



Driving the **FUTURE OF WORK**

SHRM Foundation 2024 Impact Report



PEOPLE: Our Passion and Our Purpose

AT SHRM FOUNDATION, WE CAN'T STOP THINKING ABOUT PEOPLE.

They are our passion. Fortunately, **we have an opportunity every day to put our passion into action** — connecting with people, learning from people, and supporting people on their professional and personal journeys.

We are fortunate to have a professional, experienced team that comes to work every day determined to make a difference. We are grateful to be connected to the funders, companies, and other partners that are invested in our mission and our success. We are excited to share lessons with and learn from the HR professionals who look to SHRM and SHRM Foundation for guidance and opportunity.

Most importantly, **we provide tools, insights, and resources that open doors to people looking for a chance to thrive in the workplace.**

SHRM sits at the center of talent and workplace development strategies, supporting HR professionals, employers, and employees alike — and SHRM Foundation drives action to improve the future of the workplace. We believe HR professionals are essential to driving workplace change, opening doors to talented individuals and ensuring all workers succeed.



To expand access to work and help workers and workplaces thrive, we focus on three interconnected pools of work:

- Widening Pathways to Work
- Strengthening the HR Field
- Thriving Together

This 2024 Impact Report is all about the people we have met along the way. From HR professionals looking for information and connections to grow in their profession (page 12), to programs that create opportunities for military-connected talent (page 10) and people with disabilities (page 8), to innovations that contribute to the mental health of our workforce (page 18), and so much more — SHRM Foundation is making a difference in people's lives every day.

When passion meets expertise, there is no limit to what we can accomplish together.

WHO We Are

Founded in 1966, SHRM Foundation equips and empowers human resource professionals and employers as forces for social good. As the nonprofit arm of SHRM, the world's largest HR professional society, we impact nearly 340,000 employer members and touch the lives of over 362 million people.

In the face of complex challenges within the world of work, **SHRM Foundation believes that HR is in a unique position to lead change.** We work with courageous partners and bold investors to generate awareness, action, and impact to build a world of work in which both employers and employees thrive.

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Earning this scholarship means that I'll be able to focus on school and complete my bachelor's degree without financial burden.

— 2024 Undergraduate Scholarship Recipient

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OUR PURPOSE

Elevate and empower HR as a force for social good.

OUR MISSION

Mobilize and equip HR to lead positive social change so that all talent and workplaces can prosper and thrive.

OUR VISION

A world of work that works for all.

Learn more about our work at shrm.org/foundation



WIDENING Pathways to Work

SHRM Foundation believes everyone deserves the chance to contribute and thrive in the workplace. Every day, we support HR leaders, hiring managers, and executives with the tools, trainings, research, and resources they need to find, recruit, hire, retain, and advance people who might otherwise be locked out of professional opportunities.

If we mobilize and equip HR to embrace untapped pools of talent and activate a skills-first mindset for recruitment, retention, and career advancement, then we will widen pathways to work so that all talent and workplaces prosper and thrive. **By prioritizing merit and potential, our approach can catalyze change and drive success** for communities and employers alike.

SKILLS-FIRST at Work

Every day, employers miss out on talented people because their gifts, aptitudes, and skills are not as easy to identify as an entry on a resume. HR leaders must step up to make all experiences count in assessing whether a person can thrive in a job. To widen pathways to work, employers need the tools and training to assess a job candidate's full set of competencies, gifts, and skills, including and beyond those conferred by traditional degrees.

Through our [Skills-First at Work](#) portfolio, we support employers in shifting policies and practices within their workplace to **consider the “whole human” in their hiring and advancement processes.**

This means embracing (and assessing) all the different ways that someone's skills, talents, aptitudes, and competencies can be gained and shared to improve the world of work.



COMMUNITY AND INNOVATION IN ACTION: The Widening Pathways to Work in Arkansas Project

“Attracting and keeping talent is a big deal for us right now,” explained Shelle Randall, director of workforce development and existing industry at Jonesboro Unlimited and vice president of chamber administration at the Jonesboro Regional Chamber of Commerce in Arkansas. Jonesboro is a manufacturing hub and home to Arkansas State University. “We needed a workforce development initiative that would provide us the flexibility to use our assets to meet our goals, which meant working with our private-sector employers and the university to develop our local workforce,” Randall said.

The Widening Pathways to Work in Arkansas Project was a perfect fit. The project established Community Advisory Panels in five Arkansas communities — Jonesboro, El Dorado, Russellville, Northwest Arkansas, and Hot Springs — to implement tailored strategies designed to address local workforce challenges and improve pathways to employment.

Supported by a \$2 million grant from the Arkansas Department of Education, which included \$75,000 pilot grants for each community, the project fostered collaboration among key stakeholders. These included business leaders, educators, workforce policy leaders, SHRM members such as Randall, job seekers, students, and organizations including the Arkansas Department of Education and the Arkansas State Chamber of Commerce.

“Locally tailored” for Jonesboro meant that Jonesboro Unlimited had the opportunity to develop an internship program that now bridges the gap between education and employment. “The internship platform was a win-win-win for our employers, our university, and our community,” Randall said.



Specific strategies in other local communities included:

- A media campaign in **Hot Springs** directed job seekers to Workforce Centers for resume assistance and interview preparation. Efforts also increased job resource awareness in public schools.
- A regional career hub in **Northwest Arkansas** was updated to offer real-time job postings, resume resources, resources for educators from kindergarten to postgraduate programs, and connections to training and apprenticeships.
- Portable job kiosks were introduced in **Russellville** to increase access to job application tools and resources.

Statewide, the Widening Pathways to Work in Arkansas Project increased awareness of job opportunities, improved job readiness, and fostered stronger collaboration between business leaders, educators, and workforce development policy leaders. Measurable outcomes included:

- Reaching more than **35,000 individuals** via the Job Readiness Workshop Social Media Campaign.
- Collaborating with Be Pro, Be Proud, a program of the Arkansas State Chamber of Commerce, on “Draft Day,” a career exploration event for Hot Springs high school students that attracted **1,100 students** and **57 companies**.
- Holding the largest ACT Work Ready Community certification training session in ACT’s history, with **88 attendees** from **11 counties**.

In Jonesboro, social media engagement for the internship initiative **increased by 30%**, and collaboration with five leading local employers brought significant advantages to the initiative.

Jonesboro Unlimited participated in the program by hiring its own intern “to be an advocate at Arkansas State University for the initiative, and we hope to hire her when she finishes her master’s this May,” Randall said.

The project’s success informed a \$1.5 million grant SHRM Foundation has received from the U.S. Department of Labor’s Workforce Opportunities for Rural Communities (WORC) program, which will allow a significant deepening and expansion of the partnerships between SHRM Foundation and the communities of Jonesboro and El Dorado.

Looking ahead, the participating Arkansas communities are already considering scaling up successful initiatives, such as hosting annual Draft Day events, continuing career and technical education (CTE) scholarships, and bringing in panels of employers to speak specifically to seniors as they near graduation. The project’s successful strategies could expand nationwide, addressing local workforce challenges and improving job readiness on a larger scale.

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Sometimes you have big ideas and a strategic plan, but you don’t have the impetus to move forward. This opportunity with the SHRM Foundation spurred us into action, and if ever presented with an opportunity like this one, I would encourage other communities to take advantage of it.

— **Shelle Randall**
Jonesboro Unlimited



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Untapped **TALENT**

Employers continue to struggle with job vacancies and mismatches between the talent they need and what they are finding in the marketplace. At the same time, unemployed and underemployed individuals are left out of standard talent pipelines due to perceived barriers and misconceptions related to one or more demographic characteristics.

The reason for this problem could be as simple as the way employers have always looked at talent. Through our Untapped Pools of Talent portfolio, ***we ensure that employers know how, when, and where to find key skilled pools of talent*** that have historically been marginalized. We particularly focus on helping employers access military-connected talent, people with disabilities, individuals impacted by the justice system, and opportunity youth — young people not in school or the workforce.

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Impacting important issues and constituencies such as mental health, veterans, the formerly incarcerated, emerging professionals, employees with disabilities, and so many other important areas is what I like most about SHRM Foundation’s work, and **I can’t wait to see where the Foundation will impact the workplace next.** I hope that my small contributions help to continue the growth and outreach of the Foundation to further the mission of ‘Building a World of Work that Works for All.’

— **Jeff Palkowski, SHRM-SCP**

SHRM Foundation’s Inaugural
Chapter/Council Ambassador; State Director,
Wisconsin State Council SHRM

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GOLDEN STATE SOLUTION: Developing an Employing Abilities at Work Certificate for California

SHRM Foundation continues to build on its groundbreaking programs to help employers benefit from the vast potential that people with disabilities bring to the workplace.

By putting the focus on “ability” and supporting HR professionals as they make their workplaces more welcoming and adaptable, the organization is changing the conversation for employers around the world. Given that individuals with disabilities make up 13% of the U.S. population,¹ it is critical that employers know how to recruit and retain these valuable workers.

While SHRM Foundation has fielded a highly successful Employing Abilities at Work (EAW) certificate for some time, laws and regulations in California — the largest U.S. state by population — made it challenging to leverage the certificate there. To change this dynamic, the California Department of Rehabilitation provided a \$964,000 grant for SHRM Foundation to develop a tailored version of the EAW certificate for use across the state.

The effort had an ambitious set of objectives:

- Understand the barriers to employment experienced by individuals with disabilities.
- Comply with the unique state-specific laws and regulations that California enforces in the workplace.
- Articulate the business case for building a workforce that is equitable and inclusive of individuals with disabilities.
- Create organizational strategies to recruit, hire, retain, and develop this talent pool.
- Educate stakeholders to reduce barriers to employment faced by individuals with disabilities.
- Provide learners with 10 professional development credits.
- Promote the employer’s commitment to inclusive workplaces through a digital badge.

SHRM Foundation partnered with Global Disability Inclusion (GDI) to serve as subject-matter experts for the content development, as it had for the original EAW certificate. The instructional design team at SweetRush Inc. developed the interface to ensure it was accessible, clear, and efficient for all users.



¹<https://www.bls.gov/news.release/pdf/disabl.pdf>

“The best recruitment strategy is a good retention program,” GDI’s Andy Traub said. “All our efforts are geared at helping HR professionals integrate what they learn across the entire employment cycle — from soup to nuts — and the California credential is another step in that direction.”

SHRM Foundation collaborated with three community colleges from across the state to explore how best to utilize the certificate content. Perspectives varied, with some integrating the content into their curriculum, others suggesting HR departments adopt it, and some emphasizing its applicability as part of broader workforce development initiatives.

The certificate debuted in early 2024, and by year’s end, 2,058 certificates had been completed in California — a clear sign of early success.

“The power of this credential is that it can help employers based in California reach this talented group of people, and it can help large, national employers with California operations,” GDI’s Meg O’Connell said. “While it’s geared for HR professionals, anyone can earn it — and benefit — no matter where they work in an organization.”

The new certificate is worth a minimum of 10 professional development credits toward SHRM recertification — at no cost to HR professionals or their employers. Additionally, while the project set out to change the perspectives of those in California only, other states could take a similar approach to tailor their own EAW efforts.



IN SERVICE:

SHRM Foundation Support for the Military Community

In 2024, SHRM Foundation strengthened its efforts to connect members of the military community to employment opportunities. Notably, the Foundation changed the name of its program from Veterans at Work to **Military Community at Work** to better reflect the diversity of the military community, including veterans, military spouses, caregivers, and members of the National Guard and Reserve.

Military spouses, for example, face significant employment challenges. While organizations with recruitment programs for military spouses are up to three times more likely to say they are effective at hiring this group, 84% of organizations have no concrete program in place to do so.

An integral part of SHRM Foundation's work is its **Military Community Ambassador** program. These HR practitioners share the benefits of military-connected talent with employers and provide resources to jump-start hiring programs. By the end of 2024, SHRM Foundation had enrolled 165 ambassadors.

"We know that many people in HR positions are unfamiliar with military jobs and how the skills translate," one ambassador said. "In every session, people thank me for providing information and specific tools to help them learn more."



SHRM Foundation's Military Community Advisory Committee.

SHRM Foundation unveiled several **innovative tools** in 2024 to help employers tap into this rich pool of talent:

- **Mission-Ready: Strategies and Best Practices for Recruiting, Retaining, and Advancing Military-Connected Talent:** Sponsored by Comcast and developed in partnership with the Institute for Veterans and Military Families, this resource equips HR stakeholders to develop targeted employment practices.
 - **Insight to Action: Leveraging the Potential of Military Spouse Talent:** This groundbreaking report, which was featured at SHRM24, delves into the persistent employment challenges faced by military spouses.
 - **Completing the Mission: Best Practices for Recruiting and Hiring Veterans:** This report highlights the challenges transitioning veterans face as they enter the civilian workforce and strategies employers can take to hire them.
- SHRM Foundation took advantage of multiple in-person and virtual opportunities to share its program with HR leaders and others, including:
- **Insight to Action: Military Spouse Employment Leadership Forum:** On Sept. 25, SHRM Foundation led this convening, in partnership with SHRM's Data and Insights team and Hiring Our Heroes, ahead of the Visionaries Summit in Austin, Texas. USAA provided support for the event.
 - **Engaging Military-Connected Talent: 2024 Lunch-and-Learn Series:** Each of the three webinar sessions was dedicated to an aspect of employing military-connected talent, including strategies for filling labor gaps with military-connected talent; successfully employing Guard and Reserve talent, co-hosted with Comcast and Suncoast HR Florida; and best practices for hiring and recruiting veterans in partnership with Wells Fargo.

PASSION AND COMMITMENT

Military Community Ambassador **Angel Cyr** is a military talent partner at Nucor Corporation. She offered her thoughts on how to power your military community employment efforts, which she described as “*connecting employers with passionate advocates.*”

- **Establish a dedicated individual or team** to assist with screening and onboarding military community talent.

- **Engage current employees** who are veterans, military spouses, or reservists to represent your organization at recruitment events.

- **Partner with your state’s veterans affairs/ services agency** to increase awareness and identify roles that align with military skills.

- **Go beyond recruitment** by providing tailored career transition assistance.

FEATURE

BUILDING MOMENTUM:

The Opportunity Youth at Work Initiative

SHRM Foundation made significant progress in 2024 educating employers about the potential of opportunity youth — young people ages 16-24 who are not in school or the workforce — as a talent solution.

The effort to engage opportunity youth in the workforce kicked off in 2023, when SHRM Foundation received funds through the **Walmart Center for Racial Equity** and a federal grant from the Department of Labor through **Big Brothers Big Sisters of America** (BBBSA).

The federal grant supported seven pilot locations in which to increase awareness and identify employment opportunities: two in Alabama — Birmingham and Montgomery; Orange County, Calif.; two in Florida — Greater Pensacola and Miami; Chicago; and Philadelphia. The Walmart grant supported three additional pilots: two in Georgia — Savannah and Atlanta — and a future site in North Carolina.

In April 2024, SHRM Foundation released a groundbreaking research report at the SHRM Talent conference. **From Social Good to**

Strategic Advantage: The Business Case for Hiring Opportunity Youth provides a factual foundation for welcoming this talent pool into the workforce. Walmart resources supported a comprehensive communication campaign, including paid media, to boost employer awareness.

The Foundation leveraged the research as it set up the pilots, aligning its findings with on-the-ground opportunities and lowering barriers to employer participation. For the locations where BBBSA was involved, employment goals were driven through the organization’s **Big Futures program**.

A group of stakeholders convened in June, including HR practitioners from the pilot sites, youth-serving organizations, and funders. The event led to the creation of an informal workgroup. As one attendee put it, “Recruiting programs for opportunity youth are very difficult to implement because it’s a hidden issue and not a very well understood term.”

To address this reality, the Foundation is developing a set of employer-focused tools to take the effort to the next level in 2025.

STRENGTHENING the HR Field

At SHRM Foundation, we believe the key to creating a world of work where all can thrive is supporting the diversification, growth, and celebration of the HR field. Each year, we increase access to trainings, conferences, mentorship, and pathways to work for thousands of students and emerging, midcareer, and advanced HR professionals across sectors and industries.

If we provide HR students and emerging professionals, especially those from populations currently underrepresented in the field, with funding, mentorship, and career support, we will strengthen the HR field. The result will be **greater opportunity, more growth, and increased innovation**. Stronger HR leaders create stronger organizations.

CASE STUDY

BUILDING THE HR WORKFORCE ONE CAREER AT A TIME: The HR Tomorrow Leadership Program

Starting a career in any profession can be hard. It takes time to build expertise and a broad-based community of support to help you navigate on-the-job challenges. Burnout is real. Reputation matters. The cost to access professional development can be prohibitive.

HR is no different. HR professionals have expressed feelings of overwork, exhaustion, underappreciation, and lack of growth and value. Studies have shown that the reputation of the field continues to lag. When grading their HR department, most employees gave it a C+. It is no wonder that nearly two-thirds of current HR professionals are interested in leaving the sector.

The [HR Tomorrow Leadership Program](#) aims to reverse these trends. The program, piloted in 2024, provides focused educational programming, networking opportunities, and mentorship to build and enhance leadership skills for the next generation of HR leaders and encourage their career progression. Eligible participants are new to the field, with just two to four years of related experience. They have entered the HR field through nontraditional pathways and have significant potential for success.



“More than 70,000 new HR jobs are predicted by 2033 in the United States,¹ and two-thirds of HR departments are recruiting from more diverse and underutilized talent pools,”² said Lana Williams, program manager at SHRM Foundation. “HR Tomorrow supports where we want our profession to go. We want to strengthen the HR field with greater opportunity, growth, diversity, and innovation.”

¹ <https://www.bls.gov/ooh/business-and-financial/human-resources-specialists.htm>

² <https://www.shrm.org/foundation/scholarships-grants-awards/hr-tomorrow>

HR Tomorrow brings 10 emerging HR professionals from different backgrounds together in a cohort that fosters meaningful relationships and offers guidance to help with career exploration and goal setting. SHRM Foundation covers the costs for them to attend SHRM conferences together, access learning opportunities, take the certification exam, and participate in mentorship activities.

In addition to fostering strong professional and personal connections, one HR Tomorrow participant received a new job, another got a promotion, and two earned specialty credentials. The program is building wider leadership pipelines; fostering creativity and innovation in problem-solving and strategy; reducing barriers to the workplace; and instilling a mindset of continuous professional growth and adaptability.

“It’s clear that SHRM members are craving a community of practice for idea sharing and access to professional development,” Williams said. “By providing access to resources for folks whose merit is clear, but who have experienced barriers to the HR profession, we are creating a stronger and more inclusive profession and world of work.”

“The benefit of being connected to diverse opinions and experiences when I need HR advice from outside my organization is so powerful. **I now have my HR for HR.**

— **Riniya Countiss, SHRM-CP**
Director of career development at
St. Mary’s College of Maryland;
HR Tomorrow Fellow



“Our cohort has a life of its own now. **We lean on each other** and get everyone’s perspectives from their different backgrounds.

— **Dennis Green, SHRM-CP**
HR business partner at Figure;
HR Tomorrow Fellow



“This program, through intentional connection and shared experience, revealed a simple but profound truth: **We are more alike than we are different. Fear isolates, but engagement unites.** In our cohort, we did not simply exchange knowledge — we created a space where honesty could flourish, where self-doubt was met with encouragement, and where problems could be examined from multiple perspectives.

... You are not just fostering professional growth; you are building the executives of tomorrow. I leave this program not just as a recipient of an award but as a participant in something far greater — a movement toward workplaces that honor, uplift, and empower all who inhabit them.

— **Dalton Johnson**
Senior HR generalist for the
City of Missoula, Mont.;
HR Tomorrow Fellow



RECOGNIZING THE HR PROFESSION: Scholarships, Grants, and Awards Program

SHRM Foundation and SHRM work hard to recognize everyone who makes up the HR profession — from students to emerging professionals to seasoned leaders. Through our annual [Scholarships, Grants, and Awards program](#), we distribute over a half million dollars each year to support and celebrate our HR community.

The Scholarships, Grants, and Awards program:

- Provides **scholarships** to undergraduate and graduate students studying the field of HR.
- Makes **grants** to emerging and established HR professionals seeking to advance their career in HR through conference attendance, credentialing, or certification.
- Celebrates the accomplishments of emerging, midcareer, and established leaders in the field of HR through a variety of **awards programs**.

In 2024, the Scholarships, Grants, and Awards program:

- Awarded **more than 80 scholarships**, totaling \$300,000.
- Made **more than 150 professional development grants**, totaling \$220,000.
- Gave **14 awards**, totaling \$145,000.

SHRM Foundation is pleased to support and celebrate Adam Tawfik, Melinda Nagaran, and all the emerging and experienced HR professionals in the field.

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Education to me has always been of paramount importance. Investing in oneself to positively impact the world is a tremendous gift many unfortunately take for granted. **I am forever thankful for this opportunity and remain firmly committed to excelling** as I join the next generation of great HR professionals!



— **Adam Tawfik**
Graduate student at Florida State
University and SHRM Foundation
scholarship recipient

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Receiving the SHRM grant to cover my SHRM-CP certification is a tremendous honor and an incredible opportunity. This award not only validates my dedication to advancing my career in people operations but also provides the financial support needed to achieve a significant professional milestone. **With this grant, I'm empowered to deepen my knowledge, enhance my skills, and contribute more effectively to creating inclusive and thriving workplace environments.** It is a pivotal moment that will undoubtedly impact my career, opening doors to new opportunities and enabling me to make a meaningful difference in the field of people operations.



— **Melinda Nagaran**
SHRM Foundation
certification grant recipient

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THRIVING Together

Building on our prior work on Tackling Societal Challenges, SHRM Foundation is doubling down on a commitment to ensuring healthy, thriving workers and workplaces. Our commitment to Thriving Together embodies the firm belief — backed by research — that **when we address the health of all who share our workplaces, people thrive** — and organizations grow and prosper into the future. Our efforts now focus on four key areas: creating mentally healthy workplaces, supporting working caregivers, addressing social drivers of health, and providing quality jobs.

As one point of emphasis, SHRM Foundation is supporting HR professionals in addressing mental health and well-being as one of the biggest challenges affecting the world of work. Through commissioned research, training, and other resources, we are working to make it easier for HR professionals to address mental health and the root causes impacting workers' mental well-being.



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We believe in the mission of the SHRM Foundation and its goal to support SHRM members with furthering their education, credentials, and professional development. **We know the value of the Foundation's work in the lives of those impacted**, and we want to support HR professionals in achieving their goals for professional development and support the Foundation in research and programs.

— Shelly Trent, SHRM-SCP
Immediate Past President, Louisville SHRM

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CARING FOR CAREGIVERS: The Otsuka Story

Caring for loved ones is no longer the exception for people in the workforce; it is a regular and necessary part of many workers' lives. As a company committed to caring for caregivers — standing with them the way they stand with their loved ones and offering the tools they need for the health of others and themselves — Otsuka America Pharmaceutical knew it had to lead the way in supporting the significant number of its own employees acting as caregivers.

The company started by creating and implementing supportive internal benefits policies for its caregiver employees. After internal research showed that the policies were having a positive effect on workplace culture, Otsuka looked outward. It wanted to inspire other employers to take the same journey for their workforces.

Otsuka turned to SHRM Foundation and its expertise in building better workplaces for a better world. SHRM and SHRM Foundation have deep experience in supporting the caregiving workforce, offering tools and resources to help employers support their employees who are taking care of children and dependent adults.

“SHRM Foundation helps build thriving workplaces, which include support for employees who care for aging relatives, children, or loved ones with special needs,” said Ellen Christman, director of engagement and philanthropy at SHRM Foundation. “We welcomed the opportunity to help Otsuka empower their caregivers to thrive personally and professionally and inspire other employers to do the same.”



Mary Michael, vice president of patient advocacy and stakeholder management at Otsuka America Pharmaceutical, in conversation with Clayton Lord, senior program director at SHRM Foundation, at the One Mind at Work Global Forum, May 2024. Photo courtesy One Mind.

SHRM Foundation partnered with Otsuka to convene the Otsuka Pharmaceutical Caregiving Roundtable. The roundtable brought together business leaders and HR professionals primarily from the pharmaceutical, biotech, and health care industries to explore the challenges caregiving employees face and identify actionable strategies HR can implement for creating more supportive workplaces. Otsuka provided guidance to roundtable participants, backed by its own experience with its workforce.

“We recognized early on that providing support for caregivers extends beyond Otsuka,” said Shobana Narayanan, vice president, people and business services, at Otsuka. “Organizing a roundtable with other industry leaders aligned with our commitment not only to our employees, but all caregivers.”

Planning for the roundtable was a collaborative effort between SHRM Foundation and Otsuka, ensuring the event would provide meaningful takeaways for participants. The two organizations worked together to define the event’s goals and carefully curate a group of participants who knew HR and the industries’ needs. Pre-event research guided the roundtable discussions, and Otsuka’s leading role in supporting employee caregivers created a strong foundation for participants to share experiences, challenges, and best practices.

“The roundtable experience and discussion were incredibly informative and shed light on the many dimensions and various challenges of being a caregiver and an employee in the workplace,” said Timothy Wojcik, executive director,

total rewards, at Otsuka. “It was clear to all participants that we, as employers, must lead the way and continue to engage with our employees and explore new methods to provide pragmatic solutions during a time when the demands on caregivers are ever increasing.”

The roundtable produced a robust set of recommendations for how organizations can better support their caregiving employees. Key takeaways included the importance of:

- Providing access to caregiving resources.
- Offering hybrid work arrangements.
- Creating and sustaining a workplace culture rooted in empathy and open communication.

The roundtable solidified a strong partnership between SHRM Foundation and Otsuka, showcasing their shared commitment to addressing caregiving challenges in the workplace. These insights — the “Otsuka Story” — are being shared through SHRM Foundation’s own communications channels, helping inspire HR leaders from other organizations to find and facilitate meaningful workplace change.

“The Otsuka roundtable was a powerful reminder of the important role HR professionals play in creating thriving workplaces,” reflected Wendi Safstrom, president, SHRM Foundation. “It reinforced that with the right tools, resources, and leadership, organizations can empower their employees to successfully balance caregiving and work, improving both employee well-being and business outcomes.”



Learn more about Otsuka’s
[caregiver commitment.](#)

HEALTHY COLLABORATION:

SHRM Foundation Teams Up with Inclusively



From left, Elisha Engelen, partner, Aon; Camille Chang Gilmore, SHRM Foundation incoming board chair and Vice President, Human Resources and Global Chief Diversity Officer, Boston Scientific; and Kathy Martinez, former VP of global disability inclusion, Expedia, speak at the SHRM Foundation/Inclusively event on neurodiversity and mental health in October 2024.

SHRM Foundation took its continued support for the mental health and well-being of the workforce to a new level in 2024 when it partnered with Inclusively on a series of events to empower HR professionals to help employees and employers thrive together.

Inclusively is a professional network and employment platform with a strong record of helping companies create workplaces where everyone feels valued and supported. The partnership featured three events that brought together experts, business leaders, and individuals with lived experiences to explore these pressing issues.

- In April, SHRM Foundation participated in ***Inclusively's Leadership Board meeting*** in New York City, alongside Lady Gaga's Born This Way Foundation, Selena Gomez's Rare Impact Fund, and senior HR leaders from 25 Fortune 500 companies. This powerful event focused on shifting concepts of workplace support from "accommodation" to "success enablement," whether related to physical disability, neurodiversity, or mental health.

- In conjunction with SHRM24 in June, 15 HR leaders engaged in a ***dialogue on intergenerational workplace dynamics***. Participants discussed effective communication, leveraging generational strengths, and what it takes to create a harmonious work environment. Takeaways included the importance of embracing individualism in the workplace and the role middle management plays in bridging generational divides.
- In October, SHRM Foundation and Inclusively collaborated on a ***mental health and neurodiversity in the workplace session***. The event, held in conjunction with the Foundation's Tharseō Gala, brought together 30 experts, business leaders, and talent with lived experience to explore how employers can drive positive business outcomes while enabling the success of those with nonapparent disabilities.

This fruitful partnership has been essential in developing SHRM Foundation's ***Thriving Together*** portfolio, weaving together priorities around mental health and caregiving with a focus on the quality of jobs and social drivers of health to ensure workers and workplaces thrive.

FINANCIALS and Donor Recognition

Individual Donors

SHRM Foundation is extremely grateful for the generous support of hundreds of individual donors, including many SHRM members. Their commitment to support our work sustains us and inspires us to provide expertise and insight to the HR profession.

Funds raised through contributions from this group of individual donors and members of SHRM state councils and chapters totaled **more than \$800,000**.

Team Empower

This special group of passionate individuals is dedicated to helping empower HR professionals to build more inclusive organizations. Established in 2017, Team Empower is SHRM Foundation's most accessible giving circle. Your annual donation of at least \$50 will automatically add you to the team.

Circle of Friends

Our Circle of Friends is a new giving level that SHRM Foundation is introducing in 2025 for individual donors who donate more than \$500.

Leadership Circle

Established in 2012, the SHRM Foundation Leadership Circle is an elite group of donors who make a commitment to contribute at least \$1,000 annually. Our 2024 members are:

- **Nilanjan Adhya**, Chief Digital Officer, BlackRock; SHRM Board, Director-at-Large
- **Mike Aitken**, Executive Vice President, HR Professional Solutions, SHRM
- **Subha Barry**, President and CEO, Seramount; SHRM Foundation Board, Director-at-Large
- **Karen Bennett**, Executive Vice President and Chief People Officer, Cox Enterprises; SHRM Foundation Board, Secretary/Treasurer
- **Mark Blankenship**, Former Executive Vice President, Chief of Staff & Strategy of Jack in the Box; SHRM Foundation Board, Director-at-Large
- **Kelly Caldwell**, Partner, Visions Human Resource Services LLC
- **Camille Chang Gilmore**, Vice President, Human Resources and Global Chief Diversity Officer, Boston Scientific; SHRM Foundation Board, Incoming Chair
- **Amber D. Clayton**, SHRM Staff
- **John Ferguson**, Chief Human Resources Officer, NASCAR; SHRM Foundation Board, Director-at-Large
- **Edie Goldberg**, President, E. L. Goldberg & Associates; SHRM Foundation Board, Immediate Past Chair
- **Luciana Gómez**, Principal Owner at Luciana Gómez Marketing Consulting; SHRM Foundation Board, Director-at-Large
- **Paula H. Harvey**, Vice President of Human Resources and Safety, Schulte Building Systems Inc.; SHRM Board, Director-at-Large
- **Kathleen Hogan**, CHRO at Microsoft
- **Christopher Jackson**, Senior Vice President—Wealth Management at UBS
- **Katherine I. Kato**, Chief Human Resources Officer, Broward Health
- **John G. Kinloch**, Treasurer, GOSHRM-The Greater Orlando Society for Human Resource Management
- **Nikki Korn**, Principal & Chief Strategy Officer, Cause Consulting
- **Tracy Layney**, HR Executive & Thought Leader; SHRM Foundation Board, Director-at-Large
- **Mike Letizia**, President/CEO, Letizia HR Solutions Inc.
- **Pat Lund**, Task Force General Manager, KAJ Hospitality
- **Jane Marvin**, Principal at Organizational Effectiveness and Change Management; SHRM Foundation Board, Director-at-Large
- **Tyler Massey**, Senior Vice President—Wealth Management at UBS
- **Jeff Nally**, Chief Coaching Officer and Chief Human Resources Officer, CoachSource LLC
- **CJ Orr**, CEO, Orr Group
- **Jeffery Palkowski**, Human Resources Manager - Workforce Relations - Division of Information Technology (DoIT), University of Wisconsin-Madison; SHRM Foundation's inaugural Chapter/Council Ambassador
- **Bill Phelan**, SHRM Board
- **Jonathan Reynolds**, CEO, Titus Talent Strategies
- **Michael Timmes**, Human Resource Consultant, Insperty
- **Dennis Vukelic**, Vice President Operations, Swell Partners
- **Sean Woodroffe**, Executive Vice President, Chief People, Culture, and Communications Officer, Lincoln Financial Group; SHRM Board, Director-at-Large
- **Mandy Woulfe**, Vice President of Human Resources, Adelante Development Center Inc.; SHRM Board, Director-at-Large

STATE COUNCIL and Chapter Recognition

SHRM state councils and SHRM local chapters are the backbone of the organization. Their generous support for the work of SHRM Foundation is testament to the value they place on our efforts — and we thank them for their investment in our shared future.

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For many years, the HR Florida State Council has sponsored scholarships for undergraduate degrees, graduate degrees, and SHRM certifications for residents of Florida through the partnership with SHRM Foundation. **Honoring those recipients each year keeps the HR profession growing in our state** and creates future chapter members to promote the Foundation’s impact on their career. New audiences are exposed to the value brought by the Foundation.

— Dana Mullins, SHRM-CP
Director, HR Florida State Council

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TOP 10 SHRM STATE COUNCILS



1. HR Florida State Council Inc.
2. Michigan SHRM State Council
3. Wisconsin SHRM State Council
4. Kentucky SHRM State Council
5. HR Virginia
6. HR Indiana SHRM
7. Mississippi State Council of SHRM
8. Pennsylvania SHRM State Council
9. New York State SHRM Inc.
10. Garden State Council SHRM Inc. and California State Council of SHRM (tie)

TOP 25 SHRM CHAPTERS



1. Louisville SHRM Inc.
2. Palm Beach County SHRM
3. Green Bay Area Chapter of SHRM
4. SHRM Jacksonville
5. HR Houston
6. Delaware Chapter SHRM
7. San Joaquin SHRM
8. Tennessee Valley HR Assn.
9. El Paso Society HRM
10. Northern Virginia SHRM
11. Central Arizona HR Mgmt. Assn.
12. Brazos Valley SHRM
13. DC SHRM
14. Texas Bay Area SHRM
15. Big Bend SHRM
16. Greater Orlando SHRM
17. SHRM-Long Island Chapter Inc.
18. West Central AR SHRM
19. SHRM-Hawaii Chapter
20. NOLA SHRM
21. Western North Carolina HR Assn.
22. Volusia/Flagler SHRM
23. SHRM-Memphis
24. Inland Empire SHRM
25. IndySHRM

2024 Investors

INNOVATION – \$250,000+ DIAMOND INVESTOR



INSPIRATION – \$100,000+ GOLD INVESTOR



IMAGINATION – \$50,000+ SILVER INVESTOR



COLLABORATION – \$25,000+ BRONZE INVESTOR



CHAMPION – \$15,000+ FRIEND INVESTOR



SHRM Foundation is governed by a volunteer Board of Directors, comprising distinguished HR academic and practice leaders. We extend our deepest gratitude to our dedicated Board, whose leadership and commitment are instrumental in advancing our mission and bringing our impact to life.

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It is an honor to serve with such an amazing group of professionals, all of whom are fully committed to advancing the HR profession and helping people successfully navigate the world or work. We are also privileged to collaborate with the outstanding team at SHRM Foundation, each of whom share our vision for a world of work that works for all.

— **Edie Goldberg**
SHRM Foundation Board Chair



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Principal, Org Effectiveness
and Change Management



John Ferguson, SHRM-CP
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Chief People and Culture Officer,
Smart Electric Power Alliance



Luciana Gómez
Principal Owner,
Luciana Gómez Marketing Consulting



Johnny C. Taylor, Jr., SHRM-SCP
President & CEO, SHRM

SHRM FOUNDATION STAFF *(as of May 2025)*

- **Wendi Safstrom**, President
- **Clayton Lord**, Senior Program Director
- **Isaac Agbeshie-Noye**, Program Director, Widening Pathways to Work
- **Cathy Bryan**, Development Manager
- **Maddie Schaffer**, Development Manager
- **Elizabeth Kohm**, Program Manager, Untapped Pools of Talent
- **Lana Williams**, Program Manager, Strengthening the HR Field
- **Sara Rahim**, Program Manager, Thriving Together
- **Adie Kolaskar**, Program Manager, Widening Pathways to Work
- **Amber Douglas**, Program Senior Specialist, Untapped Pools of Talent
- **Diamond Gardner**, Development Senior Specialist
- **Sara Beatty**, Program Specialist, Widening Pathways to Work
- **Markita Jeter**, Programs Associate Specialist, Strengthening the HR Field
- **Erica Banner**, Executive Assistant

The logo for SRM Foundation is centered within a dark blue circle. The letters 'SRM' are rendered in a white, serif font, each contained within a separate white rectangular box. A registered trademark symbol (®) is positioned to the upper right of the 'M' box. The entire logo is set against a background of three overlapping circular segments: a dark blue segment at the top, a green segment at the bottom left, and a reddish-brown segment at the bottom right.

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