

HOWARD KENNEDY



Relationship breakdown and the workplace

How personal relationship difficulties
affect work amongst high earners



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Executive summary

This study explores how much relationship breakdown affects high performers at work. We believe this is the first time that anyone has done a nationwide study looking at the correlation between personal relationship difficulties and performance amongst people in leadership positions.

Anecdotal evidence from four organisations: law firm Howard Kennedy, relationship educators Soulmates Academy and think tanks Marriage Foundation and the Relationships Foundation suggested that this was a very real problem, the true extent was unknown. We had a suspicion that it presented a real business risk and that there was little awareness amongst employers of this threat and no clarity on what they could or should do to help people.

From our innovative survey of over 500 high-flyers with a household income of more than £100k per year we learnt that:

- 69% of higher earners have encountered significant relationship issues whilst in their current or a similar role, which is a stark contrast to 20% within Great Britain as a whole.
- Very few people would tell their employer about problems at home; despite 71% thinking it has a major impact on productivity and performance.
- Tensions between work and home have the same impact on relationship breakdown as infidelity, and a higher impact than raising children and financial pressures.
- More than a third of people (36%) did nothing to resolve their relationship issues.
- There are totally disparate views on whether employers have a role to play or a right to know about problems at home.



Statistics at a glance

Significant relationship difficulties are something 69% of senior leaders have experienced.

62% of people believe that relationship difficulties affected their own work performance.

Employers seem to be largely unaware at the time of the issue.

The role and obligation of employers are unclear with equal numbers saying it's none of their business as say it is.

The steps people are taking now to avoid relationship breakdown in future are limited.

This is the first YouGov survey in the public domain to ask high earners in Great Britain (over £100k) how relationship problems connect with their work.

It represents people in leadership positions with (30%) Owners, (35%) Partners or other board members, and (35%) non-board managers or directors.

And there is a real split in opinion as to whether or not employers should be told/give weight to the situation 45% say yes and 46% no.

For more information on the research or to explore the issues raised in it please contact the relevant team behind the study or visit: www.howardkennedy.com

Summary findings

We believe that this is the first YouGov survey published in the public domain asking high earners in Great Britain (over £100k) how personal relationship problems connect with their work.

THIS IS A WIDESPREAD ISSUE

A lot of people had experienced personal relationship difficulty with 69% of those surveyed having ever experienced serious relationship difficulty in their current or a similar role. Of them:

- 71% of them agree that has had a serious impact on their work.
- 62% thought their employer was unaware, 35% thought their employer knew.
- And there is a real split in opinion as to whether or not employers should be told/give weight to the situation 45% say yes and 46% no.

THERE IS EVIDENCE THAT PROBLEMS AT HOME IMPACT PERFORMANCE AT WORK

- 71% agreed that relationship problems at home had a large impact on the workplace – with those who have faced problems much more likely to agree compared to those that haven't (77% vs 56%).
- 62% said relationship problems made them more distracted and less productive at work.
- 32% said they were less able to control emotions etc.
- Despite this tangible impact 62% didn't tell the employer what was happening.

GETTING HELP WITH RELATIONSHIP BREAKDOWN IS NOT UNIVERSALLY SOUGHT OR AVAILABLE

- 22% would like time off work and 25% one-to-one meetings with a counsellor.
- Few sought advice from a family lawyer (8%) and even fewer 4% had sought training or wanted their employer to offer courses (8%).
- A staggering 36% of people did nothing to resolve the relationship issues.
- 48% said their employer offered no help, 33% were offered time off.
- 38% would not prefer any type of support from their employer.

THERE ARE MULTIPLE CAUSES FOR PROBLEMS AT HOME

- Half of respondents think high pressure / stress affected their relationship, 46% long working hours, 38% spending time away from home
- Work contributes on a similar level to infidelity/affairs 36% scored higher than pressures of having and/or raising children 27% and financial pressures 23%.

PEOPLE ARE TAKING THE SAME STEPS TO STOP IT HAPPENING AGAIN

Communication, quality time, work/life balance and prioritising the relationship were the most cited as the steps people are taking to stop relationship difficulties happening again.

CORE STATISTICS

- 505 people completed our first survey, 362 male and 143 female, across industries and regions of Great Britain.
- 432 of the respondents are in a relationship (married, civil partnership or living as married).
- The sample is not surprisingly weighted towards older married fathers: 72% are male, 75% are aged 45 or older 70% are married (15% unmarried, 15% single), and 70% have children.
- It represents people with leadership positions with (30%) Owners, (35%) Partners or other board members, and (35%) non-board managers or directors.
- 93% of the respondents were from England.



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The nature of the work, fuelled by the blurring of home/work boundaries, increasing trends to remote/flexible working practices and “always on” cultures place greater stresses on people and relationships.

DR. ANDREA TAYLOR CUMMINGS,
SOULMATES ACADEMY

Our objectives and methodology



62%

said relationship problems made them more distracted and less productive at work.

WHAT WE WANTED TO LEARN

We were interested in understanding:

- The extent to which pressures at work are impacting relationships at home.
- The impact relationship breakdown has on performance at work for high-flyers.
- If employers are aware at the time that their star employees are struggling.
- What help high earning employees sought at the time.
- Whether or not these employees are getting the support they need from their employers.
- What steps people who have experienced relationship difficulties are taking now to prevent it from happening again.

THE INSPIRATION BEHIND THIS RESEARCH

In January 2019, London Law firm Howard Kennedy, think-tanks Marriage Foundation and the Relationships Foundation, and relationship educators Soulmates Academy embarked on a project to research the extent to which high-pressure work environments affect the quality of personal relationships and home life, and how those relationships in turn impact the workplace in the event of break-down.

For this survey we were especially interested in higher performing individuals. A screening process for our research was based upon job title which includes senior managers and higher who earn £100,000 or more in household income.

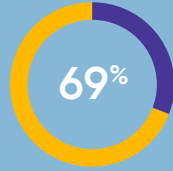
From our various vantage points, there was mutual recognition and concern that high performers in the workplace were undergoing additional pressures on their marriages and other committed long-term relationships because of the additional demands of their work.

THE RESEARCH DESIGN

Research objectives and survey questions were then road-tested at a roundtable event in April 2019 with senior HR professionals, consultants and other professional advisers and City professionals. The aim was to raise awareness of the study and test the relevance of the questions and the direction of the research. During the discussions a link was established between pressurised jobs, relationship difficulties and productivity at work.

Two nationwide YouGov surveys were commissioned by Howard Kennedy. This document provides the analysis and interpretation of the research along with observations and further questions for consideration. All figures, unless otherwise stated, are from YouGov Plc. The first research comprises a total sample size of higher earners of 505 adults across the UK with a household income of over £100,000 per year. Fieldwork was undertaken between 29th August - 4th September 2019 for the higher earners. A second survey was undertaken within the YouGov daily GB Omnibus survey panel between 3rd - 6th January 2020 with the same questions 1 and 3 asked to higher earners. Total sample size of this second research was of 2,024 adults. The figures have been weighted and are representative of all GB adults (aged 18+). YouGov plc make every effort to provide representative information. All results are based on a sample and are therefore subject to statistical errors normally associated with sample-based information. Both surveys were carried out online.

The scale of the problem



of those surveyed have experienced serious relationship difficulty in their current or a similar role.

Work pressures are affecting the quality of the home life of high earners. Even for those who didn't experience relationship problems, with 71% agreeing, the consensus is that major romantic relationship problems do have a large impact on success at work. And employers are largely unaware.

Significant relationship difficulties are commonplace. Over two thirds (69%) of all high earners interviewed reported experiencing significant difficulties in a committed romantic relationship. This is significantly higher than the wider GB sample at 20%.

RELATIONSHIP DIFFICULTIES HAVE A BIG IMPACT ON WORK

Even for those who did not encounter relationship difficulty, the general consensus is that romantic relationship problems outside of work have a large impact on productivity and performance in the workplace, with net agreement of 71% across all respondents in this survey. Interestingly this figure was even higher among respondents in the 35-44 and 55+ age groups at 81% and 72% respectively.

” As a business owner with many staff this affects relationships at all levels - from the board to the shop floor. When it goes wrong - for whatever reason - the fallout can be devastating for the people and the business.

SURVEY RESPONDENT

DISTRACTION AND LOWER PRODUCTIVITY

Of those who had experienced relationship difficulty, 62% said their relationship problems made them more distracted and less productive at work. 46% stated distraction and lower productivity was the greatest way in which their relationship difficulty affected their work.

” I lost enjoyment and self-motivation, and my work was not of such high quality.

SURVEY RESPONDENT



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This confirms what is apparent to us on a daily basis. A divorce is all-consuming, both emotionally and financially. Employees aren't robots who can switch off from the stress and strain of relationship problems the moment they cross the office threshold.

LOIS LANGTON,
HEAD OF FAMILY LAW,
HOWARD KENNEDY



71%

of them agree that it has had a serious impact on their work.

LESS ABLE TO CONTRIBUTE TO WORK

Among those who experienced relationship difficulties, 12% also reported being less able to travel for work assignments, 13% having to work less hours, 14% needing to take time off, and 26% being less able to participate in everything required for their role (e.g. networking etc.). An average of 12% stated they missed deadlines and/or targets.

For some respondents the impact was even more substantial - 6% had to leave their job as a direct result of relationship difficulty, and another 6 % missed out on a promotion.

THE EMOTIONAL BEARING OF WORRIES AT HOME ON BEHAVIOUR AT WORK

A third of respondents who experienced relationship difficulties in their current/similar role (32%) admitted they were less able to control their emotions at work.

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Emotional distress/issues can lead to other mental health issues. Helping people through it, without any stigma can help. Therefore offering such a service is good for the overall wellbeing of the individual.

SURVEY RESPONDENT

PRESSURES AT WORK AFFECTED (AND IN SOME CASES CAUSED) RELATIONSHIP DIFFICULTIES

The general high pressure and stress of the job (50%); working long hours (46%) and having to spend time away from home e.g. for work-related travel, secondments etc. (38%); were all cited as negatively impacting relationships. This was the same whether or not the respondent or their partner's working life was the problem. Of respondents who had a partner who worked whilst having relationship difficulties, 32% mentioned high pressure and the stress of the job, 25% working long hours and 19% having to spend time away from home.

”

I get the sense that most employers believe you should leave all home problems at home - including how you resolve them. Yet employers expect work to be able to intrude on your home life. This has to be a two way street. If an employer expects its employees to work extra hours (unpaid), they should provide resources to help employees manage and support their home lives, which inevitably suffer.

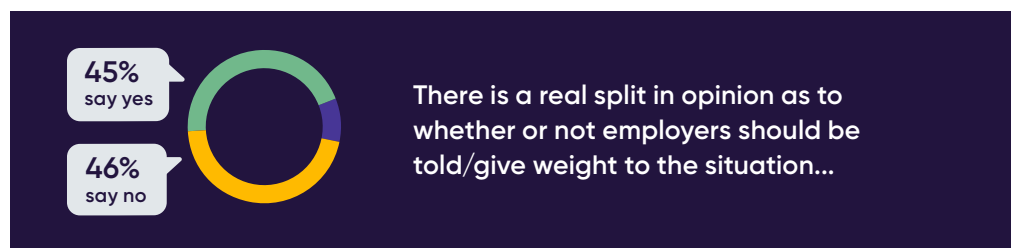
SURVEY RESPONDENT

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The lack of work life balance makes maintaining a relationship difficult.

SURVEY RESPONDENT

What does this mean for employers?



Employers already recognise that employees have a life outside work which might impact on their successful performance. However, the answers to some of our open questions show that some respondents still want work and home to remain separate, and for their privacy to be respected. This creates a bit of a quandary in terms of how much right and opportunity employers have to address the issues which impact of poor performance when it stems from problems at home. Only a third of employers (35%) were aware of the problems being faced by their employees. Among those who experienced relationship difficulty and made their employer aware 52% of employers did offer some support and 33% of that was time off.

” It’s not my employer’s responsibility, nor their right to be involved in external personal relationships.

SURVEY RESPONDENT

” I don’t think that professional people would allow their romantic life to impact on work.

SURVEY RESPONDENT

Which, if any, of the following types of support did your employer offer you during this time?	83	%
Not applicable - my employer did not offer any support for my relationship difficulties	40	48%
Offered time off	27	33%
Access to counselling	11	13%
Other	10	12%
Access to legal advice (e.g. with a family lawyer etc.)	4	5%
Access to relationship skills courses or classes	3	4%
Don’t know or can’t recall	1	1%



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Employers can drive real loyalty from the way they handle employees' key life events. And, if employees feel comfortable opening up, by demonstrating understanding, flexibility and promoting employee assistance programmes, employers will benefit from improved performance.

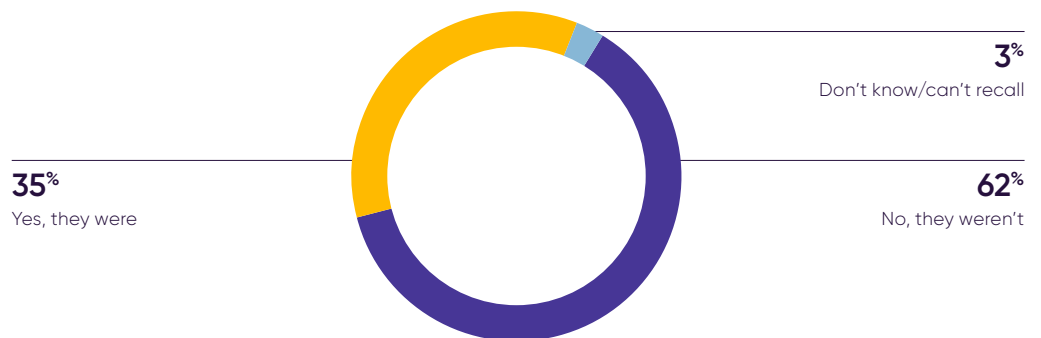
JANE AMPHLETT,
HEAD OF EMPLOYMENT,
HOWARD KENNEDY

THE EMPLOYERS MAY HAVE BEEN UNAWARE AT THE TIME OF THE ISSUE

Despite the tangible impact of relationship difficulties impacting workplace productivity, 62% of respondents said they didn't tell their employer what was happening, with a peak of 74% of London respondents keeping silent about their relationship difficulties.

If it is true that people do not believe their employers know that things are bad at home, but that it is making their work suffer this may represent a business risk. However, respondents are in disagreement as to whether romantic difficulties should be given greater weight as a business risk with 45% saying yes and 46% no. And the obligation lies with the employee to inform their employers of the problems they're facing.

Was your employer aware?



Base: Among those who have experienced relationship difficulty in a current or similar role, with the employer at the time (235).

WHAT CAN EMPLOYERS DO?

The YouGov survey results along with the experience of the employment and family teams at law firm Howard Kennedy and relationship educators Soulmates Academy suggests that people want support when things go wrong and require time and space to resolve their issues. They are also likely to benefit from working lives that minimise the conditions in which relationship problems develop; such as limiting working hours, mitigating long-term absence and enabling people to separate work from home.

” I believe that a strong work-life balance is the responsibility of the employer as well as the employee, and should be given more weight as part of employment ‘packages’.”

SURVEY RESPONDENT

Unlike other personal events like bereavement, parenthood and illness, it's less usual for employees to share relationship difficulties with their employers. Some of this may be due to social awkwardness, however when work and home collides there were some suggestions from the research.

” I think this would be best approached as part of a general mental well-being initiative. I find the idea of my work offering relationship guidance a bit weird, presumptuous and intrusive. If they were openly supportive of people having relationship problems that would be more welcome.

SURVEY RESPONDENT

” I'm not sure that romantic relationship support is different from broad mental health support that employers should be providing.

SURVEY RESPONDENT

Soulmates Academy works with leaders and their teams to build skills and habits to transform relationships both at work and at home to improve wellbeing and productivity. Howard Kennedy advises employers on employment practices and policies to optimise the performance of their key staff.

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We all know that the work/life balance is so important. But now we know the extent to which Britain's high flyers, those earning £100,000 pa or more, are failing to get the balance right. If employers want to get the best from their staff they need to be fully aware of the stresses under which they are operating and take active steps to help them manage and alleviate them.

SIR PAUL COLERIDGE,
MARRIAGE FOUNDATION

Steps people are taking now to avoid this happening again

The majority of our respondents are currently in committed relationships with 70% of our respondents married or in a civil partnership and a further 15% 'living as married'. We asked respondents to tell us using their own words, "What steps, if any, are you currently taking / will take in the future to ensure that your romantic relationship(s) do not experience difficulty or breakdown?"

An astonishing number said **nothing**. However above that the biggest measures are clear – **communication** and **time together** as well as **changing your priorities** are what makes a difference.

Response categories	Number of tagged responses
Communication	51
Nothing	45
Quality time together	39
Work/life balance	24
Prioritise relationship	24
Counselling/Therapy	17
New partner	12
Divorced/Single	10
Changing jobs	8
Wellbeing	4
Keep quiet	2
Prioritise job	2

There was also clear support for counselling and improving work/life balance overall:

” We found seeing a counsellor enormously helpful. It helped create a space for us to have difficult conversations. We were able to repair our relationship and even felt ready to deepen our commitment after six months of counselling. We will continue to check in with a counsellor every few years, but it also helped us realise we have to protect our time together - we are much more defensive of our time and space. We've prioritised our relationship over everything else and both draw lines with work and other commitments that we previously didn't do.

SURVEY RESPONDENT

” My reduction in working hours whilst reducing business profitability has resulted in a much greater work/life balance and in my ability to appreciate those things which are critical to the happiness of my partner and me.

SURVEY RESPONDENT

”

Couples are understandably keen to find the magic recipe for a long-lasting relationship. Date nights seem an obvious answer in an age where we are busier than ever and couples struggle to spend quality time together away from the constraints of family and home.

HARRY BENSON,
MARRIAGE FOUNDATION

Observations



62%

of the respondents didn't tell the employer what was happening despite the tangible impact of high pressure and stress at work on their relationship.

Relationship breakdown is commonplace, with wide-reaching impact. But people disagree on the role that employers can play in terms of awareness and support.

” I think any employee who has an emotional investment, start of a relationship, end of a relationship, loss of a pet, friend, near relative but not the usual close relative, will present with issues that affect their performance, these issues need supporting like any other issue. This investment is good for them and has long term benefits for the company.

SURVEY RESPONDENT

This research has put a spotlight on problems that are evident across Great Britain, confirming the extent and impact of issues on which employers are uncertain about how they can and should best respond. We learnt that:

- Problems at home reduce performance and productivity.
- Relationship difficulties are distracting and people can struggle to contain their emotions at work.
- Employers may not be aware when their employees are struggling.
- Help when these problems arise is not something that people have commonly sought.
- Work pressures negatively impact personal relationships amongst high earners.
- Employers do not always in a position to support employees beyond time off.
- Time together, romance and communication are the three most popular preventatives.

If communication and time together are the keys to successful relationships, how can employers help their people to be better at communication and freer to spend time with their loved ones? And what is the potential impact for all relationships on improving the way we listen and understand one another?

” A relationship breakdown can have a serious impact on mental health. If it's left too long, you've lost the relationship and then your mental health goes - often hand in hand with physical problems. Recognising issues early on can help prevent all of these things and employers would profit from active support of an employee's home life. If they don't, likely the employee will end up off work anyway...

SURVEY RESPONDENT

The team behind the research

This research was sponsored by the Family and Employment teams of Howard Kennedy with the research designed by them alongside Marriage Foundation, the leading think tank on research into marriage and family stability; Soulmates Academy, specialists in proactively equipping people and organisations with strong relationship competence; and The Relationships Foundation, the think tank for a better-connected society.



Howard Kennedy is a London based, full-service law firm, specialising in providing straightforward advice to entrepreneurial businesses and individuals on domestic and international matters. Our Family and Relationships team comprises experts in every aspect of family matters from matrimonial issues, cohabitation, separation and pre-nuptial agreements to arrangements for children. Our Employment team advise business owners, Boards, HR professionals and senior individuals on all aspects of employment, discrimination and global mobility.

www.howardkennedy.com



Soulmates Academy equips people to build strong relationship competence so they thrive both at work and at home. Our corporate work is focused on helping organisations improve employee wellbeing and productivity, particularly in sectors where the nature of work (high-pressure, long hours, extended travel and time apart) has a huge impact on personal lives. Through our workshops and interventions, Soulmates Academy equips people with clear 'how tos' for building emotional intelligence and supportive relationships that keep them mentally healthy and resilient.

www.soulmates.academy/4habitsconsulting



Marriage Foundation is a national charity; we undertake, publish and broadcast ground breaking research to heighten public, media and government awareness and understanding of the scale of the national tragedy of family breakdown and its causes. Through collaboration and partnering with a wide range of like-minded organisations we advocate effective remedies and signpost people to them. They also coordinate national projects such as UK Marriage Week.

www.marriagefoundation.org.uk



The Relationships Foundation is the think tank for a better-connected society. It was set up 25 years ago to develop relational thinking and engage with policy makers. We believe that a good society is built on good relationships, from family and community to public service and business. We study the effect that culture, business and government have on relationships and create new ideas for strengthening social connections and campaign on issues where relationships are being undermined. And we research, train and equip people to think relationally for themselves.

www.relationshipsfoundation.org/who-we-are/

Appendix – The survey questions and headline data

ABOUT THE METHODOLOGY

The survey has been conducted using an online interview administered to members of the YouGov Plc UK panel of 800,000+ individuals who have agreed to take part in surveys. Emails are sent to panellists selected at random from the base sample. The e-mail invites them to take part in a survey and provides a generic survey link. Once a panel member clicks on the link they are sent to the survey that they are most required for, according to the sample definition and quotas. (The sample definition could be “GB adult population” or a subset such as “GB adult females”). Invitations to surveys don’t expire and respondents can be sent to any available survey.

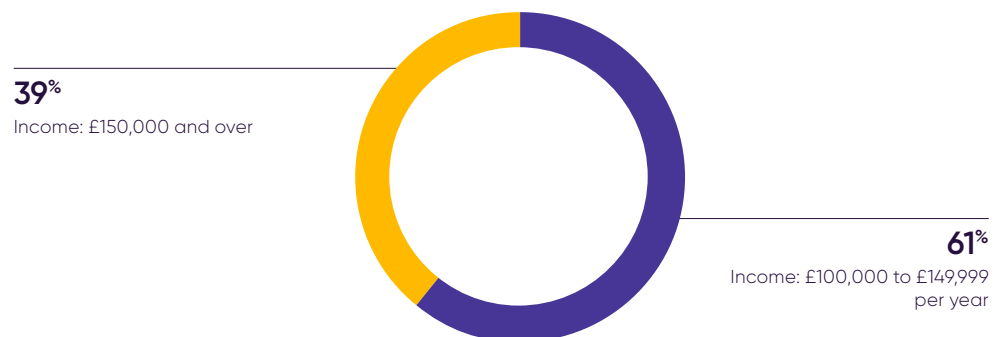
Any percentages calculated on bases fewer than 50 respondents have not be reported as they do not represent a wide enough cross-section of the target population to be considered statistically reliable. These have been *italicised*.

IDENTIFYING HIGH EARNERS

Respondents were asked:

Gross HOUSEHOLD income is the combined income of all those earners in a household from all sources, including wages, salaries, or rents and before tax deductions. What is your gross household income?

This survey focused only on those with a household income of over £100k per year:



Our base contained 505 senior managers with household income of more than £100,000, of which 349 who had experienced relationship difficulty in their current or a similar role. Of the total 505 respondents, 492 were ABC1 social grade and 13 identified were C2DE.



The survey questions

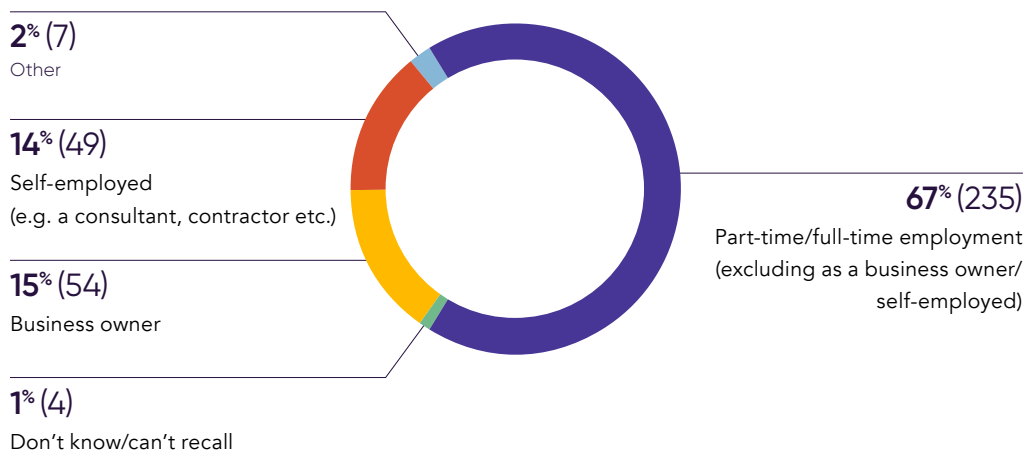
Q. 1

Whilst in your current job or a similar role, have you ever experienced significant difficulty in a committed romantic relationship?

	Total (505)	Male	Female	35-44	45-54	55+	Working full time	Working part time
Yes, I have	69%	69%	71%	76%	70%	67%	70%	60%
No, I haven't	29%	29%	29%	22%	28%	32%	28%	38%
Don't know	1%	1%	-	2%	1%	1%	1%	-
Prefer not to say	1%	1%	1%	-	1%	2%	1%	2%

Q. 2

For the following question, please think about the most recent time you personally experienced significant relationship difficulty in a committed romantic relationship in your current or similar role... **Which ONE, if any, of the following BEST describes your employment during this significant relationship difficulty? (Please select the option that best applies.**



Q. 3

Still thinking about the most recent time you experienced significant relationship difficulty in a committed romantic relationship in your current or similar role...

How much, if at all, did each of the following factors contribute towards this relationship difficulty?	Work pressures (e.g. work dead- lines, etc.)		Financial pressures (e.g. paying bills, debt, etc.)		Pressures of having and/or raising children		Infidelity/ affairs	
Contributed a lot	45	13%	32	9%	35	10%	80	23%
Contributed a fair amount	87	25%	47	13%	58	17%	45	13%
Contributed a little	108	31%	75	21%	66	19%	35	10%
Did not contribute at all	103	30%	190	54%	183	52%	176	50%
Don't know/can't recall	1	0%	-	-	2	1%	5	1%
Prefer not to say	5	1%	5	1%	5	1%	8	2%
Net: significant	132	38%	79	23%	93	27%	125	36%
Net: not significant	211	60%	265	76%	249	71%	211	60%

Q. 4A

Still thinking about the most recent time you experienced significant relationship difficulty in a committed relationship in your current or similar role... Thinking about your working life during this time...

Which, if any, of the following aspects do you think have/had a significant negative impact on this relationship?	<u>349</u>	%
The general high pressure and stress of the job	176	50%
Working long hours	159	46%
Having to spend time away from home (e.g. for work-related travel, secondments etc.)	131	38%
None of these	94	27%
Don't know	4	1%
Prefer not to say	2	1%

Q. 4B

For the following question, please think about your romantic partner's working life during this most recent significant relationship difficulty. **If your partner did not have a job, please select the "Not applicable" option.**

Now thinking about your partner's working life...Which, if any, of the following aspects do you think have/had a significant negative impact on this relationship?	<u>349</u>	%
None of these	120	34%
The general high pressure and stress of the job	110	32%
Working long hours	86	25%
Having to spend time away from home (e.g. for work-related travel, secondments etc.)	65	19%
Not applicable - my partner did not have a job the most recent time I experienced significant relationship difficulty	54	15%
Don't know	6	2%
Prefer not to say	6	2%

Q. 5A

Still thinking about the most recent time you experienced significant relationship difficulty in a committed relationship in your current or similar role...

In which, if any, of the following ways did your relationship difficulties affect your work	<u>349</u>	%
I was more distracted and less productive	217	62%
I was less able to control my emotions at work	112	32%
I was less able to participate in everything required for my role (e.g. networking etc.)	92	26%
Not applicable - my relationship difficulties did not affect my work	69	20%
I took time off work	49	14%
I worked less hours	44	13%
I was less able to travel for work	42	12%
I failed to meet deadlines and/or targets	43	12%
I missed out on a promotion	21	6%
I had to leave my job	21	6%
I lost work/clients	11	3%
Other	7	2%
Don't know	2	1%
Prefer not to say	3	1%

Q. 5.B

Still thinking about the most recent time you experienced significant relationship difficulty in a committed relationship in your current or similar role...

Which ONE, if any, of the following was the LARGEST way in which your relationship difficulties affected your work?	<u>349</u>	%
I was more distracted and less productive	162	46%
Not applicable - my relationship difficulties did not affect my work	69	20%
I was less able to control my emotions at work	32	9%
I was less able to participate in everything required for my role (e.g. networking etc.)	19	5%
I worked less hours	9	3%
I took time off work	12	3%
I had to leave my job	10	3%
I was less able to travel for work	8	2%
I failed to meet deadlines and/or targets	6	2%
I missed out on a promotion	7	2%
Other	6	2%
I lost work/clients	3	1%
Don't know	3	1%
Prefer not to say	3	1%

Q. 6

Still thinking about the most recent time you experienced significant relationship difficulty in a committed relationship in your current or similar role...

In which, if any, of the following ways did your relationship difficulties affect your home/family life?	<u>349</u>	%
My general quality of home/family life decreased	203	58%
I was distracted and less "present" at home	159	46%
I was less pleasant to my partner	139	40%
I was less able to spend quality time with my partner	98	28%
I was less able to spend quality time with my family (excluding my partner)	69	20%
I was less pleasant to my family (excluding my partner)	69	20%
I was away from home for extended periods of time	50	14%
I had to move home	46	13%
I was less able to do my share of household tasks	33	9%
Not applicable - my relationship difficulties did not affect my home/family life	19	5%
Other	12	3%
Don't know	7	2%
Prefer not to say	6	2%

Q. 8

Still thinking about the most recent time you experienced significant relationship difficulty in a committed relationship in your current or similar role...

Which, if any, of the following did you and/or your partner do to help resolve your relationship difficulties?	<u>349</u>	%
Not applicable - we didn't do anything to resolve my relationship difficulties	127	36%
Saw a counsellor	106	30%
Took time off work to spend time together	48	14%
Other	42	12%
Read a self-help book/found some useful online articles	40	11%
Sought advice from a family lawyer	28	8%
Don't know/can't recall	17	5%
Went on a relationship course (excluding with a counsellor)	13	4%
Sought support from my/my partner's employer	14	4%

- Q. 9** *Still thinking about the most recent time you experienced significant relationship difficulty in a committed relationship in your current or similar role...*

Was your employer aware of your relationship difficulties?	<u>235</u>	%
No, they weren't	145	62%
Yes, they were	83	35%
Don't know/can't recall	7	3%

- Q. 10** *Which, if any, of the following types of support did your employer offer you during this time?*

Which, if any, of the following types of support did your employer offer you during this time?	<u>83</u>	%
Not applicable - my employer did not offer any support for my relationship difficulties	40	48%
Offered time off	27	33%
Access to counselling	11	13%
Other	10	12%
Access to legal advice (e.g. with a family lawyer etc.)	4	5%
Access to relationship skills courses/classes	3	4%
Don't know/can't recall	1	1%

- Q. 11** *Generally speaking, romantic relationship problems outside of work have a large impact on productivity and performance in the workplace*

Generally speaking, romantic relationship problems outside of work have a large impact on productivity and performance in the workplace	<u>505</u>	%
Strongly agree	76	15%
Tend to agree	280	55%
Tend to disagree	114	23%
Strongly disagree	15	3%
Don't know	20	4%
Net: agree	356	71%
Net: disagree	129	26%

Q. 12

*Employers should give greater weight to romantic relationship difficulties as a business risk
(e.g. as a risk to profit, productivity etc.)*

Employers should give greater weight to romantic relationship difficulties as a business risk (e.g. as a risk to profit, productivity etc.)	505	%
Tend to agree	194	38%
Tend to disagree	177	35%
Strongly disagree	57	11%
Don't know	42	8%
Strongly agree	35	7%
Net: disagree	234	46%
Net: agree	229	45%

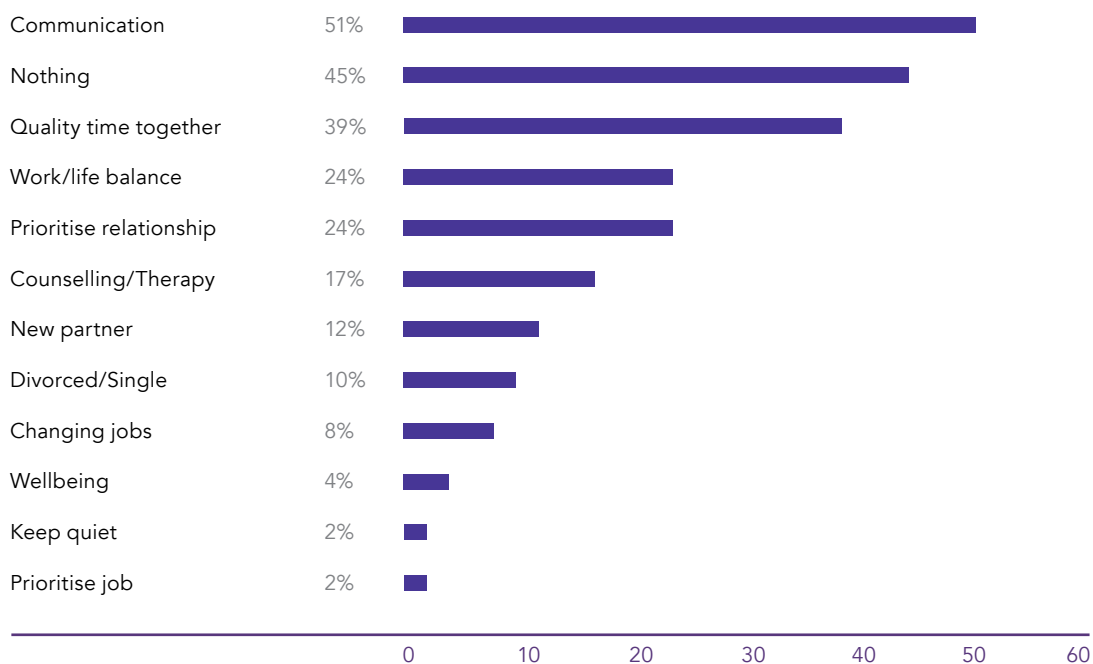
Q. 13

For the following question, even if you do not currently have an employer we are still interested in your opinion.

Please imagine that your employer was to provide you support in building romantic relationship skills outside of work... Which ONE, if any, of the following types of support would you MOST prefer?	505	%
Not applicable - I wouldn't prefer any type of support in particular	191	38%
One-to-one meetings with a counsellor	127	25%
Time off work	110	22%
Relationship building courses/classes	44	9%
Don't know	27	5%
Other	6	1%

Q. 14

What steps, if any, are you currently taking/will take in the future to ensure that your romantic relationship(s) do not experience difficulty or breakdown? 189 respondents answered the question. As a free text field, we grouped responses into 12 categories:



1. Communication	51
Talk more/listen more	25
Communicating	18
Openness	4
Flexibility	2
Compromise	2

2. Nothing	45
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3. Quality time together	39
Time together	22
Romance/date night/quality time	13
Holidays	3
Sex	1

4. Work/life balance	24
Work/life balance	10
Time at home	7
Time off	3
Separate work and home	3
Less travel	1

5. Prioritise relationship	24
Prioritise relationship	11
Behave better/faithfulness	4
Vigilance	3
Share tasks at home	3
Kindness	2
Ending infidelity	1

6. Counselling/Therapy	17
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7. New partner	12
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8. Divorced/Single	10
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9. Changing jobs	8
Changing jobs	7
Retiring	1

10. Wellbeing	4
Self-care	3
Lifestyle	1

11. Keep quiet	2
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12. Prioritise job	2
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Q. 15

Do you have any other comments about this topic that you would like to share?

This question had 80 responses as follows of which 22 comments, related to the fact that relationships should be separate from work.

” My private life is my private life and has nothing to do with work.

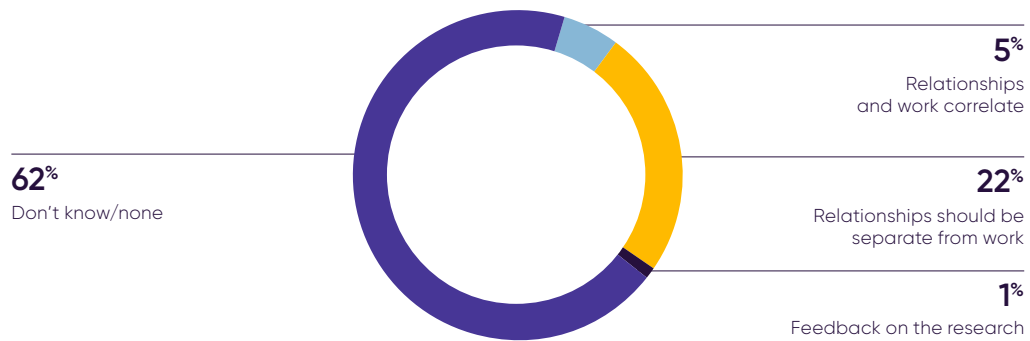
SURVEY RESPONDENT

” This is not a business issue.

SURVEY RESPONDENT

” Personal relationships are not relevant to the work place.

SURVEY RESPONDENT





What constitutes a high performer or leader at work?

We undertook two nationwide YouGov surveys. The following unless otherwise stated relate to the fieldwork undertaken between 29th August-4th September 2019 on higher earners. Respondents were asked:

WHICH, IF ANY, OF THE FOLLOWING LEVELS OF MANAGEMENT BEST DESCRIBE YOUR LEVEL OF RESPONSIBILITY AT WORK?

GB senior managers+ with household income of £100,000+	505
Other senior manager or director below board level	35%
Owner/Proprietor	30%
Other board level manager/director	13%
Partner	8%
Managing Director	7%
Chief Executive	4%
Non Executive Director	2%
Chairperson	1%

WORKING FULL OR PART TIME

GB senior managers+ with household income of £100,000+	505
Working full time (30 or more hours per week)	88%
Working part time (8-29 hours a week)	10%
Working part time (Less than 8 hours a week)	2%
Full time student	-
Retired	-
Unemployed	-
Not working	-
Other	-

Other demographic results

The YouGov study was able to provide the following demographic information:

GENDER

Male	Female
362	143
72%	28%

AGE

18-24	25-34	35-44	45-54	55+
-	17	110	178	200
0%	3%	22%	35%	40%

SOCIAL
GRADE

ABC1	C2DE
492	13
97%	3%

REGION

North	Midlands	East	London	South	England (NET)	Wales	Scotland	Northern Ireland
78	61	45	135	149	468	10	27	-

GOVERNMENT
REGION

GB senior managers+ with household income of £100,000+	#	
England (NET)	468	93%
London	135	27%
South East	112	22%
East of England	45	9%
North West	42	8%
West Midlands	34	7%
South West	37	7%
Yorkshire and the Humber	25	5%
East Midlands	27	5%
Scotland	27	5%
North East	11	2%
Wales	10	2%
Northern Ireland	-	-

**WORKING
STATUS**

We also looked at the nature of their working situation, asking Respondents:

Which of these applies to you?

All of them work with the majority full time.

Which of these applies to you? All of them work with the majority full time.	Total (505)	Male	Female
Working full time (30 or more hours per week)	88%	90%	80%
Working part time (8-29 hours a week)	10%	8%	15%
Working part time (Less than 8 hours a week)	2%	1%	4%

INDUSTRY

We also looked at the work industry asking: **which ONE of the following industry sectors does your business mainly operate in?**

Industry	Total	%
Other	115	23%
Education	53	10%
Financial services	50	10%
IT & telecoms	48	10%
Medical & health services	48	10%
Media/marketing/advertising/PR & sales	38	8%
Net: legal/accountancy (professional services)	37	7%
Legal	28	6%
Manufacturing	27	5%
Construction	22	4%
Real estate	17	3%
Hospitality and leisure	15	3%
Retail	13	3%
Transportation & distribution	12	2%
Not applicable - I am not currently employed	10	2%
Accountancy	9	2%
Don't know	-	-

**MARITAL
STATUS**

Married/Civil Partnership	Living as married	Separated/ Divorced	Widowed	Never Married
355	77	30	5	38
70%	15%	6%	1%	8%

**CHILDREN IN
HOUSEHOLD**

0	1	2	3+	All with children in household (NET)
310	80	82	30	192
61%	16%	16%	6%	38%

**PARENT/
GUARDIAN**

		%
Parent/guardian (any age)	355	70%
Not parent/guardian	150	30%
4 years and under	46	9%
5 to 11 years	85	17%
12 to 16 years	98	19%
17 to 18 years	50	10%
18 years and under	203	40%
Over 18 years	190	38%

**SOCIAL MEDIA
/MESSAGING
SERVICE
(WITHIN THE
LAST MONTH)**

Industry	Total	%
Facebook	345	72%
Twitter	241	50%
LinkedIn	316	66%
Google+	20	4%
Pinterest	57	12%
Instagram	160	33%
Snapchat	27	6%
Facebook Messenger	288	60%
WhatsApp	366	76%
Skype	144	30%

3rd-6th January wider pole GB

Q. 1 *Whilst in your current job or a similar role, have you ever experienced significant difficulty in a committed romantic relationship?*

	Total (2024)	Male	Female	18-24	25-34	35-44	45-54	55+	Working full time	Working part time
Yes, I have	20%	18%	21%	15%	26%	26%	27%	13%	27%	23%
No, I haven't	67%	67%	67%	50%	61%	63%	64%	77%	66%	72%
Don't know	3%	4%	3%	5%	4%	3%	1%	4%	3%	1%
Prefer not to say	5%	6%	4%	8%	5%	5%	6%	3%	3%	4%
Not applicable - I have never worked	5%	4%	5%	22%	4%	3%	2%	2%	0%	1%

Q. 3

How much, if at all, did each of the following factors contribute towards this relationship difficulty?	Work pressures (e.g. work dead- lines, etc.)		Financial pressures (e.g. paying bills, debt, etc.)		Pressures of having and/or raising children		Infidelity/ affairs	
Contributed a lot	67	17%	69	17%	36	9%	76	19%
Contributed a fair amount	87	22%	78	20%	49	12%	42	11%
Contributed a little	100	25%	95	24%	63	16%	47	12%
Did not contribute at all	126	32%	140	35%	227	57%	203	51%
Don't know/can't recall	13	3%	12	3%	14	4%	18	5%
Prefer not to say	5	1%	6	1%	9	2%	13	3%
Net: significant	155	39%	146	37%	85	21%	118	30%
Net: not significant	227	57%	235	59%	290	73%	250	63%

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