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Dear Friends,

Happy National Flex Day! For this, our second annual celebration of workplace flexibility, I’m proud to present the results of our new Working Mother Research Institute study, *How Men Flex: The Working Mother Report*. This latest installment in our ongoing series of studies focuses on men, our important partners in the process of changing American workplaces for the better. For too long, flex has been considered a working mother issue only; however, today, dads spend more time caring for their kids than ever—and they need their employers to support them.

Men in our survey say they consider schedule flexibility, telecommuting and part-time work desirable and helpful and, importantly, say that they take advantage of their ability to use these flex programs. The freedom to leave a little early for a teacher conference or to work from home once a week makes both men and women more loyal, productive and satisfied.

I sincerely thank Ernst & Young LLP—which appears this year on the Working Mother 100 Best Companies list for the 18th time—for sponsoring this important research. *How Men Flex* follows the publication earlier this year of *Mothers and Daughters*, which revealed generational trends among working mothers, and *Breadwinning Moms*, which studied the growing number of mothers who out-earn their spouses. And last fall, on the occasion of the first annual National Flex Day, we released *How We Flex*, which explored the ways workplace flexibility enables working moms to pursue satisfying careers while also parenting their precious children.

This new report adds to this discussion. Please visit workingmother.com/wmri to download this and all of the Working Mother Research Institute’s important studies.

Carol Evans
President
Working Mother Media

Congratulations to the Working Mother Research Institute for completing another relevant report that furthers the dialogue on workplace flexibility. At EY, we know that creating an inclusive and flexible work environment helps meet the needs of our people, their teams and our clients. We are proud to sponsor this latest study that focuses on how men flex.

Not all that long ago, men were not often part of the conversation around workplace flexibility, but we and many others agree that their voices are also critical. As our Global Chairman and CEO Mark Weinberger said at the White House Summit on Working Families this past June: “Women don’t want to be singled out and men don’t want to be left out.”

Flexibility for all has long been a part of our culture. We support informal or day-to-day flexibility so that our people can do a variety of things, such as get to a doctor’s appointment, volunteer at a community event or attend a school play. We also support formal flexible work arrangements such as reduced schedules or teleworking.

We have made it clear that taking advantage of such benefits does not hinder career growth of men or women. Since 1993, we’ve promoted hundreds of partners and other executives on formal flexible work arrangements, and thousands use day-to-day flexibility to succeed at work and at home.

We know we’re not alone in understanding that an inclusive and flexible work environment will help us recruit and retain top talent, regardless of their marital or family status, or gender. More than 60 percent of our people are Gen Y professionals. They are comfortable with technology, anticipate working more virtually and globally, have a greater focus on collaboration and teaming, and expect flexibility in hours and location.

And in a recent EY study on generational differences, we found that men are actually more likely to leave a workplace if day-to-day flexibility is not offered or supported.

At EY, our purpose is to create a better working world, and that includes empowering our people to use flexibility to achieve personal and professional success. *Working Mother* and others have recognized our efforts by ranking us among the best places to work.

We applaud *Working Mother* for continuing to advance the conversation on flexibility with stories about what works and ways to do it better. We hope that the observations and insights in this report will reinforce the message that flexibility for all makes good business sense.

Karyn Twaronite
EY Global Diversity & Inclusiveness Officer,
Partner at Ernst & Young LLP


Who Was Surveyed
2,000 total survey participants—equally split between men and women

<table>
<thead>
<tr>
<th></th>
<th>1,000 Men</th>
<th>1,000 Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average age</td>
<td>39</td>
<td>37</td>
</tr>
<tr>
<td>Average income</td>
<td>$67,000</td>
<td>$48,200</td>
</tr>
<tr>
<td>% married or partnered</td>
<td>65%</td>
<td>61%</td>
</tr>
<tr>
<td>% single, never married</td>
<td>28%</td>
<td>27%</td>
</tr>
<tr>
<td>% with a college degree</td>
<td>63%</td>
<td>58%</td>
</tr>
<tr>
<td>% white</td>
<td>72%</td>
<td>75%</td>
</tr>
<tr>
<td>% with at least 1 child in household</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>% who are family breadwinner</td>
<td>67%</td>
<td>31%</td>
</tr>
<tr>
<td>% LGBT</td>
<td>12%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Men and Flex Snapshot

**DO YOU HAVE WORK SCHEDULE FLEXIBILITY?**
- Yes: 77%
- No: 23%

**HOW DO YOU FLEX?**
- I have a formal flex arrangement: 47%
- I have a regular flex schedule: 29%
- Regular flex, with extra as needed: 6%

**Stay-at-Home Dad, Breadwinning Mom?**

Nearly 4 out of 10 men would prefer to be a stay-at-home parent, while 8 out of 10 say they would be comfortable with their spouse as the primary breadwinner.

**Mothers and fathers should share equally in caring for their children**
- 88%

**Work time and personal time should be kept separate**
- 83%

**Couples should have equal input on how their household income is used, regardless of how much each earns**
- 82%

**A parent should be home with children after school**
- 82%

**Both spouses/partners should make a significant contribution to the household income**
- 80%

**I view my work as a career, not “just a job”**
- 74%

**I would prefer to work even if I did not have to**
- 69%

**When a mother works outside the home, it sets a positive example for her children**
- 65%

**One spouse/partner will always have to take on more household tasks**
- 65%

**One parent should stay at home to care for children**
- 60%

**I would prefer to be a stay-at-home parent**
- 60%
**Getting Comfortable With Flex**

More than three quarters of men say they have access to workplace flexibility—and a similar number say they are very or somewhat comfortable using it.

**Support for Flex**

More than 60 percent of men say their employer encourages flex; however, 26 percent believe their employer could do more.

### BENEFITS FOR EMPLOYERS

Flex for male employees pays dividends to employers, just as it does with female ones. Across WMRI’s 11 different categories of work life satisfaction metrics, men with access to flex are more likely to say they are happy and productive and have high levels of morale and loyalty, not to mention good relationships with co-workers, effective team communications and overall job satisfaction. (See “I Can Get Some Satisfaction,” below.)

Take Sabah Ahasanthy, a Durham, NC–based senior manager of group sales and agent service for Blue Cross Blue Shield of North Carolina. Sabah says he feels more motivated and part of something important because his employer encourages workplace flexibility. In his father role, Sabah supports work life balance by unplugging when he’s home with his family, and as a manager he chides subordinates if they send late-night emails. “Fathers have to be more involved now with the raising of their children,” says Sabah, who has three daughters—Nambia, 15, Jasmine, 11, and Jade; 9—and a son, Ashton, 10. “Kids are under so much pressure.” At Bain & Co.—which has seen a dramatic increase in interest in flexibility, from both job candidates and current employees—support for flex reveals itself within individual teams. Take Nirad Jain, a New York City–based partner and dad to son Rohan, 5, and daughters Isha, 2, and Pia, born in June. Nirad’s wife, Amer, a pediatric cardiologist at an academic medical center, has a less flexible job, meaning that when Isha woke up with a temperature of 104°F, Dad had to step in and stay home on an important client meeting day. His work didn’t miss a beat, however, as another partner insisted on flying to the meeting, not only to help keep the project on track, but to support Nirad’s parenting needs as well. Such support “makes me want to work harder on the professional front, to make sure I can juggle all these things. It certainly increases my productivity,” says Nirad. It also increases his gratitude: “It’s my

### I Can Get Some Satisfaction

Like women previously surveyed by WMRI, men who have access to flexible work report much higher levels of satisfaction across 11 different work life sectors.

**WHAT IS YOUR EMPLOYER’S APPROACH TO FLEXIBILITY?**

<table>
<thead>
<tr>
<th>MEN WHOSE EMPLOYER ENCOURAGES FLEXIBILITY</th>
<th>MEN WHOSE EMPLOYER COULD ENCOURAGE FLEXIBILITY, BUT DOES NOT</th>
<th>MEN WHOSE EMPLOYER COULD ENCOURAGE FLEXIBILITY, BUT DOES NOT</th>
<th>MEN WHOSE EMPLOYER COULD ENCOURAGE FLEXIBILITY, BUT DOES NOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>The support I get from my spouse/partner in meeting demands of work</td>
<td>53%</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>How much my opinion counts at work</td>
<td>48%</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td>My compensation relative to my contribution at work</td>
<td>40%</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>The level of respect I get at work</td>
<td>48%</td>
<td>61%</td>
<td>61%</td>
</tr>
<tr>
<td>The opportunity to develop my skills</td>
<td>47%</td>
<td>74%</td>
<td>74%</td>
</tr>
<tr>
<td>The match between my job interests and the work I do</td>
<td>53%</td>
<td>77%</td>
<td>77%</td>
</tr>
<tr>
<td>My relationships with co-workers</td>
<td>53%</td>
<td>77%</td>
<td>77%</td>
</tr>
<tr>
<td>My job security and stability</td>
<td>56%</td>
<td>77%</td>
<td>77%</td>
</tr>
<tr>
<td>The support I get from my co-workers in meeting family and home needs</td>
<td>48%</td>
<td>77%</td>
<td>77%</td>
</tr>
<tr>
<td>The support I get from my manager in meeting family and home needs</td>
<td>40%</td>
<td>72%</td>
<td>72%</td>
</tr>
<tr>
<td>My career prospects</td>
<td>40%</td>
<td>72%</td>
<td>72%</td>
</tr>
</tbody>
</table>
Putting Flex to Work

Working dads use flex to help with family responsibilities, followed by household chores.

WHICH FLEX IS BEST?

While choosing the best way to flex depends on personal and professional factors, many surveyed find that one or two days of telecommuting each week works best for them. Men with this schedule report higher levels of satisfaction on almost all measures versus not only those who never work from home but also, notably, those who work from home three to five days a week. This optimal schedule results in more men feeling “in balance” (76 percent) versus those who never work from home (43 percent), those who work from home three or four days a week (64 percent) and those who telework five days a week (66 percent). Also interesting: Men who telecommute five days a week are the most stressed (even more than men with no flex at all), feeling that they can’t get away from work (58 percent), that their commitment to the job is questioned (60 percent) and that they are isolated (52 percent).

For David Thompson, director of organizational engagement for pharmaceutical manufacturer Boehringer Ingelheim, flex means telecommuting twice a week. Once he gets his 4-year-old daughter and 2-year-old son (as well as his physician wife) out the door of their suburban Connecticut home, David sits down with his coffee and his laptop and gets right to work, happy to avoid a long commute.

“As our family has grown, as our work lives have grown, having two days when I’m working from home has been a real boon,” says David, who starts work early so he can enjoy lazy evenings with his children, sitting on the stoop or chasing hugs. “That’s you and them exploring the world together, and I think that’s what being a parent is all about. I’m extremely lucky in that I have an extraordinary amount of flexibility in balancing home commitments.”

Men who flex are generally happier with all aspects of their life than those who don’t flex. Flexers report higher levels of satisfaction in their co-worker relationships (77 percent versus 64 percent), higher levels of respect at work (75 percent versus 61 percent), more support from colleagues in meeting personal demands (77 percent versus 55 percent) and more support from managers in meeting home responsibilities (60 percent versus 55 percent). They’re also more satisfied with how much their opinion counts at home (81 percent versus 73 percent), their contribution to family finances (82 percent versus 76 percent) and their relationship with their spouse (79 percent versus 75 percent).

And among working dads, WMRI finds that of those who flex, 85 percent are satisfied with their relationship with their children, 82 percent with their children’s prospects, 78 percent with their lifestyle as a working parent and 74 percent with the amount of time they spend with their children. Each of these satisfaction levels is higher than those reported by men without work flex.

Nimesh Trivedi, multicultural marketing director for MassMutual Financial Group, says flex enables him to have time with son Aadit, 8, and daughter Aanya, 5, while they’re young enough to want to hang withdad. Nimesh remembers wishing his own father could’ve spent more time at school events or interacting with the family rather than working so hard to provide them with a better life. These moments will never come back. “I’m spending with my kids right now,” he says. “I want them to really believe I’m there for them when they need it the most.”

Nimesh avoids the full-time remote worker blues by driving four hours from his Edison, NJ, home to MassMutual’s Springfield, MA, headquarters two days a week. During his in-office days, he meets with team members and plans the week; on his at-home days, he works to execute the plan, all the while making himself more available to his kids. “Simple things like picking them up from school or dropping them off or being at one of their reading workshops is important to them. Making sure I’m physically around is a huge motivator for me,” he says.

Working Dads in “Balance”

Working dads (and even more so, working dads with flex) are more likely than men in general to report feeling fulfilled, healthy and in balance. They are also more apt to say that they have a support network, spend time with friends and get enough sleep, but also that they can’t get away from work and are isolated.

Working From Home

Is Not “All or None”

Most men prefer a mix of working from home and from the office. More than 70 percent of the men we surveyed are satisfied with their current arrangement.

WHAT IS THE IDEAL MIX OF WORKING FROM HOME AND IN THE OFFICE?

HOW SATISFIED ARE YOU WITH YOUR CURRENT WORKING-FROM-HOME ARRANGEMENT?

While 8 out of 10 male supervisors believe employees should have access to flex, 39 percent wish they didn’t have to manage employees who work flexibly.
Meaningful part-time work, the Holy Grail to many working moms, also looms large in the imagination of working fathers. Nearly 6 in 10 working dads say they would work part-time if they could still enjoy a satisfying career. But much like working moms surveyed in previous WMR studies, 36 percent of working dads say part-time work is looked down upon at their organizations.

“I wouldn’t say there’s a stigma,” says Brian M. Wong, a partner at Pillsbury Winthrop Shaw Pittman who reduced his hours in the practice section leader for Pillsbury’s corporate and securities group in San Francisco, reducing his hours in the notoriously hard-charging world of corporate law means that he’ll offer to take a work call or answer emails before or after family time with Damien—but not during. He hasn’t felt a stigma: “As long as you manage other people pretty well, there hasn’t been, for me.”

Managing boundaries is another matter. Like working mothers, working fathers report an increasing struggle with setting boundaries around work, with 46 percent reporting that their job bleeds into their personal time, compared to 32 percent of men without children at home.

Still, as men take on increasing responsibility for hands-on parenting and home chores, it is not surprising to see them turn to flexible work arrangements as a way to get the job done—no matter what that job is.

CONCLUSION

For employers, the clear takeaway from this new data is the knowledge that men—especially dads—are now part of the conversation around work flexibility. They use it and appreciate it more than their female counterparts.

Knowing this, companies should:
• Make sure flex programs serve all employees. Publicize the availability of flex programs for all workers, especially men, and make sure male and female senior leaders talk about the ways they flex their schedules, so that flex is supported for everyone.
• Embrace technology to make certain that employees who flex feel connected to colleagues. Constant communication ensures that on-site workers don’t forget about or underestimate the contributions of telecommuters—men and women.
• Engage male employees in conversations about flex. Their insight should be considered in planning and executing related company policies.

The Working Mother Research Institute developed a survey and fielded it nationally through a series of email blasts sent by Survey Sampling International (SSI) in May 2014. A total of 2,000 individuals submitted online questionnaires.

How many working dads are using flexible work strategies, and how do they feel about it? The Working Mother Research Institute (WMRI) surveyed 1,000 fathers on their work/home preferences and practices. The final results are documented in this report, which was written by the Working Mother Research Institute.

Commitment and Connection to Work

How often do working men work from home? How often do they work from home if they could? The Working Mother Research Institute (WMRI) surveyed 1,000 fathers on their work/home preferences and practices. The final results are documented in this report, which was written by the Working Mother Research Institute.
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities. EY refers to the global organization, and may refer to one or more of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information, please visit ey.com.

The Working Mother Research Institute (WMRI), a division of Working Mother Media, is home to the Working Mother 100 Best Companies, the Working Mother Best Companies for Multicultural Women and the National Association for Female Executives' Top Companies for Executive Women, among other initiatives. WMRI produces insightful benchmarking reports as well as important research papers studying work life and the advancement of women, including How Men Flex: The Working Mother Report, to further corporate culture change nationwide.