

#### 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:

	2019 £m	2018 £m
Aggregate gross salaries	73	69
Employer's National Insurance contributions	7	7
Employer's defined contribution pension contributions	5	4
<b>Total direct costs of employment</b>	<b>85</b>	<b>80</b>

In addition to the above, in 2019 £7 million of restructuring costs were expensed to the income statement, predominantly in respect of the 4 All The UK programme, as well as other initiatives to increase operational efficiency within the Group (2018: £2 million). Of this amount, £3 million is recognised within Cost of transmission and sales, with the remainder in Other operating expenditure.

The Executive Members are considered to be the key management of the Corporation. As disclosed in the Members' Remuneration Report on page 166, the total remuneration of the Executive and Non-Executive Members for the year ending 31 December 2019 is £2,460,000 (2018: £2,797,000).

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

	2019 £000	2018 £000
Total remuneration of highest paid Executive Member (page 166)	943	936
Total remuneration of median employee	61	65
<b>Multiple of highest paid to median employee</b>	<b>15.5</b>	<b>14.4</b>

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

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

	2019 Number	2018 Number
Commercial	264	260
Creative	287	256
Operational	329	309
4Talent	23	26
<b>Total</b>	<b>903</b>	<b>851</b>

The headcount calculation reflects the actual proportion of hours worked in a week for each individual employee. The employee information disclosed in this note excludes a small number of on-screen talent who are remunerated via Channel 4's payroll. The average monthly number of employees increased in 2019 mainly due to the full acquisition of Box on 31 December 2018. In 2019 the average monthly number of employees includes 41 FTEs previously employed by Box (2018: nil).