

Employee Expenses 2016

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:

	2016 £m	2015 £m
Aggregate gross salaries	69	65
Employer's National Insurance contributions	7	6
Employer's defined benefit pension current service cost (note 18)	-	4
Employer's defined contribution pension contributions	4	2
Total direct costs of employment	80	77

In addition to the above, in 2016 £1 million of costs were expensed to the income statement in respect of restructuring initiatives to increase operational efficiency within the Group (2015: £2 million).

As disclosed in the Members' Remuneration Report on page 129, the total remuneration of the Executive and Non-Executive Members for the year ending 31 December 2016 is £2,939,000 (2015: £2,784,000).

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

	2016 £000	2015 £000
Total remuneration of highest paid employee (page 129)	957	881
Total remuneration of median employee	59	57
Multiple of highest paid to median employee	16.2	15.5

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:

	2016 Number	2015 Number
4Broadcast		
Commercial	230	235
Creative	250	252
Operational	282	279
4Talent	17	13
4Rights	35	40
Group total	814	819
Permanent employees	770	773
Contract staff	44	46
Group total	814	819

The average number of employees is computed on a Full Time Equivalent basis where any individual working less than 37 hours a week is classified as 0.5 of a full head. If headcount reflected the actual proportion of hours worked in a week for each individual employee, the average number of employees in 2016 would be 842.