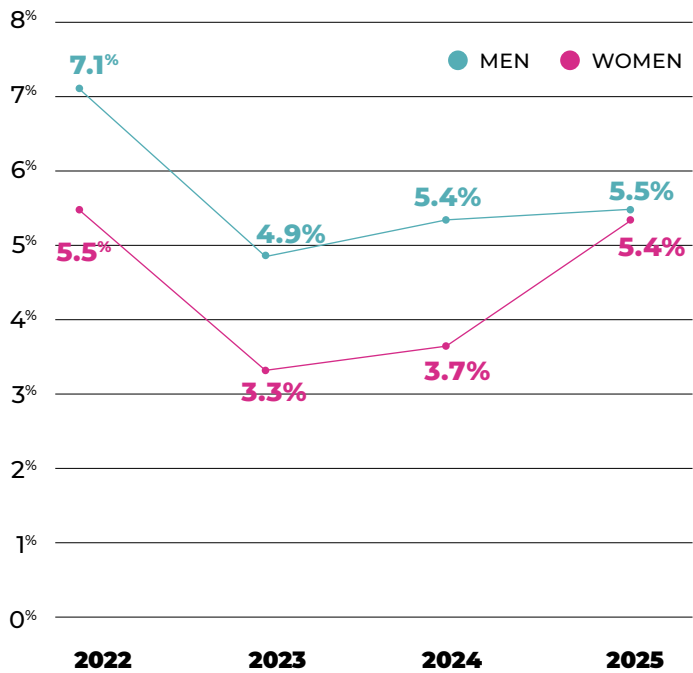


▲ Deep in the galleries of the Tokamak Building, segments of magnet feeders—which transport power and cryogens to the ITER magnets—are being connected.

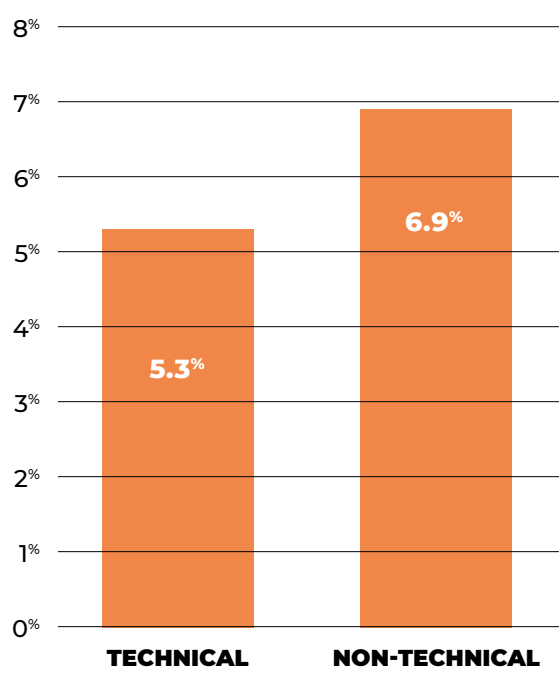
NUMBER OF DEPARTURES BY AGE GROUP



TURNOVER RATIO BY GENDER



TURNOVER BY UNIT CATEGORY





▲
ITER Safety Day, 2025 edition.

LEARNING & DEVELOPMENT IN 2025

KEY FIGURES

	2024 1,087 IO STAFF*	2025 1,086 IO STAFF*
NUMBER OF IO STAFF TRAINED (AT LEAST 1 TRAINING COURSE)	1,005	914
NUMBER OF PARTICIPATIONS	3,403	3,478
NUMBER OF HOURS OF TRAINING PROVIDED	16,516	16,263
TOTAL REGISTRATION COSTS K€ (HT) **	€578k	€687k

* 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).

3.2

AVERAGE NUMBER
OF COMPLETED
COURSES / STAFF
(3.13 IN 2024)

€197.5^{HT}

AVERAGE COST
PER PARTICIPATION
(€169^{HT} IN 2024)

4.66 HOURS

AVERAGE COURSE DURATION (4.85 IN 2024)

€55k

MISSION COSTS RELATED
TO TRAINING
(€16k IN 2024)

32.8%

OF TRAININGS WERE
COMPLETED ONLINE
(e-learning or remotely)

8 HOURS

OF INDIVIDUAL ONLINE COACHING AVAILABLE
FOR ALL ITER ORGANIZATION STAFF

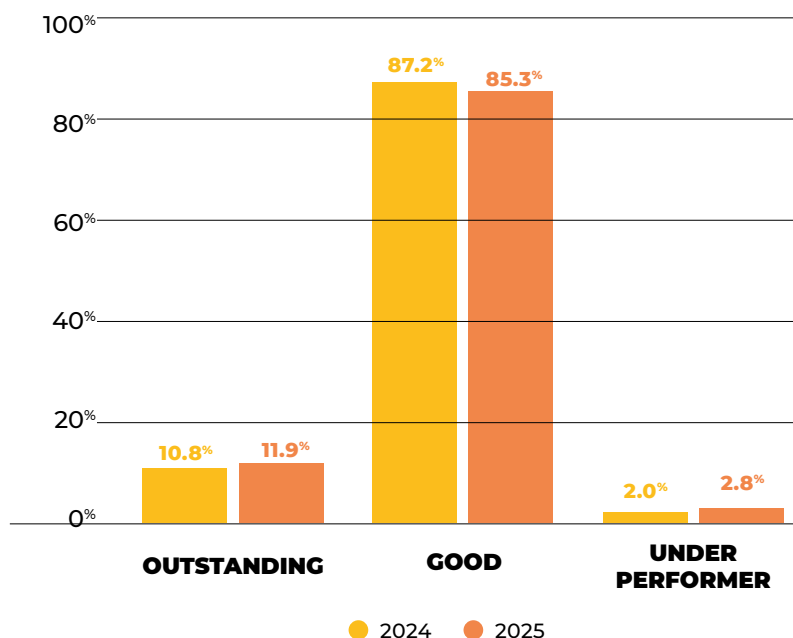


▲ Installing the cubicles that will orchestrate approximately 5 million "variables" during machine operation.

PERFORMANCE, REWARDS & RECOGNITION

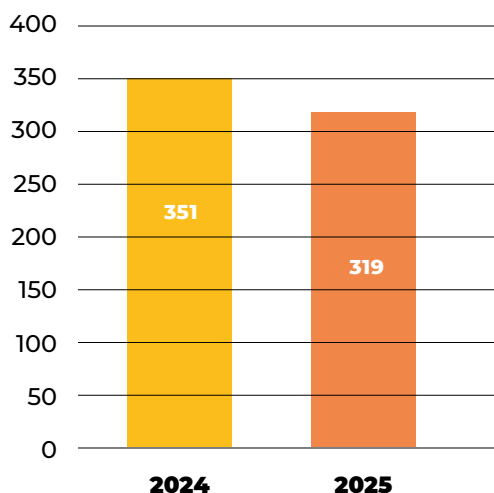


PERFORMANCE DISTRIBUTION



SENIORITY STEP*

NUMBER OF SENIORITY STEPS IMPLEMENTED:



* Seniority steps implemented in the 2024 and 2025 payroll in accordance with the policy in place.

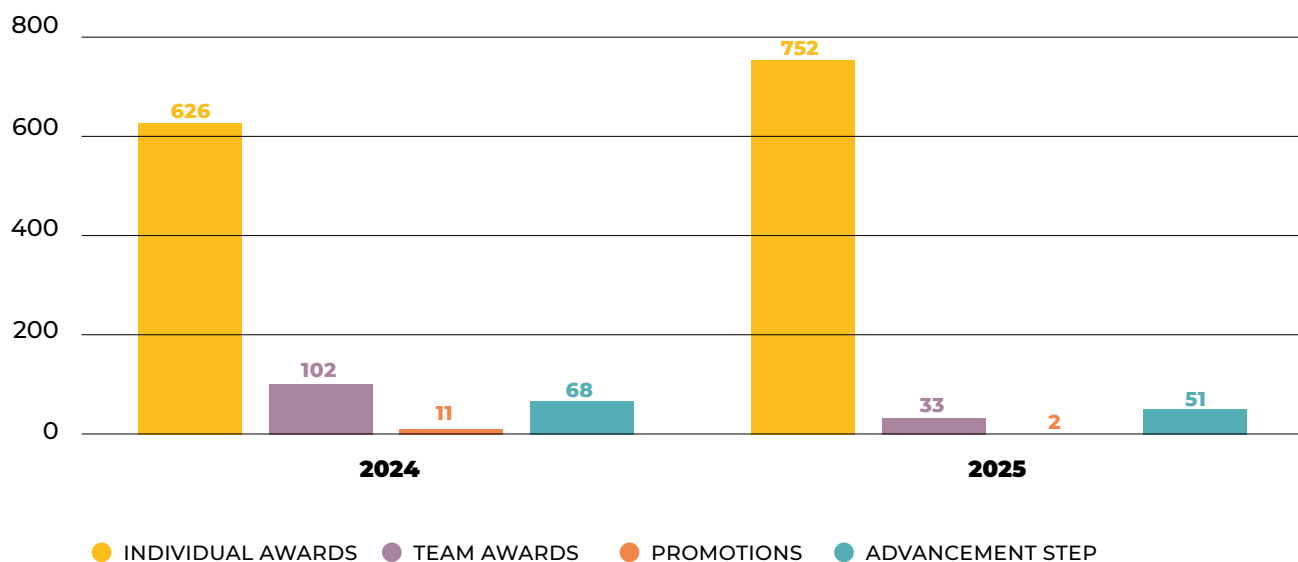
REWARDS AND RECOGNITION

ELIGIBLE STAFF MEMBERS REWARDED

- 2025: **78.9%**
- 2024: **73.9%**
(excl. competition and contract renewals)

% INDIVIDUAL STAFF REWARDS:
(promotions not included)

- 2025: WOMEN **75%**, MEN **74%**
- 2024: WOMEN **82%**, MEN **71%**



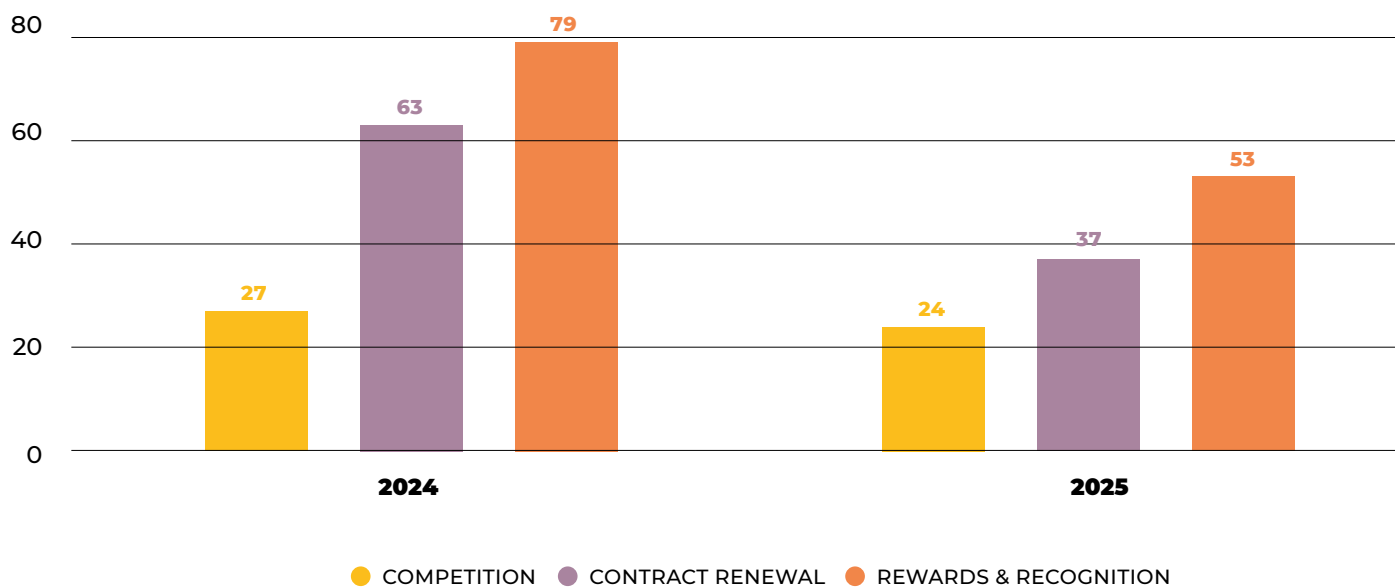


▲ Stars are born: the annual ITER Star Awards recognize exceptional staff performance and commitment.

CAREER EVOLUTION

STAFF PROMOTED/STEP-ADVANCED VIA REWARDS & RECOGNITION, CONTRACT RENEWALS AND COMPETITION:

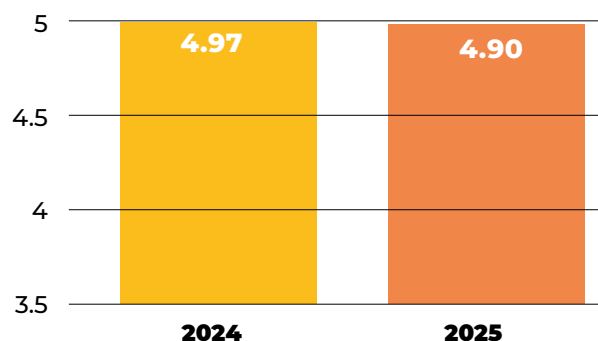
- 2025: **10.4%** INCLUDING COMPETITION (2.2%), CONTRACT RENEWAL (3.4%) AND REWARDS & RECOGNITION (4.9%)
- 2024: **15.5%** INCLUDING COMPETITION (2.5%), CONTRACT RENEWAL (5.8%) AND REWARDS & RECOGNITION (7.2%)



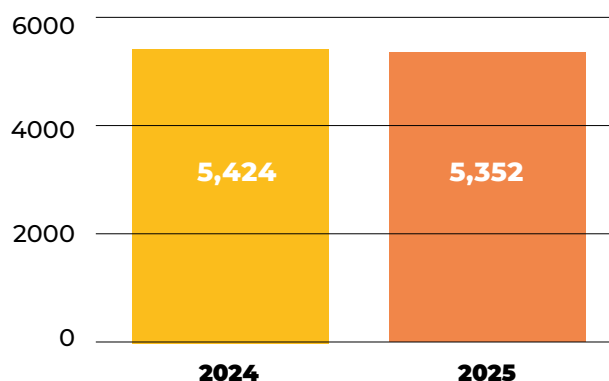
STAFF ABSENCES

SICKNESS LEAVE

AVERAGE NUMBER OF SICKNESS
DAYS PER STAFF MEMBER



TOTAL DAYS OF
SICKNESS LEAVE

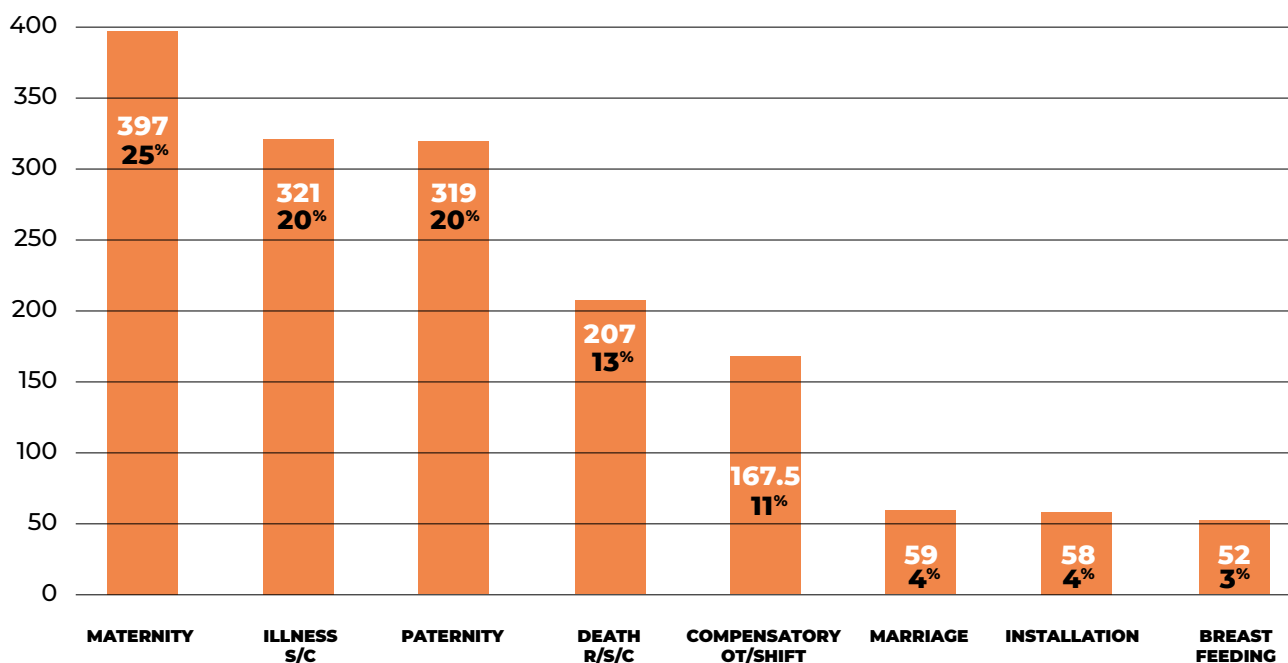


NUMBER OF ITER STAFF ON SICKNESS LEAVE OF TEN DAYS OR MORE



SPECIAL LEAVE

TOTAL DAYS OF ABSENCE FOR STAFF MEMBER PER SPECIAL LEAVE



STAFF

DEMOGRAPHIC DATA

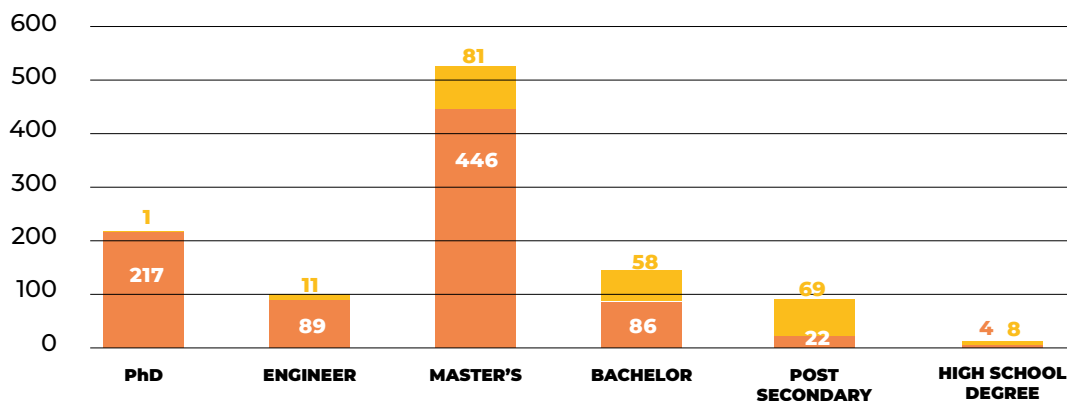
ON 31 DECEMBER 2025



EDUCATION LEVEL AT TIME OF ENTRY

218 STAFF MEMBERS WITH A PHD (20.0%)
627 ADDITIONAL STAFF MEMBERS WITH A MASTER'S OR ENGINEERING DEGREE (57.4%)

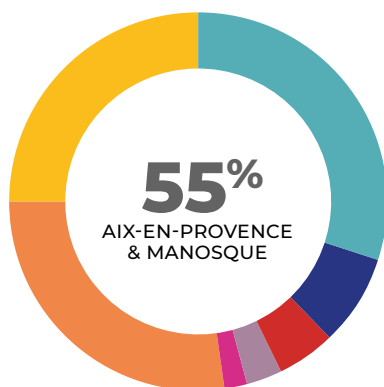
- G CATEGORY
- P AND HIGHER CATEGORY



OTHER STAFF DATA

LOCAL RESIDENCE

- MANOSQUE 30%
- OTHER 27%
- AIX-EN-PROVENCE 25%
- VINON SUR VERDON 8%
- PIERREVERT 5%
- PERTUIS 3%
- VENELLES 2%



MARITAL STATUS



NUMBER OF CHILDREN

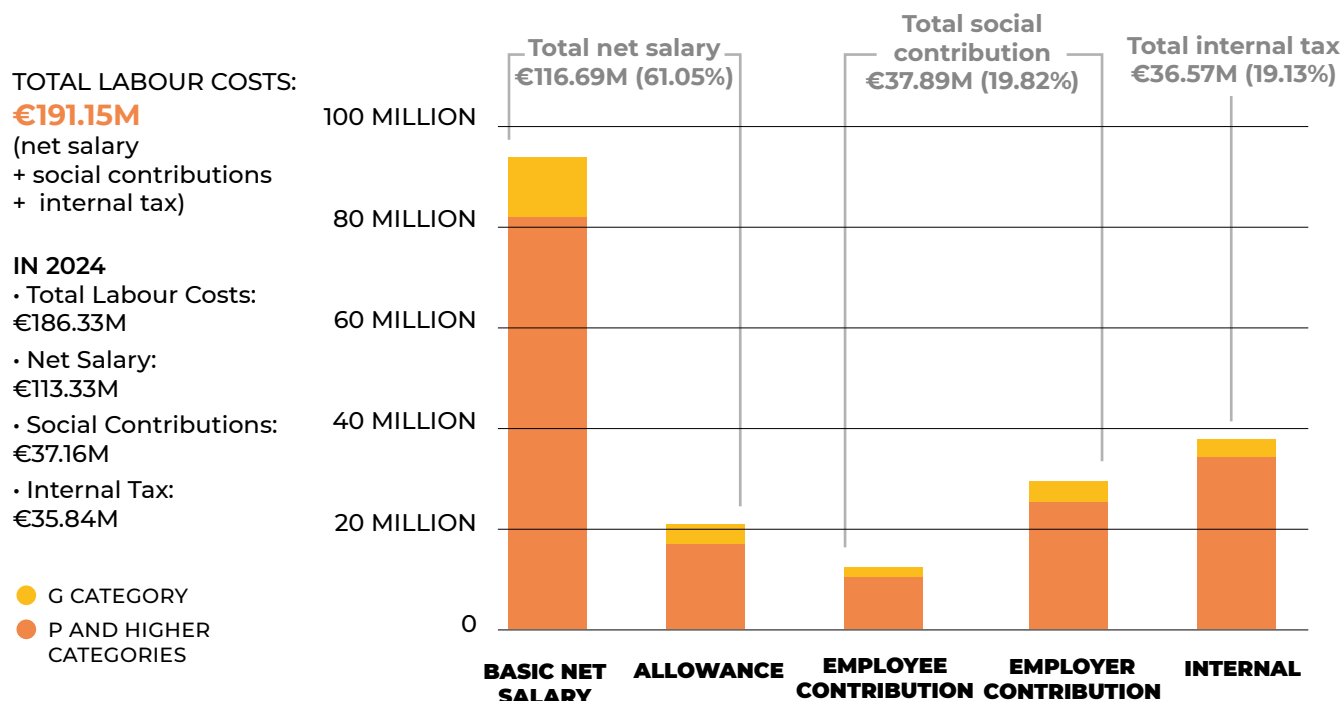
- 2 CHILDREN 41%
- 1 CHILD 24%
- NO CHILD 22%
- 3 CHILDREN 10%
- 4+ CHILDREN 3%



REMUNERATION AND BENEFITS



DETAIL OF LABOUR COSTS

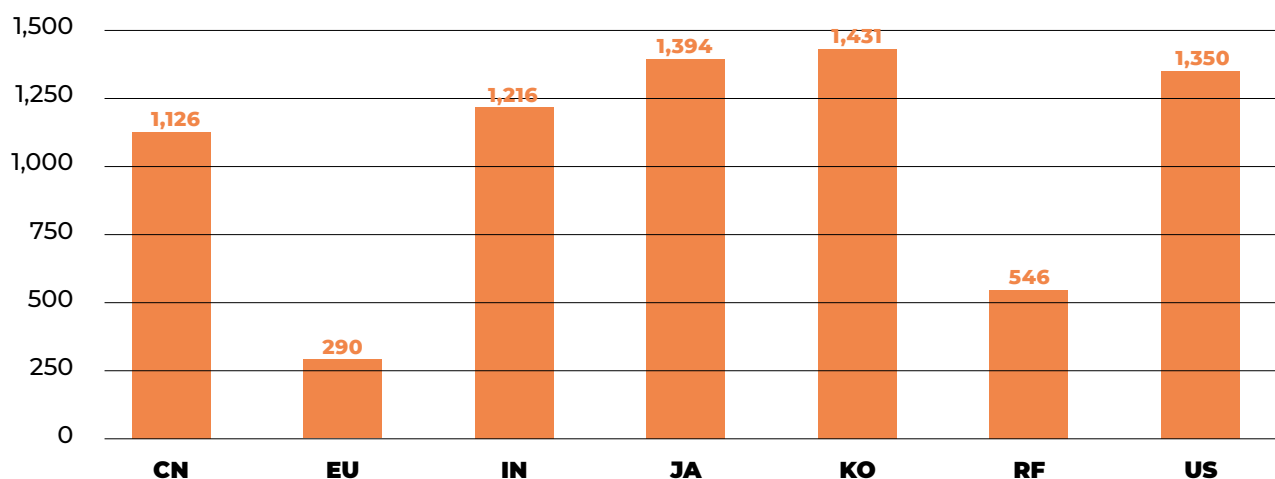


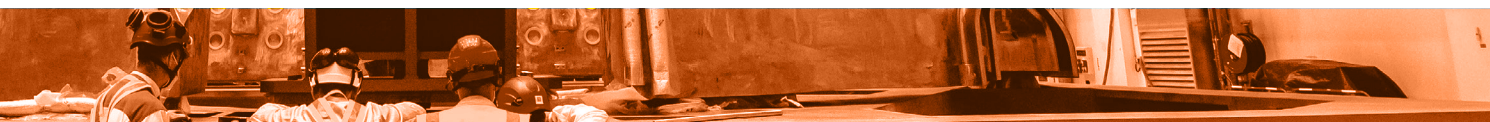
TRAVEL COSTS (TCA) FOR STAFF INSTALLATION/DEPARTURE

- TOTAL TCA COST: **€151,347** (€104,097 IN 2024 WITHOUT IPA*)
- **71 TCA** REIMBURSEMENT REQUESTS (151 TRAVELLERS)
 (72 REQUESTS /127 TRAVELLERS IN 2024 WITHOUT IPA)
- AVERAGE COST PER TRAVELLER: **€1,002** (€820 IN 2024 WITHOUT IPA)

*IPA: ITER Project Associates

AVERAGE COST PER TRAVELLER (IN EUR)



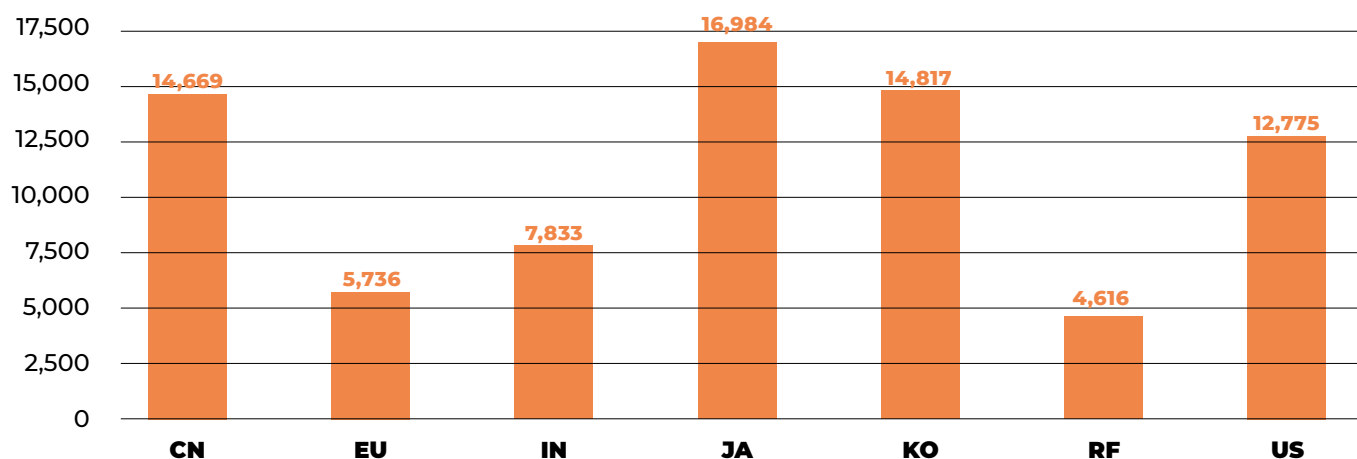


▲ Shift operation managers at ITER work around the clock to ensure that operational areas of the plant are functioning normally and to intervene in the case of off-normal events.

REMOVAL COSTS, STAFF

- TOTAL COST: **€651,714** (€536,276 IN 2024)
- TOTAL REMOVAL COSTS: **€543,869** (€452,276 IN 2024)
- REMOVAL LUMP SUM COST: **€107,845** (€84,000 IN 2024)
 - **39** REMOVALS (35 IN 2024),
 - **16** REMOVALS LUMP SUM (14 IN 2024)
- AVERAGE TOTAL COST: **€11,849** (€10,944 IN 2024)

AVERAGE TOTAL COST BY MEMBER (IN EUR)





▲ History is made in February 2025, as Indian Prime Minister Narendra Modi and French President Emmanuel Macron are welcomed on site for a joint visit celebrating scientific and technological collaboration.



▲ The Director General of the International Atomic Energy Agency (IAEA), Rafael Grossi, visits ITER in November.



▲ A second vacuum vessel sector module is installed in the tokamak assembly pit in June.

COMPLEMENTARY PERSONNEL

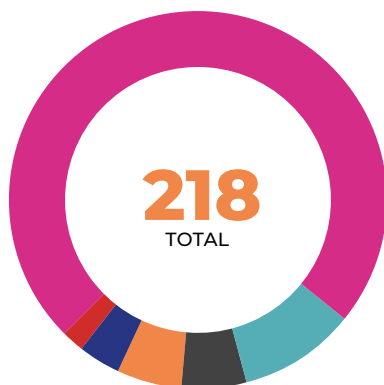
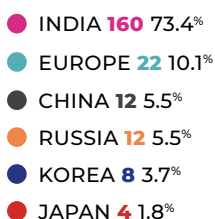
ON 31 DECEMBER 2025

ITER PROJECT ASSOCIATES (IPA)

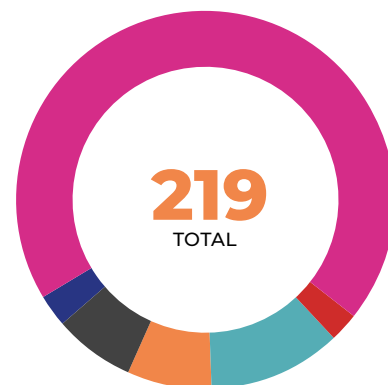
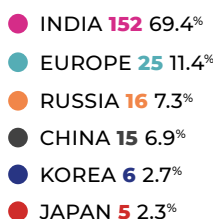
NEW EXPRESSIONS OF INTEREST PUBLISHED IN 2025: **52**
 APPLICATIONS RECEIVED FROM HOME INSTITUTES: **245**
71 IMPLEMENTING AGREEMENTS WITH HOME INSTITUTES IN ALL ITER MEMBERS
 EVOLUTION IN NUMBER OF IPA: 2022 (231), 2023 (204), 2024 (218), 2025 (219)

IPA BY MEMBER

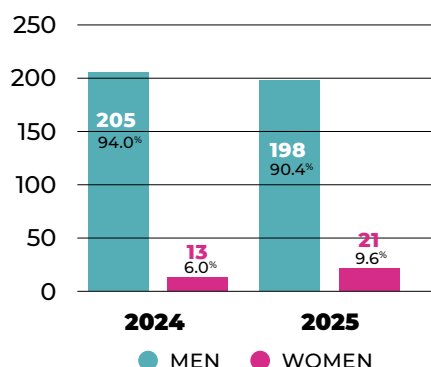
2024



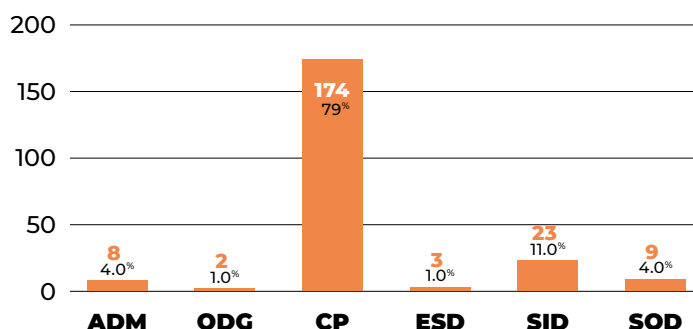
2025



IPA BY GENDER



IPA BY UNIT



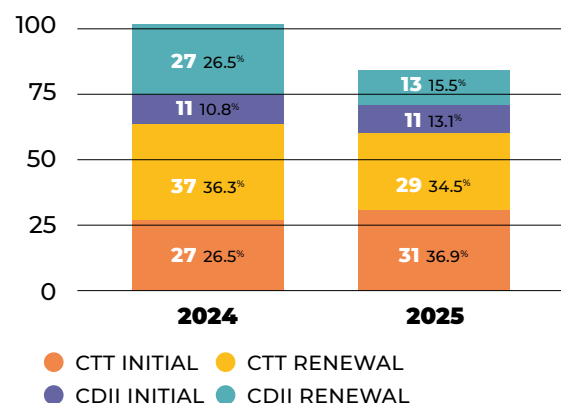
INTERIM STAFF

INTERIM STAFF

BY TYPE OF CONTRACT

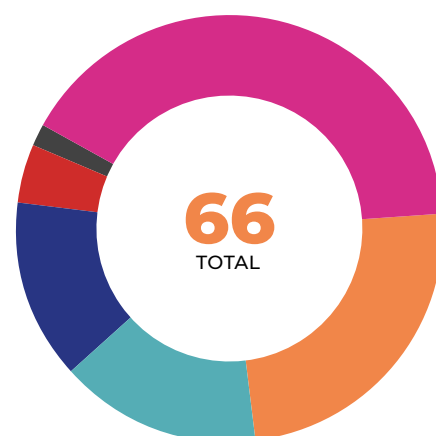
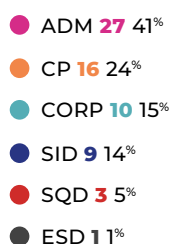
84 CONTRACTS MANAGED (102 IN 2024)

TOTAL PAYMENT: **€4,288,411**
 (€ 3,898,002 IN 2024)



INTERIM STAFF BY UNIT

NUMBER OF INTERIM STAFF: **66** (59 IN 2024)



EXPERTS

NUMBER OF EXPERT CONTRACTS IN 2025: **29**
 TOTAL AMOUNT OF PAYMENT FOR EXPERT
 CONTRACTS IN 2025: **€443,412** (€183,421 IN 2024)

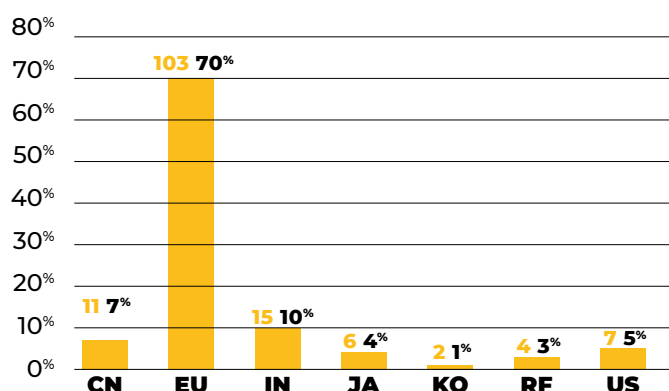
NUMBER OF EXPERT CONTRACTS IN 2025



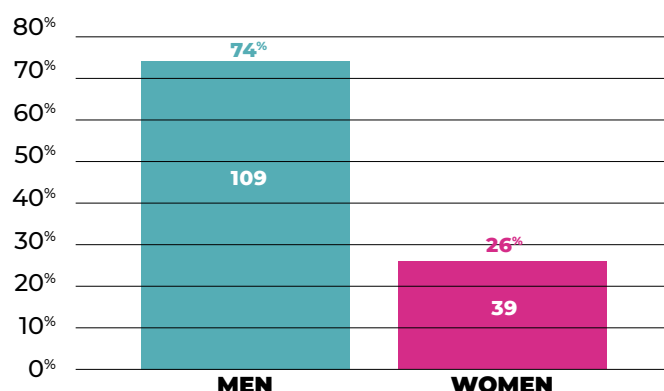
INTERNSHIP PROGRAM

INTERNS IN 2025 (ALL CATEGORIES*): **148**

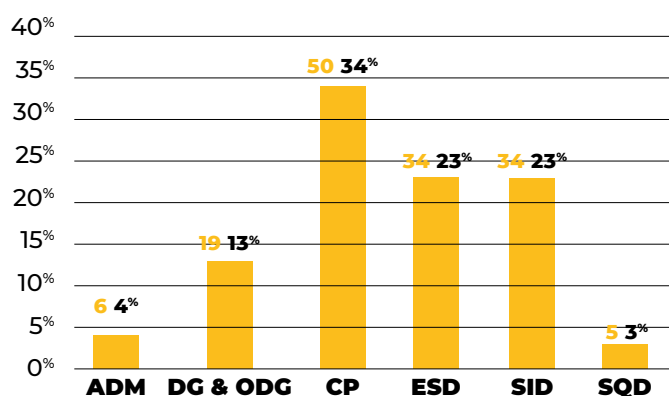
INTERNS BY MEMBER



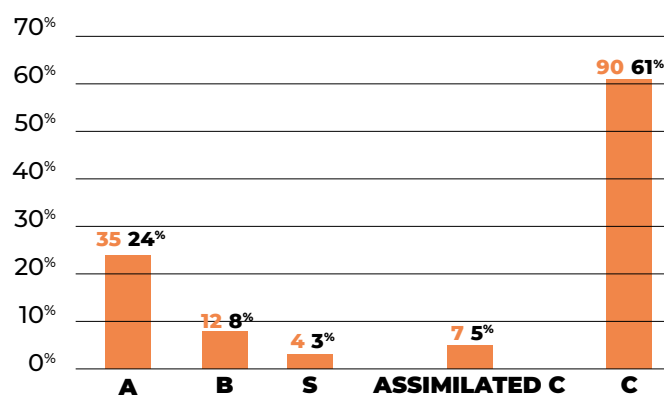
INTERNS BY GENDER



INTERNS BY UNIT



INTERNS BY CATEGORY



*For internship program categories see the Appendix (p26).

GLOSSARY



▲
In March, the team that prepared the first vacuum vessel sector module for insertion into the tokamak pit gather to mark the achievement.

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).

TECHNICAL/NON-TECHNICAL DEPARTMENTS

Technical Departments: CP, ESD, SID, SQD

Non-Technical Departments: ADM, CORP, DG, ODC

TURNOVER

The annual rate at which IO staff leave the IO. It is calculated as (the number of departures/total staff on 31 December).

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

COMPENSATORY OT/SHIFT

Compensatory Overtime/Shift Leave

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



▲ The annual tree-lighting ceremony in the lobby of ITER Headquarters.

ORGANIZATION CHART





▲
The 37th ITER Council meeting in November.



▲
A test lab for cryopumps has been set up in the cryoplant where it has easy access to cooling fluids.
A selection of production cryopumps will be tested in the facility's vacuum chamber at their operating temperature of 4 K (-269 °C).

ITER



ITER ORGANIZATION Headquarters
Route de Vinon-sur-Verdon - CS 90 046
13067 St. Paul-lez-Durance Cedex
France

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www.iter.org

