



CIVILITY INDEX

Q1 2025 RESULTS

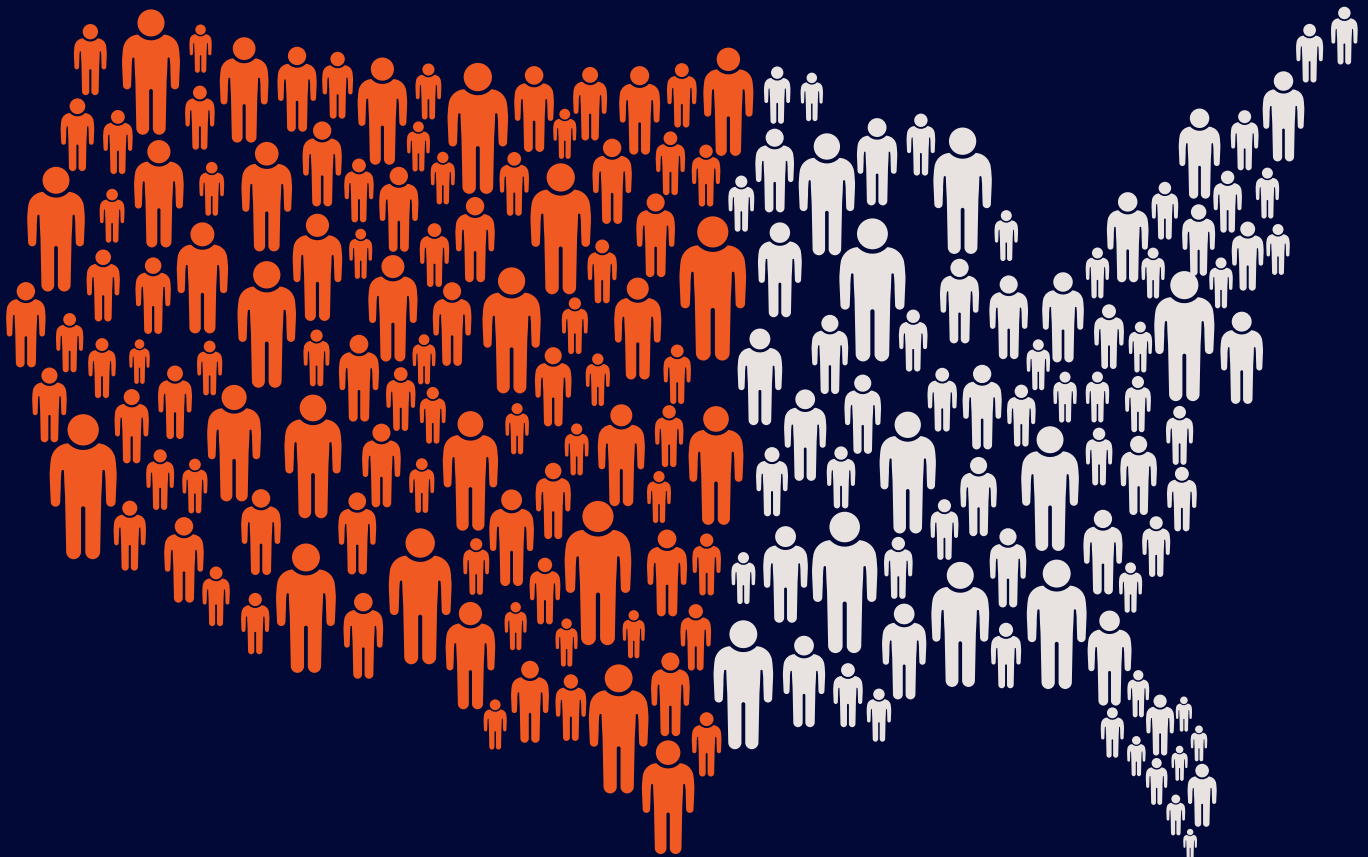


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OVERVIEW

THE STUDY CHARGE

At SHRM, we believe civility is a cornerstone of workplace culture that allows people and business to thrive. Civility fosters respect, empathy, and the productive exchange of ideas and opinions. SHRM believes everyone can play a role in transforming workplaces to be more civil, one conversation at a time.

To understand the current state of civility and its impact across the U.S., SHRM launched the Civility Index at the beginning of 2024. This ongoing exploratory research initiative aims to track trends in civility within U.S. society and workplaces.

OBJECTIVES OF THE STUDY

1. **Track Civility Trends:** Monitor civility trends across the U.S.
2. **Gain a Deeper Understanding of Civility:** Understand how civility and incivility manifest, who engages in these behaviors, and the factors that contribute to them.
3. **Dissect Today's Uncivil Behaviors:** Understand what specific types of uncivil behaviors occur most often in U.S. society and workplaces today.
4. **Determine the Cost of Incivility:** Analyze the financial burden incivility places on today's workplaces.
5. **Develop Actionable Insights:** Provide practical takeaways that business professionals and organizations can use to promote civility within their workplaces.

FOCUS OF THE STUDY

The Civility Index focuses on two key areas:

1. **Society-Level Civility:** This examines civility in **everyday life**, both inside and outside of work.
2. **Workplace-Level Civility:** This examines civility specifically **during or at work**.

MEASURING CIVILITY

The Civility Index is a quarterly pulse survey designed to gauge the prevailing levels of civility and incivility in the workplace and in society. Survey respondents indicate how often they have personally experienced or witnessed uncivil behavior over the past month. These experiences are assessed from both a societal and workplace perspective. Scores from each perspective are calculated separately and presented on a 100-point scale. Further, respondents provide detailed accounts of the number of uncivil acts experienced or witnessed to determine an average per day. Reported acts of incivility include instances when respondents personally experienced or witnessed incivility either directly or indirectly, not just when they were the targets or perpetrators of uncivil behavior. Respondents later provide separate information on what types of uncivil acts they themselves have committed in their everyday lives and while at work.

SCORING CATEGORIES

When interpreting and scoring the Civility Index (both the society and workplace levels), it is useful to create categories that represent placement and positioning for Civility Index scores. These categories help transform a single score into a more actionable and insightful metric for businesses to understand and improve civility. We created these zones by analyzing the distribution of current scores, considering ease of interpretability, and ensuring the categories lead to differentiated outcomes. A five-zone system emerged as the most effective way to interpret and report Civility Index scores.

CIVILITY INDEX ZONES



Q1 2025 CIVILITY INDEX RESULTS

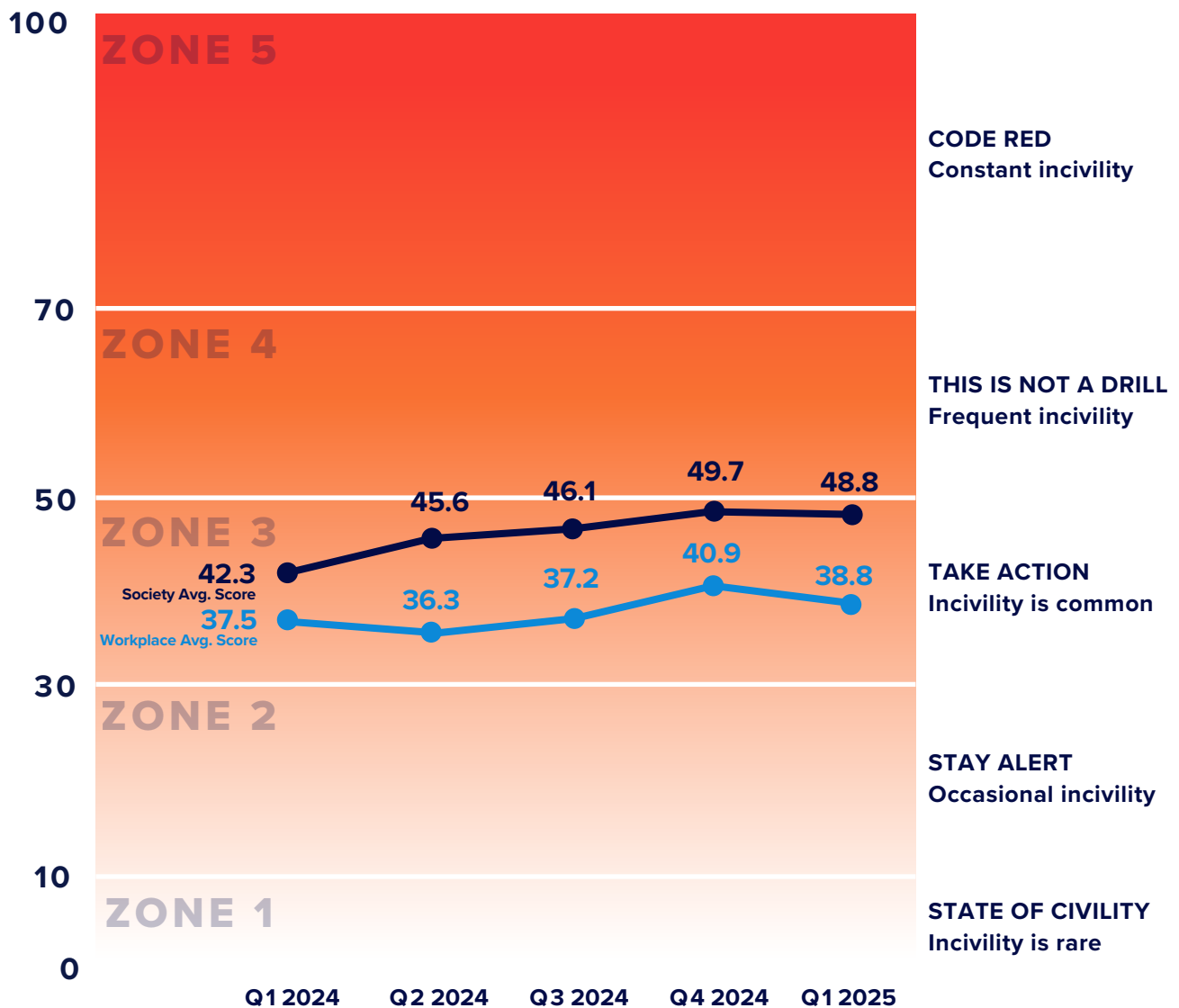
Q1 2025 CIVILITY INDEX SCORES

On average, U.S. workers scored a **48.8** out of 100 on the Civility Index when asked about incivility they personally experienced or witnessed **in their everyday lives** (i.e., both inside and outside of work) over the past month (society level). In Q1 2025, the society-level score dipped from its Q4 2024 peak but remains the second highest on record, with a 0.9-point decline on the Civility Index.

U.S. workers scored an average of **38.8** on the Civility Index when asked about incivility they personally experienced or witnessed **while at work** over the past month (workplace level). In Q1 2025, the workplace-level score fell below the 40-point threshold after surpassing it for the first time in Q4 2024. Despite this decline, it remains the second highest score recorded since the first Civility Index a year ago in Q1 2024. This change mirrored the trend seen in the society-level score, although the workplace-level score experienced a slightly larger decrease, falling by 2.1 points since Q4 2024.

Despite small decreases since the last quarter, both the Q1 2025 society-level score of 48.8 and workplace-level score of 38.8 remain in **Zone 3**. This indicates that incivility persists to a moderate degree, on average, in workers’ everyday lives and at work. These scores emphasize the ongoing importance of taking action to prevent incivility from escalating to more damaging levels.

CIVILITY INDEX ZONES



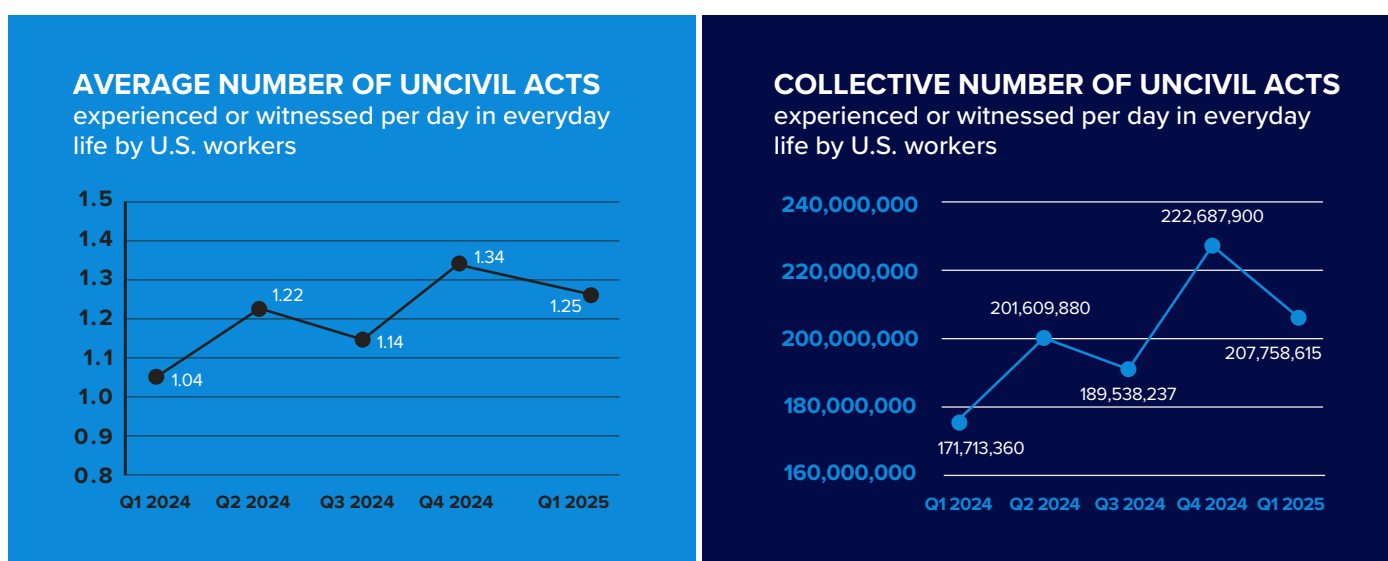
CIVILITY IN SOCIETY TODAY

When U.S. workers were asked if they have personally experienced or witnessed any acts of incivility over the past month, more than three-quarters (77%) indicated that they had, with 21% saying they personally experienced incivility, 40% saying they witnessed incivility, and 15% saying they both personally experienced and witnessed incivility. Of these workers, 12% said they personally experienced or witnessed incivility daily, 49% said weekly, and 39% said monthly.

On average, U.S. workers continued to personally experience or witness more than one act of incivility per day in their everyday lives (average of 1.25) or nearly nine acts per week (average of 8.8). Considering the U.S. active labor force of workers 18 years of age and older (as of December 2024), this results in U.S. workers collectively experiencing or witnessing a total of:

- **222,758,750** acts of incivility **per day** in everyday life.
- **8,656,615** acts of incivility **per hour** in everyday life.
- **144,277** acts of incivility **per minute** in everyday life.
- **2,405** acts of incivility **per second** in everyday life.

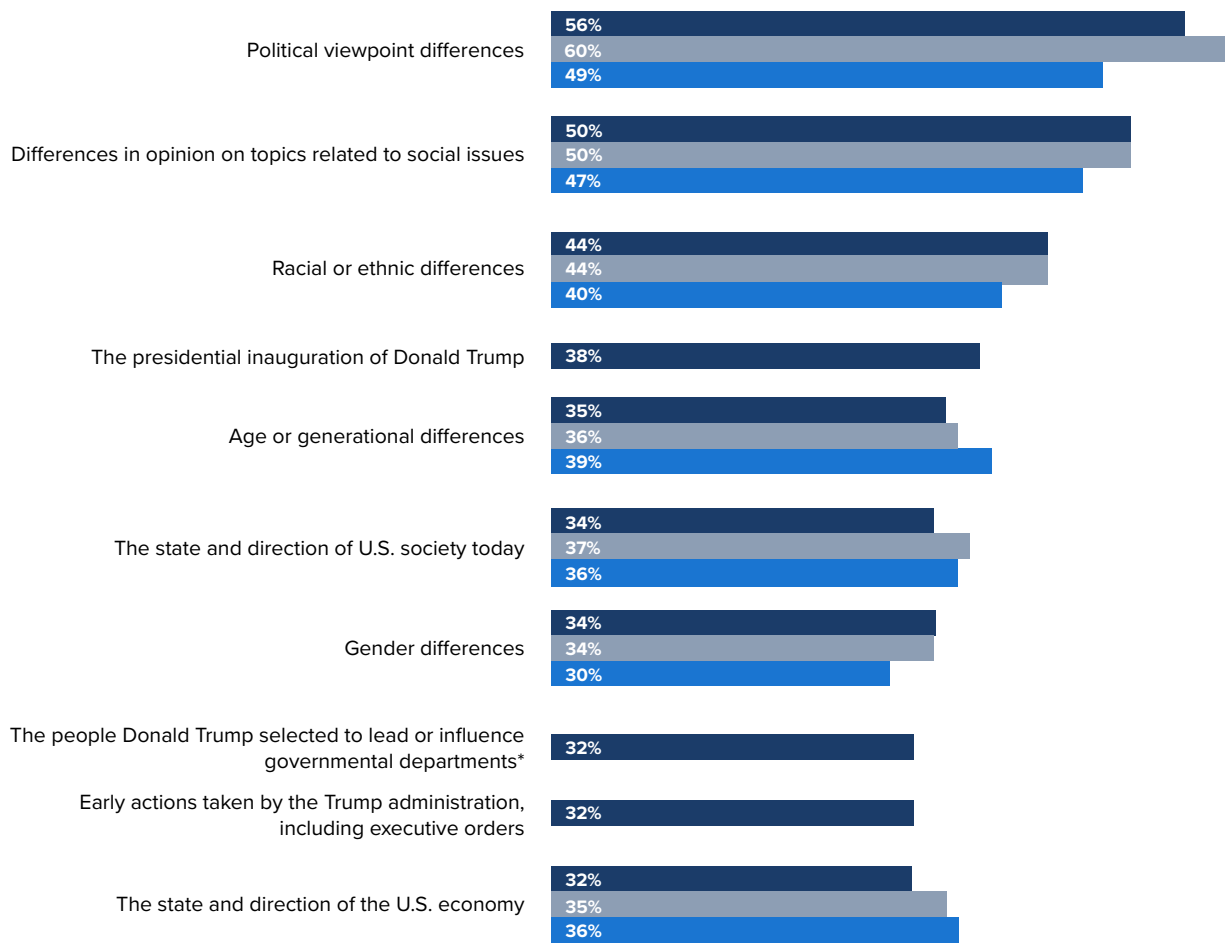
The average number of uncivil acts per day that U.S. workers have personally experienced or witnessed in their everyday lives has decreased from last quarter but is still the second highest rate seen since tracking began in Q1 2024.



The acts of incivility experienced or witnessed by U.S. workers in their daily lives during Q1 2025 were most often fueled by political viewpoint differences, differences in opinions on topics related to social issues, racial or ethnic differences, the presidential inauguration of Donald Trump, and age or generational differences. Many of these contributors are similar to those from Q4 and Q3 2024. However, in Q1 2025, fewer workers cited political viewpoint differences (56%) as a contributing factor to incivility — 6.7% fewer than in Q4 2024 but still 14.3% more than in Q3 2024.

The results suggest that political viewpoint differences may have reached their peak in Q4 2024, coinciding with the U.S. general election. However, political viewpoint differences continue to be a top contributor to incivility in Q1 2025. This ongoing influence is further evidenced by the fact that 38% of respondents identified Trump's inauguration in January 2025 as a contributing factor.

DID ANY OF THE FOLLOWING CONTRIBUTE TO THE ACTS OF INCIVILITY YOU EXPERIENCED OR WITNESSED? (EVERYDAY LIFE; TOP 10 RESULTS SHOWN)

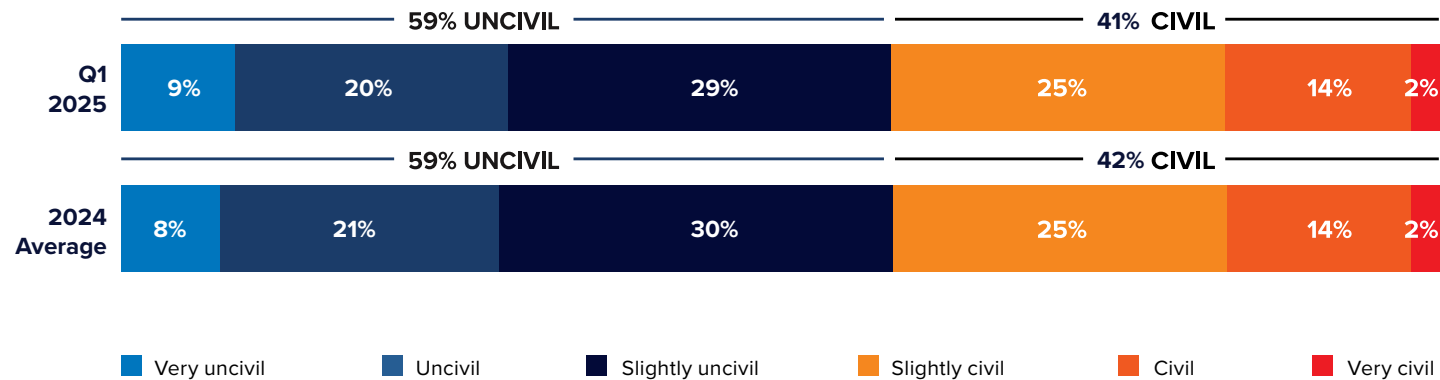


*Indicates asked only in Q1 2025

Q1 2025 Q4 2024 Q3 2024

When U.S. workers were asked about their perceptions of civility today, more than half of respondents (59%) said they believe that, in general, people in society today are uncivil, meaning that 41% of U.S. workers believe that people in society today are generally civil. These findings remain consistent with past findings of workers’ perceptions of civility in society across the previous year. This suggests that people’s attitudes toward U.S. society may be relatively stable despite fluctuations in the uncivil behaviors that workers reported encountering in their lives.

IN GENERAL, HOW CIVIL DO YOU BELIEVE PEOPLE IN SOCIETY ARE TODAY?



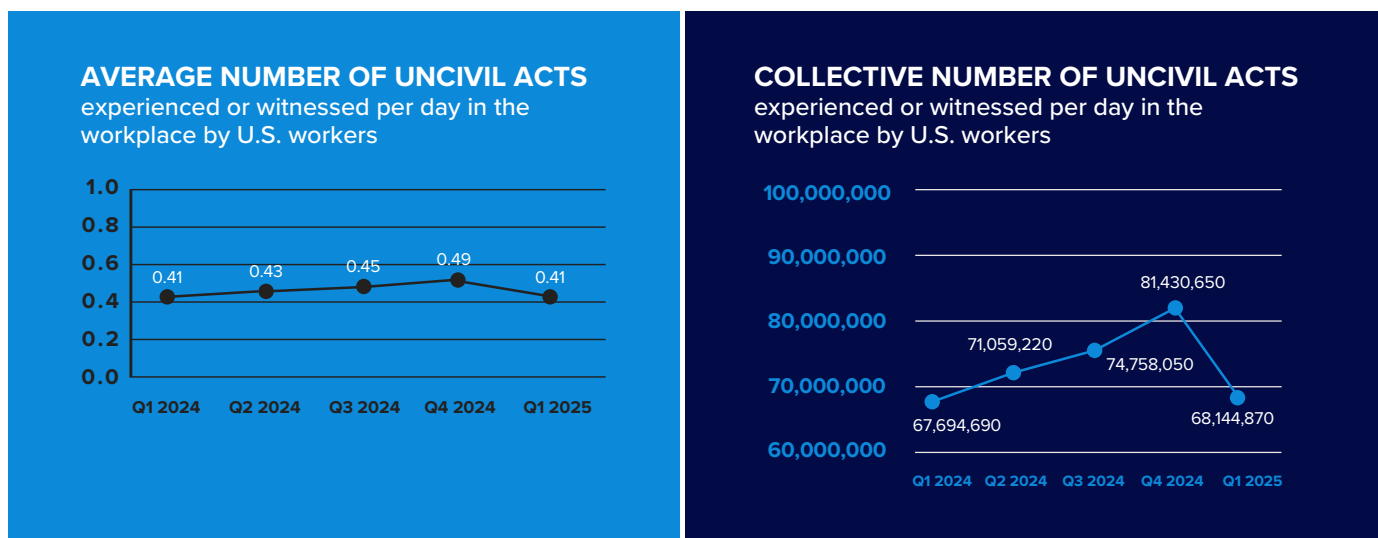
Note: Graphs may not sum to 100% due to rounding.

CIVILITY IN WORKPLACES TODAY

Of the U.S. workers who said they have personally experienced or witnessed incivility in their everyday lives, more than half (52%) said at least one of the uncivil acts they observed occurred in the workplace or while they were at work. This trend remains fairly consistent with the Q4 2024 results, in which 56% of workers cited experiencing or witnessing incivility at work.

On average, U.S. workers faced less than one act of incivility per day (0.41 on average) in the workplace or while they were at work in Q1 2025 — slightly less than the average of 0.49 acts experienced or witnessed per day at work in Q4 2024. Notably, this figure marks the first decrease since tracking began, matching the rate observed in Q1 2024. Considering the U.S. active labor force of workers 18 years of age and older (as of December 2024), this results in U.S. workers collectively experiencing or witnessing a total of:

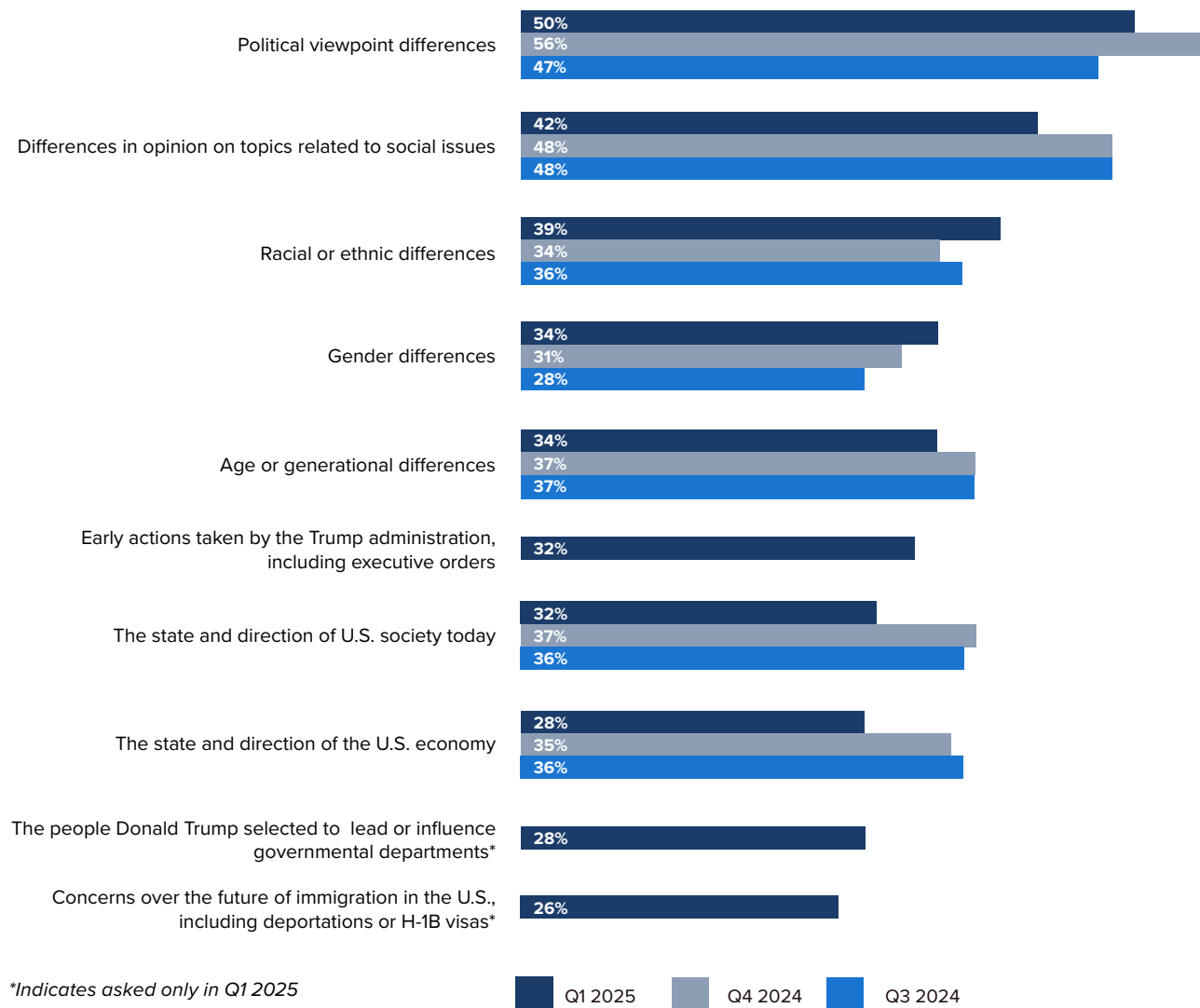
- **68,144,870** acts of incivility **per day** in the workplace.
- **2,839,370** acts of incivility **per hour** in the workplace.
- **47,323** acts of incivility **per minute** in the workplace.
- **789** acts of incivility **per second** in the workplace.



The incidents of incivility experienced or witnessed by U.S. workers at their jobs were most frequently attributed to differences in political viewpoints, differences in opinions on topics related to social issues, racial or ethnic differences, gender differences, and age or generational differences. These findings align with the reasons cited for societal incivility, particularly the top three factors. Reflecting a similar trend in societal contributions, there was a decline in the percentage of workers citing political viewpoint differences in Q1 2025 (50%) compared to Q4 2024 (56%). Although the number of workers reporting political viewpoint differences decreased by 10.7% since Q4 2024, it still represents a 6.4% increase since Q3 2024.

A factor cited more frequently in workplace incivility than in broader society is early actions taken by the Trump administration, including executive orders. This divergence may be attributed to the influence of these orders on the workplace, explaining why it was the sixth most cited contributor there compared to the ninth most cited on the society side.

DID ANY OF THE FOLLOWING CONTRIBUTE TO THE ACTS OF INCIVILITY YOU EXPERIENCED OR WITNESSED? (WORKPLACE; TOP 10 RESULTS SHOWN)



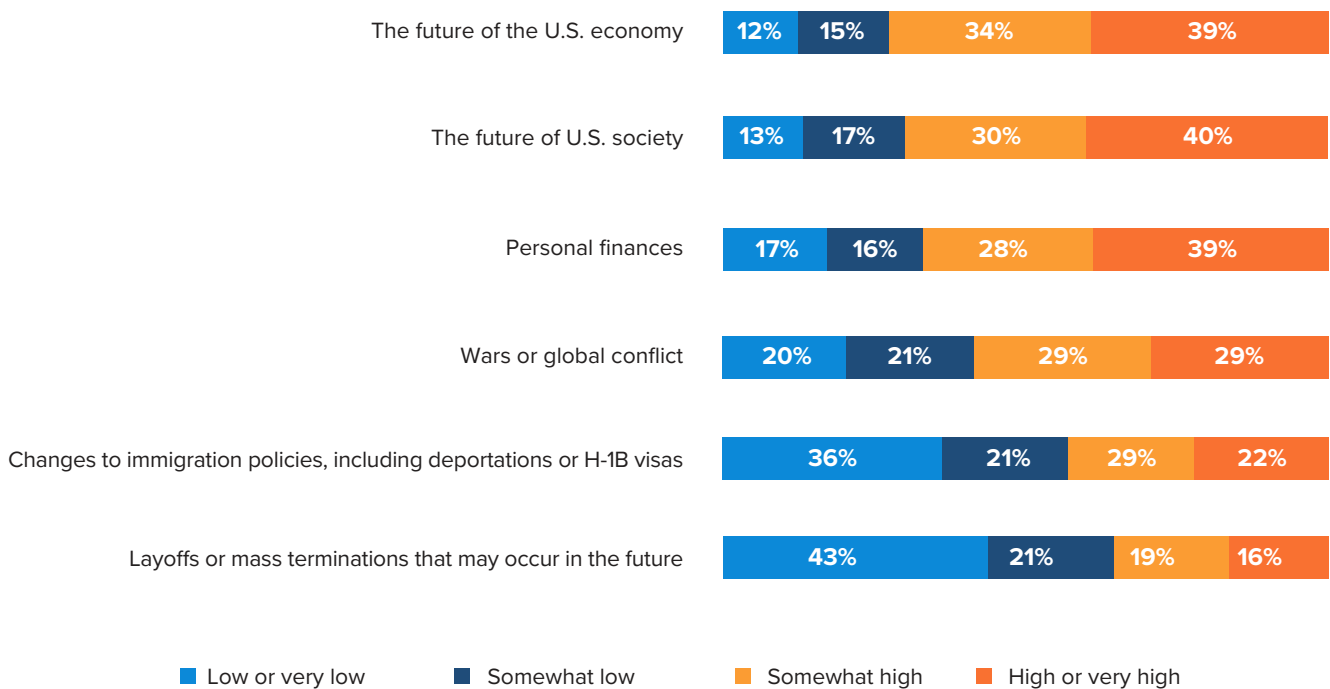
INFLUENCES ON INCIVILITY AND THEIR IMPACT

Our focus now shifts to understanding what might drive individuals to commit acts of incivility. In this section, we investigate the external factors that contribute to committing acts of incivility and examine how these influences shape individuals' behaviors in both the workplace and daily life. Specifically, we explore how anxiety about both personal matters (such as personal finances) and broader issues (such as the economy and global conflict), layoffs and mass terminations, and return-to-office mandates relate to how frequently uncivil acts are committed. By analyzing these pressures, we aim to understand the underlying causes of incivility and its impact on interpersonal interactions, professional life, and societal norms.

ANXIETY

Given the many changes occurring in the U.S. over the past few months, this research explored the potential relationship between how anxiety over various topics could be contributing to U.S. workers committing incivility. When asked to rate their level of anxiety, U.S. workers reported feeling the greatest amount of anxiety over the future of the U.S. economy (39% saying they have felt high anxiety or very high anxiety over the past month), the future of U.S. society (40%), and personal finances (39%).

OVER THE PAST MONTH, HOW HIGH OR LOW WOULD YOU INDICATE YOUR LEVEL OF ANXIETY OVER THE FOLLOWING TOPICS?



Note: Graphs may not sum to 100% due to rounding.

Despite being a top source of anxiety for U.S. workers, concerns about the future of the U.S. economy did not significantly influence the likelihood of committing acts of incivility, either in everyday life or in the workplace. However, anxiety over other issues did contribute notably to such behavior. For instance, workers experiencing high anxiety about the future of U.S. society reported committing an average of 1.75 uncivil acts in their daily lives and 1.03 in the workplace over the past month. These figures are significantly higher than those for workers with low stress about U.S. society's future, who committed an average of 1.25 uncivil acts in daily life and 0.76 in the workplace.

Similarly, anxiety about personal finances also played a significant role. Those with high financial anxiety reported committing an average of 1.85 uncivil acts in their everyday lives, compared to 1.11 by those with lower levels of anxiety about personal finances. In the workplace, respondents with high financial anxiety committed an average of 1.11 uncivil acts, which is much higher than the 0.63 acts committed by their less-stressed peers.

LAYOFFS AND MASS TERMINATIONS

Sixteen percent of U.S. workers indicated that their employer conducted layoffs or mass terminations in the past year; 79% said their employer did not.

Looking closer at how these layoffs and mass terminations may be driving uncivil behaviors, workers whose current employer conducted layoffs or mass terminations in the past year were significantly more likely to have committed an act of incivility in the workplace than those whose employer had not conducted layoffs or mass terminations.

- Workers whose employer conducted layoffs or mass terminations in the past year:
 - **1.5 uncivil acts** committed at work over the past month, on average.
- Workers whose employer did not conduct layoffs or mass terminations in the past year:
 - **0.9 uncivil acts** committed at work over the past month, on average.

On average, workers who experienced layoffs and terminations in the past year encountered 0.89 uncivil acts per day — more than twice the rate of those whose employers did not conduct layoffs or mass terminations (0.4 uncivil acts per day). This suggests that in organizations that conduct layoffs or mass terminations, workers are more likely to commit and encounter incivility in the workplace.

Previous SHRM research found evidence of an “incivility cycle,” in which individuals who experience or witness incivility are more likely to engage in it themselves. Given this relationship, it is not surprising that workers who experienced stressors, such as layoffs and terminations, are more likely to encounter incivility at work, which leads them to commit more uncivil acts, as the data shows.

RETURN-TO-OFFICE MANDATES

Twenty percent of U.S. workers indicated their employer announced a plan to return to office (RTO) in the past year, meaning employees are required to work onsite or in person more frequently. Workers whose employer enacted an RTO mandate in the past year reported committing significantly more uncivil acts in the **workplace** than those whose organizations did not.

- Workers whose employer announced an RTO mandate within the past year:
 - **1.3 uncivil acts** committed at work over the past month, on average.
- Workers whose employer did not announce an RTO mandate within the past year:
 - **0.8 uncivil acts** committed at work over the past month, on average.

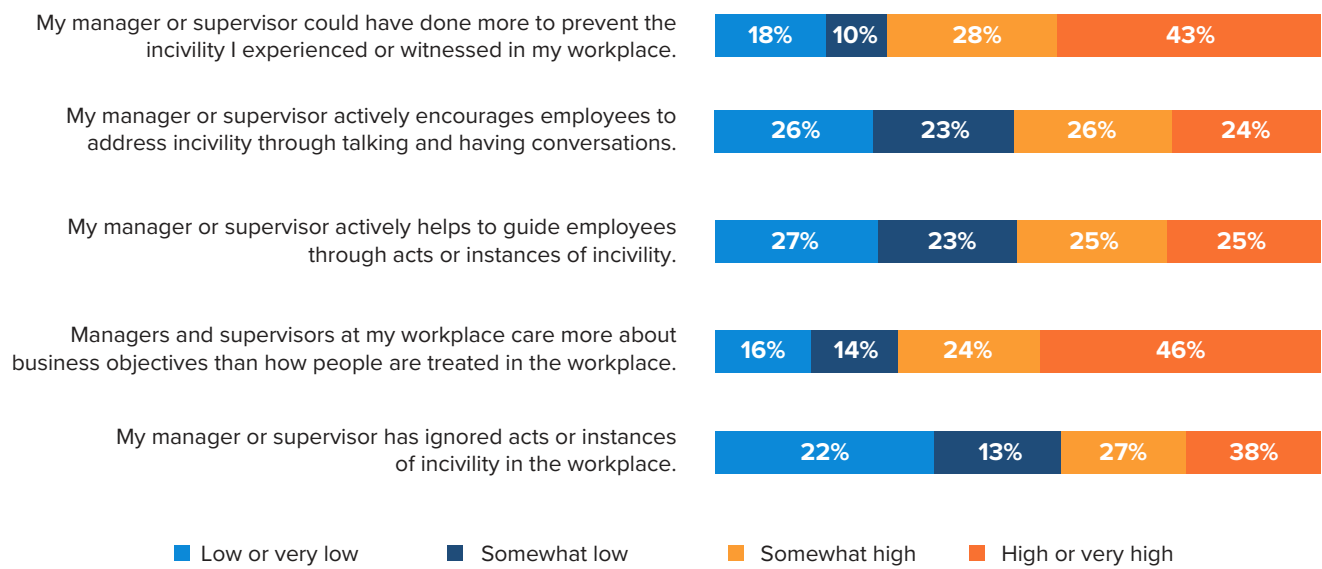
Workers whose employer enacted an RTO mandate in the past year also reported committing significantly more uncivil acts in their **everyday lives** than those whose organizations did not.

- Workers whose employer announced an RTO mandate within the past year:
 - **1.9 uncivil acts** committed in everyday life over the past month, on average.
- Workers whose employer did not announce an RTO mandate within the past year:
 - **1.5 uncivil acts** committed in everyday life over the past month, on average.

Workers whose employer enacted an RTO mandate were significantly more likely to report encountering uncivil acts in their workplace. On average, workers whose employer announced an RTO plan in the past year reported encountering 0.9 acts of incivility per day in the workplace — more than twice the average amount reported by workers whose organization did not announce an RTO plan (0.36 per day). This suggests that in organizations with an RTO mandate, workers are more likely to commit and encounter incivility in the workplace.

ROLE OF MANAGERS

Workers continued to identify gaps in a crucial element of preventing and managing incivility in the workplace — the role of managers and supervisors. As in previous quarters, many U.S. workers who personally experienced or witnessed incivility at work said managers may be creating work environments that breed incivility. Nearly three-quarters of workers (71%) agreed that their manager or supervisor could have done more to prevent incivility. In addition, 70% agreed that managers and supervisors care more about business objectives than how people are treated in their workplace. What’s more, nearly two-thirds of workers (65%) agreed that their manager or supervisor has ignored acts of incivility in the workplace. These findings closely align with the results from Q4 2024, which highlights workers’ ongoing recognition of the role managers and supervisors play in uncivil workplaces.



Note: Graphs may not sum to 100% due to rounding.

COST OF WORKPLACE INCIVILITY

In Q1 2025, U.S. workers who personally experienced or witnessed incivility at work reported an average productivity loss of approximately **36 minutes** per act of incivility (36.03 minutes). This reported time lost per act of incivility is marginally less than the 37 minutes lost on average in Q4 2024.

Using the average hourly pay rate of \$32.11 per hour (based on self-reported wage information and weekly hours typically worked), this results in a loss of **\$19.28 per uncivil act**. Considering the total number of collective acts of incivility occurring in the workplace each day of 68,144,870 (or an average of 0.41 per worker per day) scaled to the U.S. active labor force of workers 18 years of age and older (as of December 2024), U.S. organizations collectively lose approximately **\$1,313,833,094 per day in reduced productivity due to uncivil behaviors at work**.

Regardless of whether U.S. workers have personally experienced or witnessed incivility at work, they are intentionally staying away from work to avoid incivility. U.S. workers, including those who did not experience or witness incivility at work, reported intentionally staying away from work an average of **0.6 days** over the past month to avoid incivility. Focusing on just workers who have personally experienced or witnessed incivility while at work, U.S. workers reported that they intentionally took an average of about **1.6 days** away from work over the past month due to incivility.

Using the average hourly pay rate of \$32.11 per hour (based on self-reported wage information and weekly hours typically worked) and scaled to the U.S. active labor force of workers 18 years of age and older (as of December 2024), this results in U.S. organizations collectively losing approximately **\$817,985,316 per day due to absenteeism caused by incivility**.

In total, U.S. organizations collectively lose approximately **\$2,131,818,410 per day in reduced productivity and absenteeism due to incivility**. This represents an average daily decrease of nearly \$600 million compared to Q4 2024. This decrease is driven, in part, by a slight reduction in acts of incivility following their peak during the late 2024 election season. These results underscore how even modest declines in such behaviors can lead to a significant impact.

VALUE OF REMOVING INCIVILITY AT WORK

Consistent with Q4 2024, **over one-third of all U.S. workers (38%)** said they would **take a reduction in their current pay** if it meant they could **eliminate all forms of incivility they experience in their job**. Sixty-two percent said they would not take a reduction in pay to eliminate incivility.

Of the U.S. workers who said they would take a reduction in pay to eliminate incivility from their job, workers said that they would accept a maximum reduction of approximately **11%** of their current pay, on average. This translates to an average pay reduction of **\$7,390** based on average self-reported annual income.

Across all workers, including those who would not take a pay cut, U.S. workers would accept an average maximum pay reduction of about 4.2% of their current pay to eliminate all forms of incivility they experience in their job. This would result in workers sacrificing, on average, **\$2,125** from their own annual pay to eliminate all forms of incivility at work.

Q1 2025 CIVILITY INDEX METHODOLOGY

A sample of 1,587 U.S.-based workers was surveyed between Jan. 22, 2025, and Jan. 30, 2025. For the purposes of this study, participants were required to be employed by an organization and be at least 18 years of age. Those who were self-employed, retired, or an independent contractor did not qualify to participate. The data was weighted to reflect the U.S. working population as of December 2024 on the basis of gender, race/ethnicity, age, full-time/part-time status, and location derived from U.S. Census divisions.

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