

4. Employee expenses and information

A detailed analysis of Members' remuneration, including salaries and variable pay, is provided in the report on Members' remuneration on pages 124–129.

The direct costs of all employees, including Members, appear below:

	2014 £m	2013 £m
Aggregate gross salaries	61	55
Employer's national insurance contributions	6	6
Employer's defined benefit pension current service cost (note 18)	3	3
Employer's defined contribution pension contributions	2	2
Total direct costs of employment	72	66

In addition to the above, in 2014 £1 million of costs were expensed to the income statement in respect of restructuring initiatives to increase operational efficiency within the Group (2013: £2 million).

As disclosed in the Members' Remuneration Report on page 125, the total remuneration of the Executive and Non-Executive Members for the year ending 31 December 2014 was £2,640,000 (2013: £2,432,000).

4. Employee expenses and information continued

The salary multiple of highest to median employee was as follows:

	2014 £000	2013 £000
Total remuneration of highest paid employee (page 125)	855	739
Total remuneration of median employee	54	51
Multiple of highest paid to median employee	15.8	14.5

Total remuneration is defined as base salary, variable pay, employer pension contribution and other benefits.

The average number of employees, including Executive Members, was as follows:

	2014 Number	2013 Number
4Broadcast		
Programme commissioning	214	210
Advertising and sponsorship sales and research	192	191
Marketing and creative services	110	110
Corporate affairs and press office	36	36
Information systems	40	45
Corporate and strategy	17	17
Transmission and engineering	51	46
Finance, human resources and facilities management	69	68
4Talent	13	12
	742	735
4Rights	66	63
Group total	808	798
Permanent employees	766	746
Contract staff	42	52
Group total	808	798