

4. Employee expenses and information

A detailed analysis of Members' remuneration, including salaries and variable pay, is provided in the Members' Remuneration Report.

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

	2015 £m	2014 £m
Aggregate gross salaries	65	61
Employer's National Insurance contributions	6	6
Employer's defined benefit pension current service cost (note 18)	4	3
Employer's defined contribution pension contributions	2	2
Total direct costs of employment	77	72

In addition to the above, in 2015 £2 million of costs were expensed to the income statement in respect of restructuring initiatives to increase operational efficiency within the Group (2014: £1 million).

As disclosed in the Members' Remuneration Report on page 133, the total remuneration of the Executive and Non-Executive Members for the year ending 31 December 2015 is £2,784,000 (2014: £2,640,000).

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

	2015 £000	2014 £000
Total remuneration of highest paid employee (page 133)	881	855
Total remuneration of median employee	57	54
Multiple of highest paid to median employee	15.5	15.8

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:

	2015 Number	2014 Number
4Broadcast		
Programme commissioning	216	214
Advertising and sponsorship sales and research	197	192
Marketing and creative services	115	110
Finance, human resources and facilities management	74	69
Information systems	64	40
Transmission and engineering	42	51
Corporate affairs and press office	38	36
Corporate and strategy	20	17
4Talent	13	13
4Rights	40	66
Group total	819	808
Permanent employees	773	766
Contract staff	46	42
Group total	819	808