

Driving the **FUTURE OF WORK**

The SHRM Foundation 2023 Impact Report

Driving the **FUTURE OF WORK**

THE WORLD OF WORK IS ALWAYS CHANGING.

Each year brings its own waves of change, forever altering the way work gets done. But some periods stand above the rest by presenting shifts that are transformative — clearly delineating how things were “before” and how things are “now.”

We are living through one such moment, and the implications of this transformative period for the human resources (HR) profession are profound.

The post-pandemic economy has come into clear focus, with fast-moving, technology-based shifts driving the need for new and different skills to succeed in the workplace. Employers must increasingly use new approaches and criteria to find, develop and support top talent. Workers must embrace opportunities to augment their skillsets to advance their careers. Addressing challenges regarding mental health and health equity is now a business essential, not just a benefit offering.

The HR profession is ideally positioned to address these challenges and seize these opportunities. HR has moved beyond

compliance, payroll management and “pushing paper” and now drives the entire employee experience. While this work starts with recruiting, hiring and retaining a highly skilled workforce, it now extends across the entire employee lifecycle and includes a multi-generational workforce with vastly different needs and preferences than previous eras.

Celebrating its 75th anniversary, [SHRM](#) sits at the center of talent and workplace development strategies, supporting HR professionals, employers and employees alike — and the [SHRM Foundation](#) drives action to improve the future of the workplace. As a thought leader, incubator and testing ground, we provide the framework, guidance, programs and resources that elevate HR and spread awareness and education on critical workplace issues.

In 2023, the SHRM Foundation drove positive change across the world of work, keeping HR ahead of the curve.

We spent the year focused on building a world of work that works for all in our modern economy. That started with our efforts to widen pathways to work — paving the way for people to gain the skills they need to succeed and breaking down barriers at every step. We also elevated and strengthened the HR profession by delivering fresh thinking, tangible support and effective tools to help HR professionals lead rather than follow. At a time of high societal stress, we sought healing with projects to build health equity and improve the mental well-being of employees.

Our 2023 Impact Report is more than a snapshot of the organization’s achievements in 2023. It is a demonstration of how the evolving HR field can and will be at the center of the future workplace. It signals that no matter what changes come tomorrow, the HR profession will be ready for them — and the SHRM Foundation will be at its side, driving a better tomorrow so that all workplaces can prosper and thrive.

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**TOMORROW’S
WORKPLACE
CALLS US
TO THINK
DIFFERENTLY
ABOUT THE
WORLD OF WORK,**
to be aware of details we’ve missed in the past and to find solutions to empower our future and unlock the potential of an emerging workforce.

—Wendi Safstrom,
President,
SHRM Foundation



”



When asked **how likely they are to recommend the SHRM Foundation to a friend or colleague** after utilizing a SHRM Foundation product, the average answer is a

9.5 OUT OF **10**

EMPOWERING HR for Social Good

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.

THE SHRM FOUNDATION WORKS IN THREE WAYS: by widening pathways to work for more skills-first candidates and more kinds of talent; tackling societal challenges, with a current focus on workplace mental health and wellness; and strengthening the HR field with even more diversity, growth, and readiness to address these needs. The SHRM Foundation works with SHRM, courageous partners, and bold investors to generate awareness, action, and impact to build a world of work that works for all.



WIDENING PATHWAYS to Work

THE SHRM FOUNDATION MOBILIZES AND EQUIPS THE HR PROFESSION

and employers to embrace untapped pools of talent and develop a skills-first mindset to drive recruitment, retention and career advancement. We focus on creating opportunities for many who often lack access, including military-connected talent (veterans, spouses, family members and caregivers), those impacted by the justice system, people with disabilities and qualified candidates who lack the traditional markers of job readiness. By widening pathways to work, we ensure that all talent and workplaces can prosper and thrive.

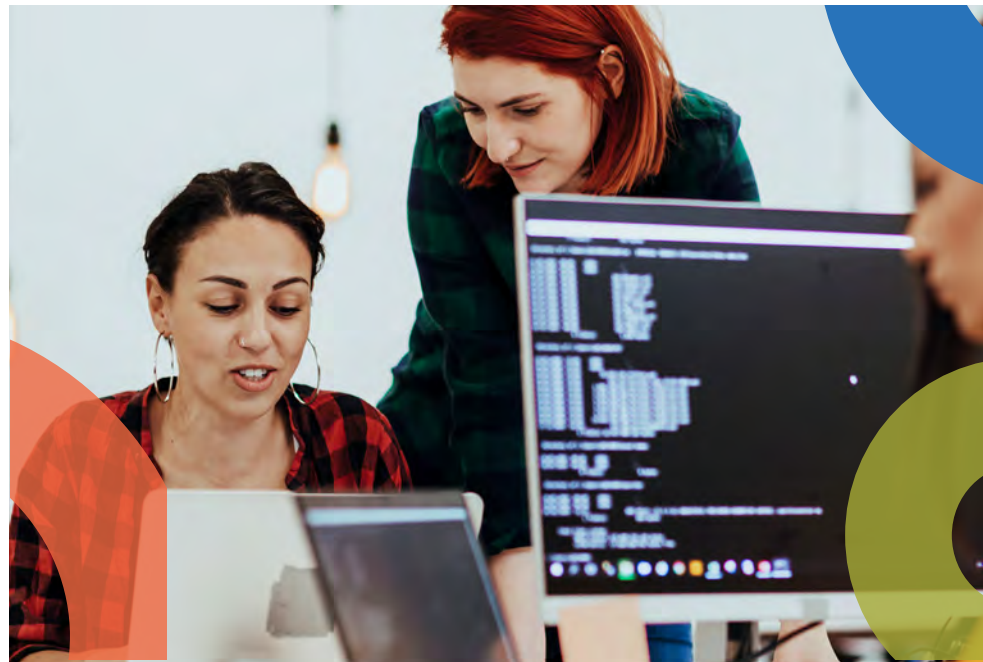
“

I WOULD ENCOURAGE ALL HR PROFESSIONALS TO TAKE THE SHRM FOUNDATION COURSES.

They are insightful and impactful and can level up the talent pool and a company’s understanding of different candidate groups and perspectives.

—**Sonja Mencacci,**
Textron Aviation

”



After completing the SHRM Foundation Veterans at Work Certificate, the number of HR leaders who said they were actively seeking opportunities to engage and hire military-connected talent

increased by more than 70%

CLOSING THE GAP: Skills-First At Work

TOOLS FOR THE JOB

The SHRM Foundation [Skilled Credentials Toolkit](#), developed in collaboration with the Charles Koch Foundation, is a game-changer for HR professionals and hiring managers seeking solutions to close talent gaps. This user-friendly guide lays out a process to help organizations go beyond traditional academic degrees to assess candidates based on skills. Getting off to a strong start, **the toolkit was downloaded 1,361 times in 2023**, its debut year.

The toolkit identifies 12 specific actions for HR professionals and hiring managers and encourages organizations to start small and progress steadily. These steps help tailor employer actions to align with their mission, talent needs and workplace culture, making the skills journey more manageable and impactful. Feedback from the toolkit helped shape the newly developed [Skilled Credentials Action Planner](#), an AI-assisted version of the toolkit.



DRIVING EMPLOYER DEMAND

In Bentonville, Arkansas, the SHRM Foundation convened a powerful gathering of 120 national and local partners, all influential stakeholders in the skills-first movement. This strategic convening, titled **“Driving Employer Demand on Skills,”** brought together a diverse range of leaders from across the United States, united by a common goal: shaping a future where workforce skills are prioritized and valued by employers nationwide.

PILOTING SKILLS-FIRST STRATEGIES

Working in partnership with Jobs for the Future (JFF) and with funding from the Charles Koch Foundation, the SHRM Foundation conducted its first Employer Collaborative for Skilled Credentials (ECSC) pilot in 2023.

The project gathered nine employers from a range of sizes, geographies and sectors to test policy and practice changes that advance skills-first employment. Importantly, the pilot confirmed, through pre- and post-assessments, that supporting an employer in **adopting one skills-first strategy increases their likelihood and willingness to adopt subsequent strategies.**

EMPLOYER COLLABORATIVE PILOT HIGHLIGHTS

Small pilot, big impact. Skills-first hiring in just eight months at nine companies hints at a solution to the talent shortage.

- 101** jobs made more accessible for people with skilled credentials
- 423** current employees helped
- 139** staff members in 52 departments engaged in the work
- 142** new applicants helped
- 11** new career pathways created
- 11** job postings revised

STATE-LEVEL FOCUS

The SHRM Foundation worked with funding partners to deploy two state-level pilot projects in 2023.

ARKANSAS

With funding from the Arkansas Department of Education, we worked with over **140 employers** on *Widening Pathways to Work*, a first-of-its-kind collaboration and pilot program. In partnership with the Arkansas State Chamber of Commerce, SHRM's state affiliate ARSHRM and five local Chambers of Commerce, we supported businesses and organizations in five diverse communities to determine a single, time-limited intervention they assessed would have a high likelihood of widening pathways to work in their community.

GEORGIA

Thanks to generous funding from WorkRise, the SHRM Foundation seized the opportunity to pioneer a groundbreaking pilot initiative in Georgia. **In collaboration with 30 forward-thinking employers**, the *Georgia ECSC pilot* is trailblazing the path towards a paradigm shift in skills-based recruiting, hiring and retention. Initiated in October 2023, the pilot is set to run until June 2024, culminating in a comprehensive final report to showcase the power of skills-first hiring.

SPREADING THE MESSAGE

With support from Walmart, the SHRM Foundation launched a digital ad campaign, "*Qualified by Expertise*," to share the power of skilled credentials. The campaign leveraged SHRM Foundation research to position the issue and make the case to the HR community. The effort exceeded expectations, generating **5.3 million impressions and 60,990 click-through actions**.

IN THEIR OWN WORDS

“The folks at SHRM/JFF are amazing. They are encouraging, intelligent and their feathers never get ruffled. Brilliant group of caring individuals. I have learned so much.”

—ECSC participant

“Not everyone has the opportunity to take a traditional degree path. There is a lot of diverse talent that we would be missing if we only looked at those with degrees.”

—Jean Schneider,
Executive Director of Workforce
Development, Pacxa

DELIVERING WORKFORCE STRATEGIES at SHRM23



THE SHRM FOUNDATION MET THE MOMENT AT THE SHRM ANNUAL CONFERENCE & EXPO 2023.

The “**Step Up: Why Military-Connected Talent Hiring Is the Solution You Are Looking For**” session provided valuable insights, strategies and resources for employing military-connected talent.

The “**How a Whole Human Talent Strategy Can Make You a Hiring Hero**” panel discussion featured HR leaders who have successfully transformed their hiring processes from degree- to skills-centered.

The **Military Community Advisory Committee** — leaders across organizations who champion this talent pool — discussed how to better support the military community in the workforce.

Pictured left to right: Elizabeth Kohm, Manager, SHRM Foundation Programs; Sean Passmore, Head of Military Talent Strategic Sourcing & Enterprise Military & Veteran Initiatives, Wells Fargo; Mona Dexter, Vice President, Military and Veteran Affairs, Comcast NBCUniversal; Marcus “Ohley” Ohlenforst, Military Workforce Strategist, USAA discuss the value of military-connected talent at SHRM23.

STRENGTHENING the HR Field

BY SUPPORTING HR STUDENTS AND EMERGING PROFESSIONALS – especially those from populations currently underrepresented in the field – with funding, mentorship and support, the SHRM Foundation is ensuring a bright future for the profession. Our work creates new opportunities, drives professional growth, improves diversity and sparks innovation.



“

I AM A FIRST-GENERATION, LOW-INCOME STUDENT WORRIED ABOUT BEING ABLE TO AFFORD ADVANCING MY SKILLS and accessing

resources to become prepared in a field I wish to pursue.

This [SHRM Foundation] scholarship made all the difference.



— Denisse Peralta

”

After being a mentor in a SHRM Foundation mentorship program, **over 9 out of 10 HR professionals** said they were ready to embrace their role in fostering the growth of the next generation of HR leaders.

INVESTING IN THE PROFESSION: Scholarships, Grants and Awards

SHRM FOUNDATION SCHOLARSHIPS PAY DIVIDENDS

Each year, we distribute **over \$330,000 in scholarships** to undergraduates and graduates studying the HR field. **Over 40% of recipients said that receiving the scholarship allowed them to focus on academic performance** without worrying about their financial status.

We also distributed more than \$100,000 to celebrate the achievements and advancements of tenured HR professionals. For nearly 1 in 4, receiving the SHRM Foundation scholarship allowed them to feel confident in their ability to complete their HR education.

SHRM FOUNDATION PROFESSIONAL DEVELOPMENT GRANTS DRIVE SUCCESS

We also provide **more than \$300,000 in grants** for emerging and established HR professionals seeking to advance their career through conference attendance, credentialing or certification.

70% of recipients said they feel better equipped to do their job after getting the grant and earning the associated credential;

82% said they felt more confident in their abilities, career prospects and earnings potential; and

60% said the grant made the difference in being able to get the credential.

IN THEIR OWN WORDS

“ I am incredibly grateful for the scholarship. Now that I have been recognized for my potential, I feel more than confident. Receiving the scholarship helped me get my first job in staffing and I have never been happier. ”

—Shantelle Dunlap

“ I really appreciate receiving this grant. It makes me feel included in the HR world and more specifically within SHRM. Thank you, SHRM Foundation, for this opportunity. ”

— Jose Aguirre-Allison

“ My goal is to become not only SCP certified but to continue learning, demonstrating and mastering the various competencies of Human Resources. Thank you for providing the opportunity to increase my knowledge and skills. ”

— Rene Murphy

THE VOICE OF EXPERIENCE: Mentorship Program



In 2023, the SHRM Foundation strengthened its **HR Mentorship Program** with national events, local events and skill-building sessions to help mentors and mentees expand their professional networks. More than 700 students and professional members engaged in the program.

The results have been powerful:

96%

of participants would recommend the program to others.

IN THEIR OWN WORDS

“ I love seeing leaders who look like me! Thank you, SHRM! ”

— Miya Bacon

“ I was matched with a brilliant and dedicated mentor whose passion and commitment along my journey to pivot to HR is helping me to discover and uncover previously hidden talents in myself and remain persistent on my course. ”

— Karen Webster

After serving as a mentor,

OVER 8 IN 10

participants said they knew how to successfully transfer their knowledge and insights to their mentees, more than double the number of those who came into the program with that skill.

Following being a mentor in a SHRM Foundation mentorship program,

OVER 90% OF HR PROFESSIONALS

said they understood and were ready to embrace their role in fostering the growth of the next generation of HR leaders.

FRONT-LINE LEARNING: Registered Apprenticeship Program

Apprenticeship as a form of skills-first hiring is on the rise; the number of apprentices in the United States has doubled in the last 10 years. This makes business sense. According to the [Department of Labor](#), 90% of apprentices stay with their employer after the apprenticeship ends, and a [Mathematica](#) study found that an apprenticeship offers a \$300,000+ bump in lifetime earnings potential.

The SHRM Foundation's *investment in apprenticeships in the HR field* is part of our overall strategy to diversify and strengthen the field and ensure that it looks demographically like the overall world of work. Apprenticeship and other similar earn-and-learn models offer an alternative pathway to the HR field, without requiring a 4-year degree.

Our *Human Resource Registered Apprenticeship Program (HR RAP)* provides an inclusive and equitable pathway for individuals to advance their careers as emerging HR specialists. Development of HR RAP was made possible through a grant from the U.S. Department of Labor. By the end of 2023, HR RAP had placed **129 apprentices in 85 employers representing 35,000 employees across 25 states.**

This competency-based program takes between 12 to 24 months to complete and provides employers a reliable workforce solution to source and develop talent. Notably, the program experienced a **229% increase in participant enrollment** in 2023 compared to 2021 and 2022 combined. We also launched an innovative youth apprenticeship program in Maryland, with support from the Institute for American Apprenticeships.



IN THEIR OWN WORDS

“ I’m a mom of three, two of whom are in traditional college/tech school environments and one that’s in kindergarten. A SHRM apprenticeship is a perfect fit for me and allows me to take care of all of my commitments while still working at developing my career. ”

— Holly Nesbitt

EXTENDING OUR BRAND AMONG KEY AUDIENCES

HR TAKES CENTER STAGE

Held annually, *Tharseō* is the SHRM Foundation's global awards program that honors and recognizes a CEO, a CHRO and a Policy Transformer who are transforming the world of work and the lives of millions around the globe. Tharseō winners are visionaries, innovators and change agents who have demonstrated transformative thought leadership leading to better workplaces and a better world.



Giselle Fernandez, Tharseō Emcee, eight-time Emmy Award-winning journalist, producer, filmmaker.

Tharseō is derived from the Greek word meaning courageous, confident and bold. The event continues to be a high-level brand illuminator, where **300 SHRM Foundation constituents** gather and experience the impact of their support, advocacy and networks collectively. 2023 honorees represented the highest levels of business and policymaking, creating a strong platform from which to fundraise and build our brand. They included:



CEO of the Year

Michael Milken
Chairman, Milken Institute



Ram Charan Human Resource Innovator

Sheri B. Bronstein
CHRO, Bank of America



Policy Transformer of the Year

Tom Harkin
Former U.S. Senator, Iowa (1985-2015)

The SHRM Foundation is honored to recognize the outstanding support of the 2023 Tharseō Awards host committee: Ambassador Bonnie McElveen-Hunter, Founder and CEO of Pace Communications; Amy Gilliland, President of General Dynamics Information Technology; and Sandy Climan, CEO of Entertainment Media Ventures, Inc. Their invaluable leadership and support were instrumental in ensuring the success of the awards ceremony.

CONVENING FOR CHANGE

As part of National Apprenticeship Week in November 2023, the SHRM Foundation hosted the webcast **“Strengthening Your Workforce with Women,”** about the crucial role that apprenticeship can play in helping women enter and navigate the workforce. **More than 700 people attended** the webcast, and the U.S. Department of Labor featured it in its 2023 National Apprenticeship [report](#).

The SHRM Foundation partnered with SHRM to create the **Student Union**, a self-contained training and connection hub for student participants at the SHRM Annual Conference & Expo 2023. The Student Union welcomed **hundreds of student participants** for special sessions, mini-mentorship sessions, resume reviews, mock-interviews, networking sessions and more, allowing students to effectively navigate and engage with each other and HR professional attendees at the conference.



TACKLING Societal Challenges

WE MOBILIZE AND EQUIP THE HR PROFESSION and employer community with resources and insights to strengthen workplace mental health and wellness. Our work focuses on improving access, reducing stigma and building equity, which ensures that more workplaces and workers — including those in the HR field — thrive.

“

INITIATIVES LIKE THE HEALTH EQUITY IN THE WORKFORCE INITIATIVE CAN HELP EMPLOYERS MAKE AN EXPONENTIAL IMPACT across their workforce by tailoring efforts to those who need support the most. We all stand to benefit from building a healthier workforce, including employees, their families and even the organization’s bottom line.

— Lynne Sterrett, RN,
Deloitte Consulting LLP

”



According to [Gallup](#), employees who believe their employer cares about their well-being are

71% LESS LIKELY TO EXPERIENCE BURN OUT

and 69% less likely to search for a new job than those who don’t. They are also five times more likely to advocate for their company.

OUR FULL SUPPORT: Rising to Health Care Challenges



BOOSTING MENTAL HEALTH

Investing in workplace mental health and wellness increases retention, recruitment and productivity; lowers absenteeism, disability leave and medical costs; and reduces employee-related risks and potential liabilities. Supporting mental health is critical, since 84% of workers surveyed report experiencing at least one mental health challenge over the prior year, according to the U.S. Department of Health and Human Services.

The SHRM Foundation's commitment to the mental health of workers is deep and enduring. One foundational piece of our support is the SHRM Foundation Field Guide for Mental Health, which equips HR leaders with the tools to evaluate the mental health resources they provide to employees. The field guide became fully available online in 2023 and was **downloaded 5,164 times by year's end**.

We also created and offer in partnership with SHRM and Psych Hub the Workplace Mental Health Ally Certificate, which equips workers to address mental health challenges in the workplace head-on and provides valuable resources for employees who seek to help their colleagues. In 2023, 777 people registered for the certificate, and the total **number of certificates earned rose to 1,011** over the course of the year.

In May, in collaboration with SHRM Research, we released a series of infographics based on landmark new data that showcased how employees think about the role their employers can and should play in their own mental health. In addition to highlighting profound generational differences, the research showed that, across the board, the employer is being looked to as a crucial support. This has inspired us to double down on the development of trainings and resources to ensure employers are equipped to support employees.

COMMITTED TO HEALTH EQUITY

The pandemic exacerbated and made clear that inequities in the health care system adversely affect employees, employers and the entire economy. To tackle this societal issue, the SHRM Foundation launched a new effort in 2023 to improve health equity in the workplace.

This work is rooted in a *partnership with the American Heart Association and the Deloitte Health Equity Institute*. This partnership brings together employers and community groups to take action. Our goal is to give them tools to gauge how well their health strategies are working and to

celebrate when they make positive changes. By 2025, we want to make sure 10 million U.S. workers who earn less than the national average — roughly 10% of the workforce — have better health.

In 2023, as part of this effort, we released the *[Health Equity in the Workforce Employer Resource Guide](#)*, offering employers a series of strategies to address and improve workplace health equity for every worker. By the end of the year, the **guide had been downloaded more than 700 times**, and plans for a 2.0 version are underway.



IN THEIR OWN WORDS

“ I think mental health in the workplace is a huge piece of employee well-being and turnover. I’m so thankful for SHRM’s role in making employers aware of this. ”

— Alicia Whisler,
HR Generalist, IMMY

“ The Health Equity in the Workforce initiative connects business leaders with a practical framework for tackling workforce health inequities and a network of leaders to amplify their impact. ”

— Nancy Brown,
CEO, American Heart Association

BRINGING SENIOR LEADERS TOGETHER TO DRIVE SOLUTIONS



During the 2023 Tharseō event, the SHRM Foundation hosted a first-ever ESG Roundtable Discussion. This insightful, provocative and thoughtful discussion looked at the impact of Environmental, Social and Corporate Governance (ESG) policies on HR and the future of work.

Pictured: The President and CEO of SHRM, Johnny C. Taylor, Jr., SHRM-SCP, led the ESG Roundtable discussion with Kristen Silverberg, President and COO, Business Roundtable; Phil Schermer, Founder and CEO, Project Healthy Minds; Andy Puzder, Visiting Fellow in Business and Economic Freedom, The Heritage Foundation, Former CEO, CKE Restaurants; and Karen Boykin-Towns, Senior Advisor, FGS Global.

At INCLUSION 2023, the SHRM Foundation brought 25 senior leaders together to explore the best strategies for supporting workers in their caregiving responsibilities. The SHRM Foundation partnered with Otsuka to host this gathering.

Bringing thought leadership from our team, investors and partners, the SHRM Foundation curated three panels for SHRM Executive Network members at the [Visionaries Summit 2023](#) that showcased our work to take on the current and relevant workplace issues: “Health Equity as a Business Priority,” “Driving the Future of Employee Health in the Workplace,” and “AI and the Future of Hiring, Retention, and Engagement.”

To advance this conversation beyond SHRM, Johnny C. Taylor, Jr., SHRM-SCP, President and CEO of SHRM, participated in the breakthrough [“Leaders Go First” Campaign](#), in collaboration with MindShare Partners. This video-based effort featured courageous leaders who were willing to share their stories, open challenging dialogues and fight stigmas in the workplace. A companion “Leaders Go First” playbook provides concrete tools and best practices on how to be a leading ally within your organization and contribute to a mentally healthy workplace.

HEALTH of the SHRM Foundation

FUELING IMPACT: A MESSAGE OF GRATITUDE TO OUR INVESTORS

The SHRM Foundation's impactful work would not be possible without the support of our dedicated investors. Their generous funding and collaborative spirit propel our mission forward, enabling us to tackle critical workplace issues and shape a world of work that works for all.

2023 INVESTORS

INNOVATION – DIAMOND INVESTORS



INSPIRATION – GOLD INVESTORS



IMAGINATION – SILVER INVESTORS



COLLABORATION – BRONZE INVESTORS



CHAMPION – FRIEND INVESTORS



2023 TOP GIVING

From SHRM Councils and Chapters

We simply could not do this work without the support of SHRM members from across the organization. From individual volunteers to the financial contributions of our Councils and Chapters, the success of the SHRM Foundation is built on their generosity. We thank all who contributed and recognize the following Councils and Chapters that went above and beyond.

TOP 10 FUNDRAISING STATE COUNCILS



1. HR Florida
2. Kentucky SHRM State Council
3. Virginia SHRM State Council
4. North Carolina SHRM State Council
5. HR Indiana SHRM
6. Wisconsin SHRM State Council
7. Michigan SHRM State Council
8. Pennsylvania SHRM State Council
9. Mississippi State Council of SHRM
10. Ohio SHRM State Council

TOP 25 FUNDRAISING CHAPTERS



1. Greater Madison Area SHRM
2. Green Bay Area Chapter of SHRM
3. SHRM Jacksonville
4. DC SHRM
5. Nola SHRM
6. HR Tampa
7. El Paso SHRM
8. HR Houston
9. San Diego SHRM
10. Capital Area HR Association
11. Palm Beach Country SHRM
12. SHRM of Greater St. Louis
13. Brazos Valley SHRM
14. HR Assn. of Broward County
15. Big Bend SHRM
16. Tennessee Valley HR Assn.
17. Bay Area HR Executives Council
18. SHRM Guam
19. SHRM - Columbus Area
20. SHRM-Hawaii Chapter
21. Association for Human Resource Mgmt.
22. Suncoast HR Management Assn.
23. Cleveland SHRM
24. Texas Bay Area SHRM
25. Fox Valley Chapter-SHRM

SHRM FOUNDATION

2023 Board of Directors

The SHRM Foundation extends its deepest gratitude to its dedicated Board of Directors, whose leadership and commitment are instrumental in advancing our mission. Through their time and expertise, they play a vital role in bringing the Foundation’s impact to life.

“ ON BEHALF OF THE SHRM FOUNDATION BOARD, I EXTEND OUR MOST SINCERE GRATITUDE

to our dedicated investors, partners, and supporters. Your generous spirit and steadfast commitment are the fuel that propels our mission forward, bringing the Foundation’s impact to life and creating a world of work that works for everyone.

—Eddie Goldberg, Ph.D.



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Johnny C. Taylor, Jr., SHRM-SCP

President & CEO, SHRM

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