On the 30th anniversary of the Working Mother 100 Best Companies initiative, employed moms are no longer a novelty—70% of women with kids under 18 have jobs. How do these moms feel about their careers, families and selves?
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Dear Friends,

I’m proud to present the results of our new Working Mother Research Institute study, Moms@Work: The Working Mother Report.

As the presidential campaign heats up, we wanted to find out how working mothers perceive their home and work lives—to direct the national conversation back to the family-friendly issues still in need of solving.

What we found is that while working mothers are more optimistic than when we last surveyed them in 2013, the juggle remains a struggle. So, too, the answer remains flexibility and a supportive manager. Working mothers who report a lack of flexibility at work are more apt to report considering a job change in the near future.

Women want opportunities to advance, but roughly half of the women surveyed are not satisfied with their opportunities for promotion, which is the lowest satisfaction result we clocked in the survey. Indeed, about 20 percent say they are plainly dissatisfied.

I thank Morgan Stanley for its sponsorship of this important white paper, and I invite you to explore in this report the impact that the intersection of work life has on working mothers, their careers and their families—and to visit workingmother.com/wmri to download other important Working Mother Research Institute studies.

All the Best,

Jennifer Owens
Director
Working Mother Research Institute
WHO WE SURVEYED

1,508 employed mothers answered our survey. The majority are married or partnered, working full-time, and have children under age 18 at home.

1,508 Participants

1,068 White
162 Black
128 Hispanic
76 Asian
66 Other

Age 18–35: 43%
Age 36–50: 46%
Age 51+: 11%

Average age is 37

WHAT THEY DO...

ON AVERAGE, SURVEY RESPONDENTS HAVE BEEN WORKING FOR 7 YEARS.

Administrative: 21%
Manager/supervisor: 17%
Professional/technical: 14%
Other: 12%
Service work: 10%
Healthcare provider: 8%
Teacher/professor: 8%
Self employed: 7%
Physical labor: 4%
Executive: 4%
DUAL ROLES

Our respondents are caregivers and providers. More than half earn the same amount as or more than their partner.

What’s your role in your family finances?

- 45% I earn less than my spouse/partner
- 32% I earn more than my spouse/partner
- 23% I earn about the same

NEARLY A THIRD ARE BREADWINNING MOMS.
OPTIMISTIC...
BUT UNDER PRESSURE

Women report more satisfaction in work and life than they did two years ago. In particular, more women feel secure in their jobs and optimistic about their career prospects.

Yet the data also shows that it’s still difficult to balance work and child-rearing. More than three quarters of families experience some work life conflict.

*How often do you have trouble managing your work and personal life?*

- Occasionally: 37%
- Rarely: 39%
- Frequently: 11%
- Never: 13%
**CAREER: PICK UP THE PACE!**

Women want to advance. But only about half of all respondents are satisfied with their opportunities for promotion, which is the lowest satisfaction result we clocked in the survey. About 20 percent say they are dissatisfied.

Do you believe you have the opportunity to advance at your current employer?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>47%</td>
<td>21%</td>
<td>21%</td>
<td>11%</td>
</tr>
</tbody>
</table>

When did you receive your last promotion at work?

- **Within the past year**: 23%
- **One to two years**: 17%
- **Three to five years**: 10%
- **Six to ten years**: 4%
- **More than 10 years**: 4%
- **Never**: 18%
- **N/A**: 24%

43% of respondents describe themselves as “career oriented” vs. working for financial necessity.
EXECUTIVES, BREADWINNERS AND THOSE WHO DESCRIBE THEMSELVES AS “CAREER ORIENTED” ARE AMONG THE MOST OPTIMISTIC ABOUT THEIR FUTURE PROSPECTS.

Executives, managers and other professionals are the careers most likely to come with flexibility. Millennials, the group with the youngest kids, features moms most likely to use flex.

Regardless of their field, title or earnings, women who lack flexibility are the least optimistic about their career prospects in our data set.
Moms who earn less than $50,000 per year report significantly less satisfaction with their careers than higher earners. These lower earners are less likely to feel their opinions count at work, to believe they have opportunities to develop their skills, or to say they get support from coworkers.

Are you satisfied with...

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Moms who earn $100k or more</th>
<th>Moms who earn less than $50k</th>
</tr>
</thead>
<tbody>
<tr>
<td>The support you get from your spouse/partner in meeting work demands</td>
<td>74%</td>
<td>62%</td>
</tr>
<tr>
<td>How much your opinion at work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your compensation, relative to your contribution at work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities to advance at work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities to develop your skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your job security and stability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The support you get from your co-workers in meeting family and home demands</td>
<td>75%</td>
<td>64%</td>
</tr>
<tr>
<td>The support you get from your manager/supervisor in meeting family and home demands</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your career prospects</td>
<td></td>
<td>47%</td>
</tr>
</tbody>
</table>
THE WORKDAY

Two things make the workday work: flexibility and a supportive manager. Women who have these are more likely to report that their contributions are valued and their prospects good. In contrast, moms who don't have a family-friendly manager are dissatisfied—40% are considering leaving their employer within 12 months (and 28% are unsure whether they will stay or not).

Are you satisfied with...

<table>
<thead>
<tr>
<th>Area</th>
<th>Has flexibility</th>
<th>No flexibility</th>
<th>Satisfied with support from manager</th>
<th>Not satisfied with support from manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much your opinion counts at work</td>
<td>69%</td>
<td>76%</td>
<td>34%</td>
<td>20%</td>
</tr>
<tr>
<td>Your compensation, relative to your contribution at work</td>
<td>42%</td>
<td>41%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Opportunities to advance at work</td>
<td>62%</td>
<td>70%</td>
<td>65%</td>
<td>28%</td>
</tr>
<tr>
<td>Opportunities to develop your skills</td>
<td>24%</td>
<td>37%</td>
<td>72%</td>
<td>68%</td>
</tr>
<tr>
<td>Your job security and stability</td>
<td>30%</td>
<td>60%</td>
<td>73%</td>
<td>63%</td>
</tr>
<tr>
<td>The support you get from your co-workers in meeting family and home demands</td>
<td>36%</td>
<td>28%</td>
<td>62%</td>
<td>76%</td>
</tr>
<tr>
<td>Your career prospects</td>
<td>24%</td>
<td>20%</td>
<td>27%</td>
<td>21%</td>
</tr>
</tbody>
</table>
Flexibility *outranks* money in terms of what women say is important to them in choosing a job. It is second only to job security and is the top priority for women who work part-time.

*What are the most important factors you consider when you choose a place of work?*

- **Job security and stability**: 66%
- **A flexible work schedule and culture**: 40%
- **Competitive earnings and benefits**: 31%
- **Opportunities to learn and grow**: 21%
- **A fun work environment**: 19%
- **Long-term career prospects**: 19%
- **Meaningful work**: 17%

75% of respondents say that flexibility helps them meet work goals and attend to family needs.
RESULTS ORIENTED

Moms today work all variety of hours, schedules and locations, but one message is clear: Judge me on my results, not by how long I’m at my desk.

“Our culture has changed a lot in the 14 years I’ve been with Ryan. At first, it was a rigid accounting firm, with set hours and everyone at their desks by 8:30 AM. ...Now we can work flexibly. We have all learned to communicate better and how to collaborate. As long as we’re producing results, we don’t have to document our time.”

—KELLY OPFERMAN, DIRECTOR, PITTSBURGH OFFICE, RYAN, A WORKING MOTHER 100 BEST COMPANY.
**HOW WOMEN FLEX TODAY**

Compared to 2013, slightly fewer moms are working from home.*

Though they are more likely to be in the office, working moms are not tied to a rote schedule. More women are using flexibility than two years ago—8 in 10 respondents say they adjust their hours or work location to attend to family needs.

*How We Flex, Working Mother Research Institute, 2013

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**How often do you flex your work hours during the day?**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five days per week</td>
<td>17%</td>
</tr>
<tr>
<td>Three to four days per week</td>
<td>10%</td>
</tr>
<tr>
<td>One to two days per week</td>
<td>7%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>40%</td>
</tr>
<tr>
<td>Never</td>
<td>20%</td>
</tr>
<tr>
<td>I’m self employed</td>
<td>6%</td>
</tr>
</tbody>
</table>

*MILLENNAL WORKERS ARE THE MOST LIKELY TO BE USING FLEX 5 DAYS PER WEEK.*
FAMILY TIME

73% of respondents are married or partnered

51% returned to work as soon as their maternity leave ended

40% have children age 6 or under

30% had a fully paid maternity leave (8 weeks, on average)

20% have elder care responsibility

16% expect to add another child to the family
HOME LIFE: STILL A ‘SECOND SHIFT’?

By and large, working moms believe their spouses/partners make valuable contributions to family finances. But how about housework and child care? That’s where moms are less likely to say that their spouse/partner carries a “fair share.” And about a third say it would be difficult to manage housework without additional help.

**How much do you agree or disagree with the following statements?**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree</th>
<th>Neither</th>
<th>Disagree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>My spouse makes a valuable contribution to our family finances</td>
<td>68%</td>
<td>11%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner values my contribution to the family finances</td>
<td>64%</td>
<td>14%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner and I have equal say over family finances</td>
<td>62%</td>
<td>16%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner values the contribution I make with child care</td>
<td>61%</td>
<td>14%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner values the contribution I make around the house</td>
<td>61%</td>
<td>16%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>One spouse/partner will always have to take on more household tasks</td>
<td>56%</td>
<td>20%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner carries “their fair share of the load” when it comes to child care</td>
<td>53%</td>
<td>8%</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner takes initiative with child care</td>
<td>51%</td>
<td>18%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner carries “their fair share of the load” when it comes to housework</td>
<td>49%</td>
<td>18%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>My spouse/partner takes initiative with housework</td>
<td>46%</td>
<td>19%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>It would be difficult for my family to manage housework without additional help (i.e. family or paid services)</td>
<td>32%</td>
<td>17%</td>
<td>42%</td>
<td></td>
</tr>
</tbody>
</table>
THE JUGGLE STRUGGLE:
WHAT SIGNALS “BALANCE”
TO WORKING MOMS

A parent home with children after school
(69% agree it’s preferable)

Being home at night (70% would reject a job
if it required frequent overnight travel)

Fewer hours at work (70% would choose
to work part-time if they could still have a
meaningful and productive career)

Being a role model (72% agreed that working
outside the home sets a positive example)
THE KIDS ARE ALL RIGHT

Moms are happy with their relationships with their children and about how their kids are faring.

How frequently do you feel...

Positive about your relationship with your children
- Frequently: 87%
- Neither: 10%
- Infrequently: 2%
- N/A: 1%

Your children are doing well
- Frequently: 87%
- Neither: 11%
- Infrequently: 1%
- N/A: 0%

Your children will do well in the future
- Frequently: 84%
- Neither: 12%
- Infrequently: 3%
- N/A: 0%

Your children are sufficiently supported in the right extracurricular activities
- Frequently: 73%
- Neither: 17%
- Infrequently: 6%
- N/A: 0%

Your children get enough exercise
- Frequently: 71%
- Neither: 18%
- Infrequently: 9%
- N/A: 0%

Your children eat healthfully
- Frequently: 71%
- Neither: 21%
- Infrequently: 7%
- N/A: 0%

Satisfied with your child care or other caregiver arrangement
- Frequently: 64%
- Neither: 12%
- Infrequently: 6%
- N/A: 0%

81 PERCENT ARE OPTIMISTIC ABOUT THEIR CHILDREN’S FUTURES.
**SELF-CARE: LAST ON LIST?**

Moms believe they are meeting kids’ needs, but their own needs are a different story. Less than half (47%) say they have enough time to take care of their own health and well-being.

*How frequently do you feel...*

<table>
<thead>
<tr>
<th></th>
<th>Frequently</th>
<th>Neither</th>
<th>Infrequently</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your children get enough exercise</td>
<td>72%</td>
<td>18%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>You get enough exercise</td>
<td>43%</td>
<td>26%</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>Your children eat healthfully</td>
<td>71%</td>
<td>21%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>You eat healthfully</td>
<td>57%</td>
<td>28%</td>
<td>15%</td>
<td></td>
</tr>
</tbody>
</table>
ME TIME: IT’S LACKING

Me time. One quarter of working moms surveyed are dissatisfied with the amount of time they have—one of the highest levels of dissatisfaction measured in this survey.

Time with partner. The number of women satisfied with the amount of time they spend with their partner dropped two percentage points since our 2013 survey.* Though not a huge drop, it’s worth noting that it’s one of few decreases—satisfaction with home life increased on nearly all other measures.

Affordable child care. Only half believe their child care is reasonably priced—which may limit the amount of time working parents have for exercise, hobbies, and other pursuits.

*How We Flex, Working Mother Research Institute, 2013
INSIGHTS

• This survey studied four areas of working mothers’ lives: career, workday, family and self.

• In general, working moms are more satisfied with their lives at home and work than they were two years ago.

• In order to meet work goals and family needs, working moms rely on flexibility and the support of their direct manager.

• The majority of women who do not consider their manager supportive are considering a job change.

• Women who do not have flexibility are the least optimistic group in our survey about their career prospects, regardless of earnings, title, or occupation.

• With only half of respondents satisfied with their opportunities to advance, employers need to do a better job of developing career paths. Past WMRI research has shown that having a “career orientation” correlates positively with engagement on the job.* In fact, women in this survey who describe themselves as “career oriented” are more satisfied in every area of home and work life compared to women working just to collect a paycheck.

*What Moms Think, Working Mother Research Institute, 2010
SURVEY METHODOLOGY

A questionnaire was developed by the Working Mother Research Institute and fielded via a series of email blasts sent out by Survey Sampling International between April 20, 2015, and April 23, 2015, to its opt-in database of employed (full- or part-time) women, aged 18 to 64, with at least one child under the age of 18 living in the household.

Bonnier Custom Insights (a division of Bonnier Corporation) received and tabulated the responses, which were then analyzed by Maria S. Ferris Consulting LLC. All tabulations, percentages and other calculations published in the accompanying report were compiled in accordance with established research standards. The final results are documented in this report, which was developed by the Working Mother Research Institute.
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 Moms@Work: The Working Mother Report, to further corporate culture change nationwide.

Morgan Stanley

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