



HOW MEN FLEX

THE WORKING MOTHER REPORT

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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 *Bread-winning 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

HOW MEN FLEX

THE WORKING MOTHER REPORT

Since Jeremy Kuhlmann's son, Carter, was born a year ago, Jeremy has used flex to be on time for day care pickup, dinner and bedtime, as well as during his young son's ear tube surgery. Even so, Jeremy, a senior manager at Ernst & Young LLP's Seattle office, is still surprised by his company's sensitivity to his parenting needs. "In the 10 years I've been at the firm, the level of awareness around flexibility—not just for working moms but also for working dads—has been raised," he says.

To better understand how men are navigating the flexible work and home terrain, the Working Mother Research Institute (WMRI), with support from sponsor Ernst & Young LLP, surveyed 2,000 men and women about the impact of flex on their lives. *How Men Flex: The Working Mother Report* finds flexible work alive and well among men like Jeremy: The vast majority surveyed—77 percent—have flexible schedules, 79 percent say they feel comfortable using flex, and 62 percent say their employers can and do support flex. However, flex isn't everywhere for men: A significant minority surveyed, 26 percent, report that their employers could encourage flexible work, but fail to do so.

It's clear that working moms aren't the only demographic group struggling with managing work and family needs. In a Pew Research Center report released in 2012, half the working dads surveyed said they feel stressed about

meeting their responsibilities in both arenas—just shy of the 56 percent of working moms who feel the same way.

Time-use statistics help explain the new pressure on dads. In the last half century, fathers have nearly tripled the amount of child care and more than doubled the amount of housework they shoulder. The Pew study found, for example, that fathers spent 7 hours a week on child care in 2011 (up from 2.5 hours in 1965) and 10 hours on housework (up from 4 hours), while their time for paid work shrank on average, to 37 from 42 hours a week.

Clearly, men are shifting how they use their hours for both work and family needs, a juggling act once considered the exclusive domain of women. And yet, as men increasingly seek to be full partners at home, they find the same inflexible schedules that have long slowed women down. Men, however, also face additional problems including outdated notions of gender roles in their communities—and even, sometimes, pushback in their own homes from partners who feel territorial about their family responsibilities.

The high number of men in our survey who are using and depending on workplace flex is important news for work life practitioners, academics and even working mothers to consider when recruiting allies in the fight for flex and work life satisfaction. Indeed, many experts believe that even as women attain college degrees and enter the workforce in numbers equal

to men, gender parity up the career ladder will remain stalled until men play an equal parenting and housework role in their families. To that end, this WMRI survey of men (with and without children) presents a strong and necessary case for employers to expand their view of flexible work policies to include all employees rather than the traditional focus on working mothers.

"Men are too often an afterthought in conversations about working parents or workplace flexibility. We have to shift our conversations and communications to be much more inclusive," says Karyn Twaronite, EY Global Diversity and Inclusiveness Officer and Partner at Ernst & Young LLP. "Everyone wants to have meaningful work and personal lives." The issue is also directly connected to the bottom line, especially in a 24/7 world that requires coverage around the clock, argues Twaronite: "Businesses are going to have to do this, not only because the generational demands are there but also because of the complexities of globalization."

"Men are facing their own demands and tapping flexible work as an answer to their increasing responsibilities," says Working Mother Research Institute Director Jennifer Owens. "That said, while working moms have led the push for flex, we can't assume that ours is the only way. We must ask men what they need to be the best employees and best fathers they can be and how flex can work for them as well."

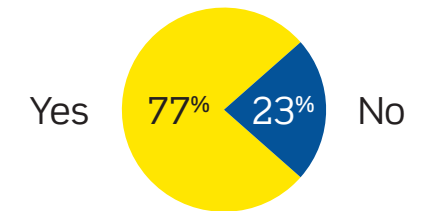
Who Was Surveyed

2,000 total survey participants—evenly split between men and women

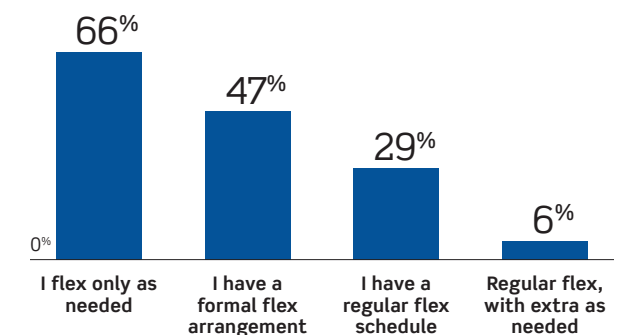
	1,000 Men	1,000 Women
Average age	39	37
Average income	\$67,000	\$48,200
% married or partnered	65%	61%
% single, never married	28%	27%
% with a college degree	63%	58%
% white	72%	75%
% with at least 1 child in household	65%	65%
% who are family breadwinner	67%	31%
% LGBT	12%	7%

Men and Flex Snapshot

DO YOU HAVE WORK SCHEDULE FLEXIBILITY?

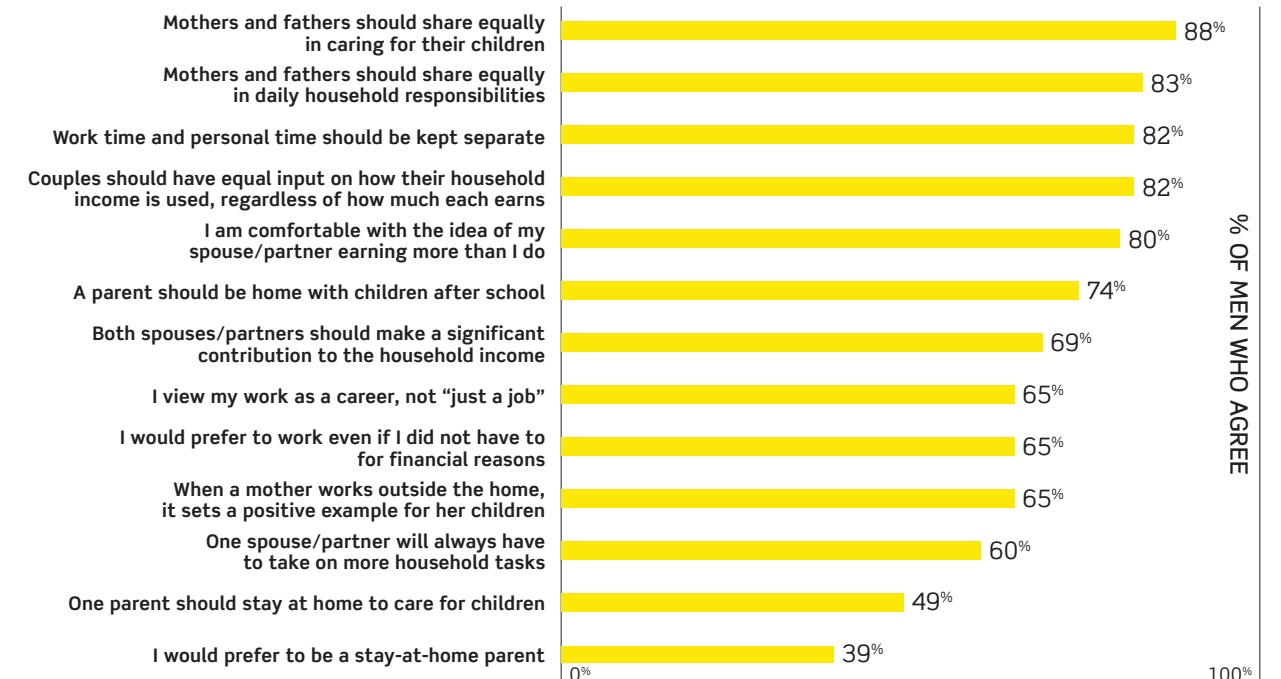


HOW DO YOU FLEX?



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.



MEN AT WORK (AND HOME)

The WMRI survey finds that 7 in 10 men enjoy the ability to influence their schedule and do so without fear of negative consequences. For 47 percent of those surveyed, this flex comes in the form of a formal work arrangement, with 29 percent reporting that their flexible work schedule is a regular one that repeats week to week.

Stephen Lawrence works a regular flex schedule as researcher at State Street Corp. in Cambridge, MA, working from home one day a week. His flex schedule began years ago as a way to free up one three-hour round-trip daily commute that left him with scant energy for his finance Ph.D thesis work, but became even more invaluable when his son was diagnosed with an autism spectrum disorder. “I could look after my daughter, who was a baby, while my wife took our son to various doctor’s appointments and therapy,” says Stephen, dad to Peter, 7, and Grace, 5. As for work, he says, “I really have to work at it to make sure that I get the balance right and the communication right with everybody.”

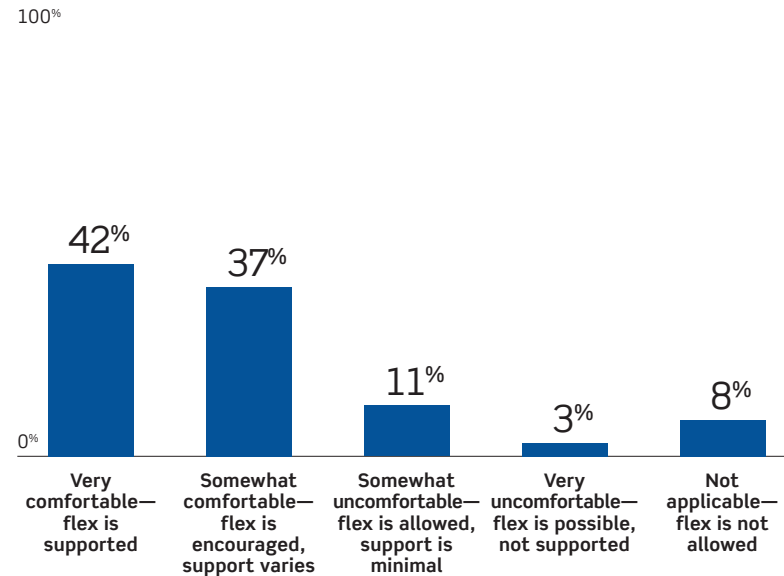
Flexibility is more fluid for Todd Goodwin, a vice president in information management for American Express, who shifts his work hours to accommodate pediatrician appointments or a soccer game for daughters Tyler, 15 and Madison, 12. “As more and more fathers and more and more leaders and managers are becoming parents themselves, they can relate to the need for me to leave, say, exactly at 5 or work from home a couple of days one week,” he says. “We’re all trying to manage the same work-family balance.”

It’s a juggling act that is reflected in how men see parenting and housework as well. The WMRI survey finds, for example, that most men believe partners should equally share child care responsibilities (88 percent) and chores (83 percent). Notably, too, while three-quarters of the men surveyed believe that “a parent should be home with kids after school,” 65 percent feel a working mother sets a positive example for children.

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.

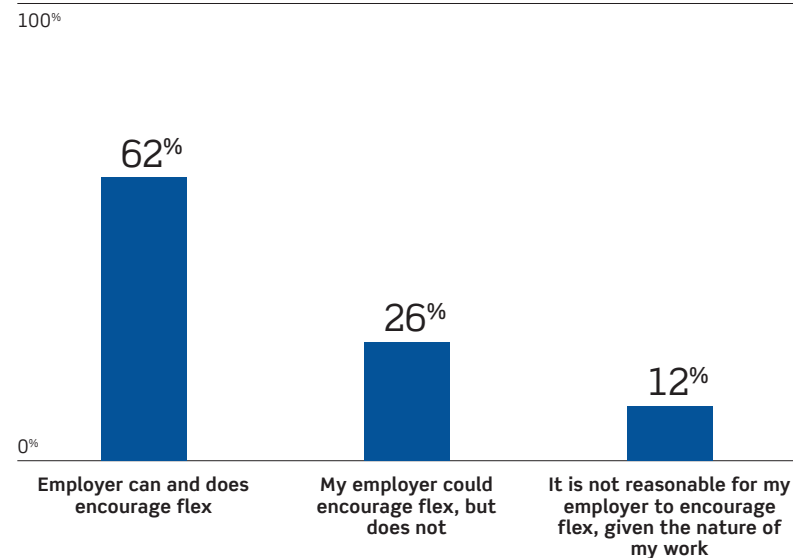
HOW COMFORTABLE ARE YOU USING FLEXIBILITY?



Support for Flex

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

WHAT IS YOUR EMPLOYER’S APPROACH TO FLEXIBILITY?



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 Abernathy, 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

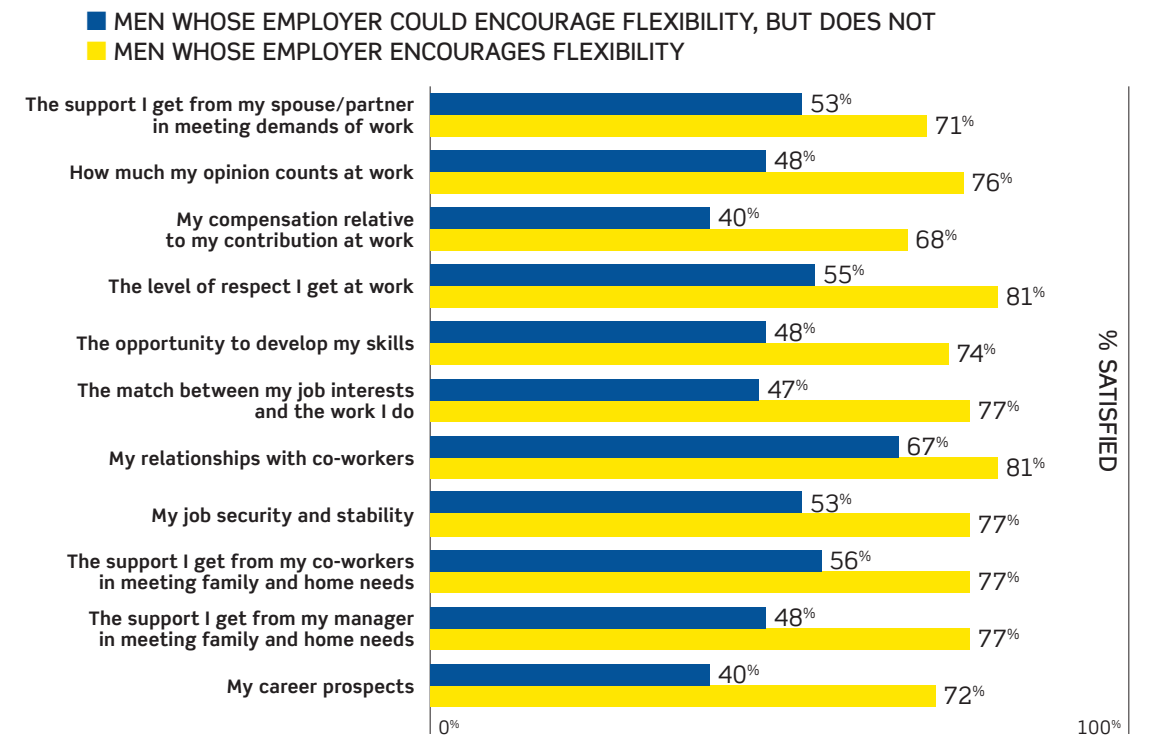
employer encourages workplace flexibility. In his father role, Sabah supports work life balance by unplugging when he’s home with his family, and as a manager he chides subordinates if they send late-night emails. “Fathers have to be more involved now with the raising of their children,” says Sabah, 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, Ameer, a pediatric cardiologist at an academic medical center, has a less flexible job, meaning that when Isha woke up with a temperature of 104F, 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

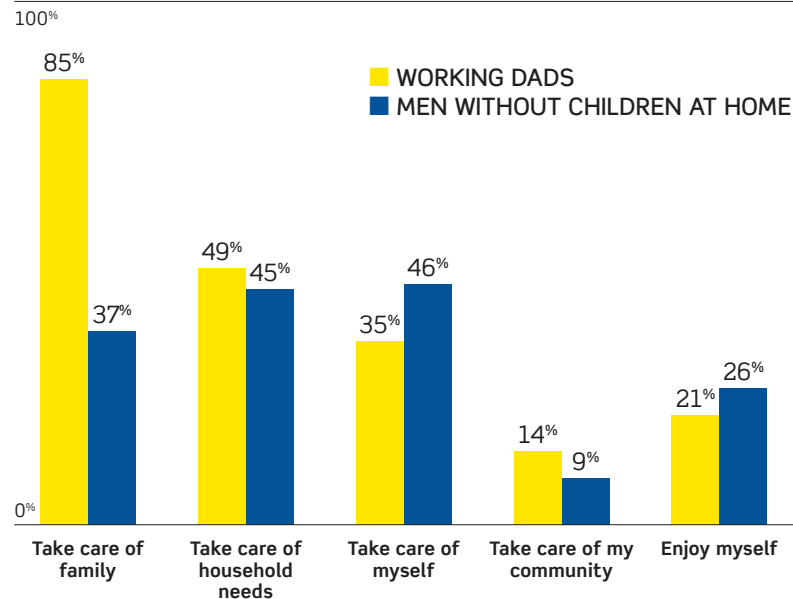
Like women previously surveyed by WMRI, men who have access to flexible work report much higher levels of satisfaction across 11 different work life sectors.



Putting Flex to Work

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

ON DAYS WHEN YOU FLEX, HOW DO YOU USE THE TIME YOU GAIN?



responsibility and privilege to return those favors every chance I get.”

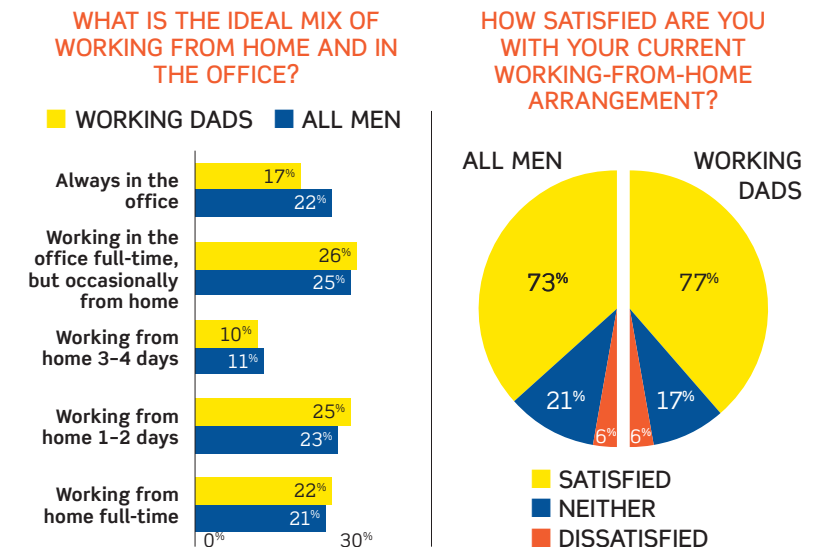
Employers who lag on flexibility risk losing excellent employees or failing to recruit the best. WMRI finds that 54 percent of working fathers—and 47 percent of men without kids—would reject a job with frequent travel. Indeed, Jeremy Kuhlmann says that after his son was born, he appreciated how his supervisors at Ernst & Young LLP would give him plenty of notice about travel opportunities, leaving the decisions up to him. “The firm was sensitive to what travel might do to the routine that we were trying to get into with Carter,” he says. “There seemed to be a heightened sensitivity around the balance and making sure I was meeting all my obligations at home as well as work.”

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 that 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 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.



WHICH FLEX IS BEST?

While choosing the best way to flex depends on personal and professional factors, men surveyed report 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 bugs. “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), higher levels of job security (70 percent versus 63 percent), more

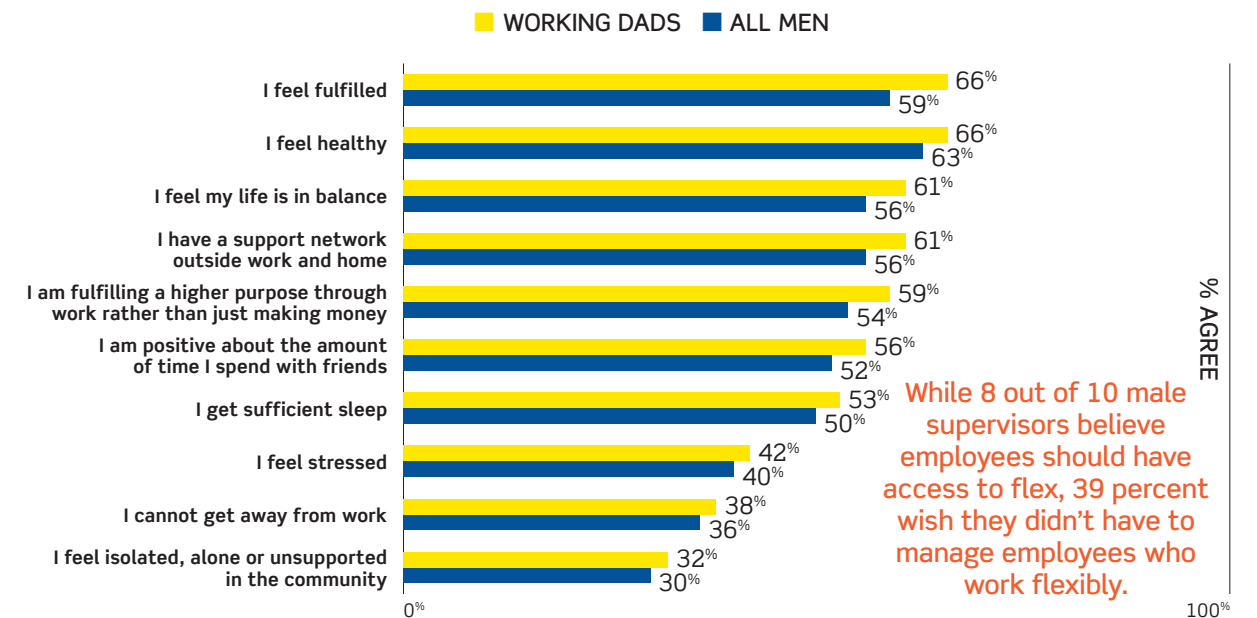
support from colleagues in meeting personal demands (77 percent versus 55 percent) and more support from managers in meeting home responsibilities (60 percent versus 55 percent). They’re also more satisfied with how much their opinion counts at home (81 percent versus 73 percent), their contribution 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 with Dad. Nimesh

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.



PART-TIME STIGMA

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 WMRI 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 work hours to be more present for son Damien, 5, whom he and his husband fostered for two years before adopting this year. For Brian, who serves as local 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.

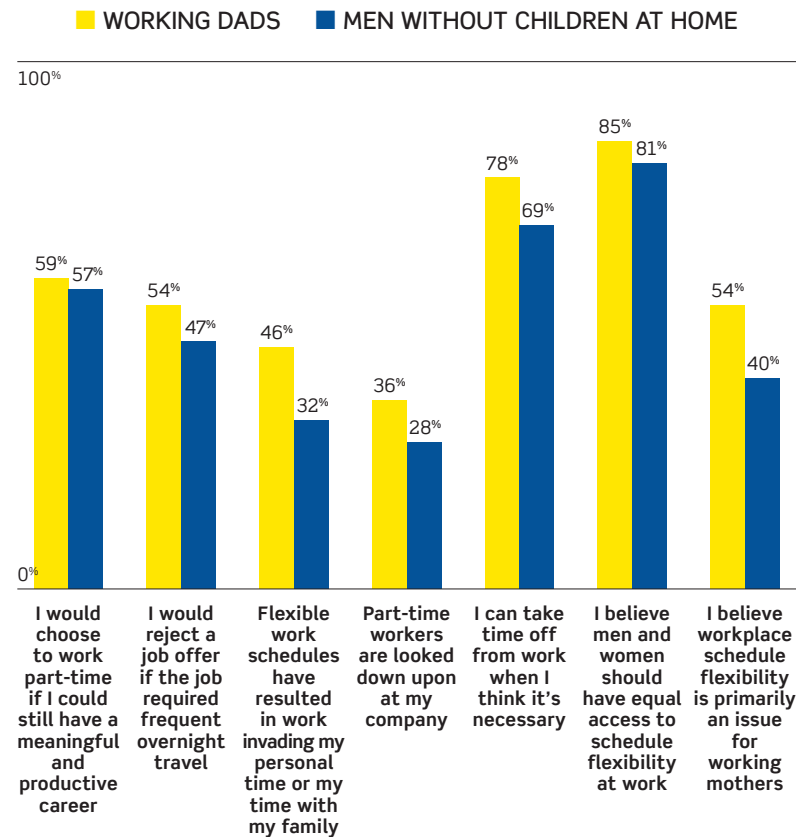
Still, as men take on increasing responsibility for hands-on parenting and home chores, it is not surprising to see them turn to flexible work arrangements as a way to get the job done—no matter what that job is.

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 flex. They use it and appreciate it just as women do, and it makes them more loyal, engaged and productive employees.

Part-time Hopes

Nearly 60 percent of working dads would choose part-time work if they could still have a meaningful career—but 36 percent say it’s looked down upon at their company.



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.

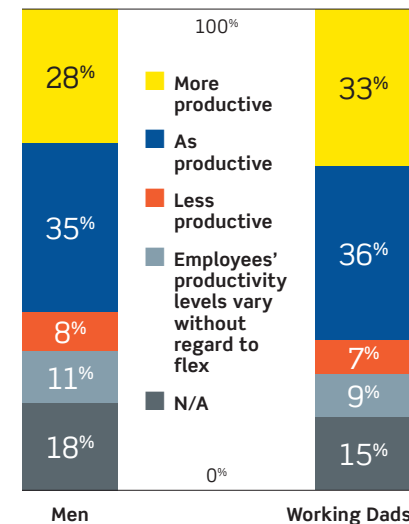
METHODOLOGY

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. Bonnier Custom Insights (a division of Bonnier Corporation) received and tabulated the responses, which were then analyzed by Maria S. Ferris Consulting LLC. The final results are documented in this report, which was written by the Working Mother Research Institute.

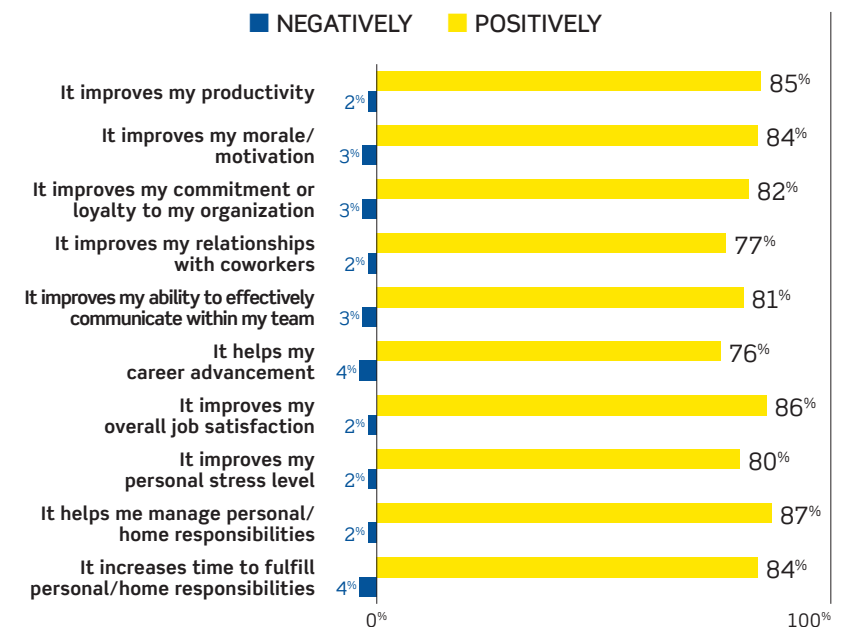
Any Downside to Flex?

Most men feel that co-workers who flex are at least as productive as those who don’t. Indeed, men who flex think there is much to gain with very small negative impact.

HOW DO MEN FEEL ABOUT CO-WORKERS WHO FLEX? MEN SAY THAT COMPARED TO EMPLOYEES WHO DO NOT FLEX, EMPLOYEES WHO FLEX ARE:



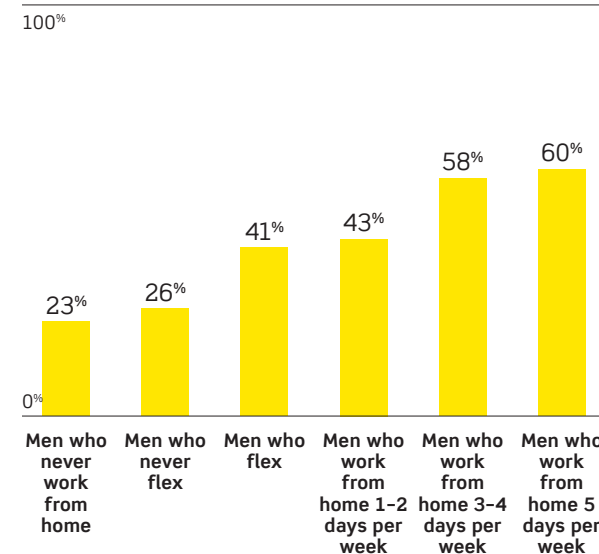
HOW DOES FLEXIBILITY IN WHEN/WHERE MEN ARE ABLE TO WORK INFLUENCE THEIR WORK?



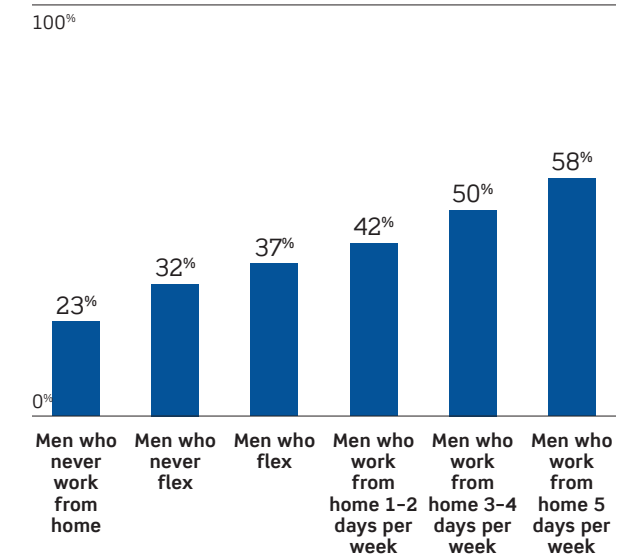
Commitment and Connection to Work

How often men work from home impacts how frequently they feel that others question their commitment to their work. It has a similar impact on how much men feel they can disconnect from work.

THOSE WHO FREQUENTLY FEEL THEIR COMMITMENT IS QUESTIONED BY OTHERS



THOSE WHO FREQUENTLY FEEL THEY CANNOT GET AWAY FROM WORK





Building a better
working world

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