

CIVILITY INDEX

Q2 2025 RESULTS



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OVERVIEW

THE STUDY CHARGE

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.



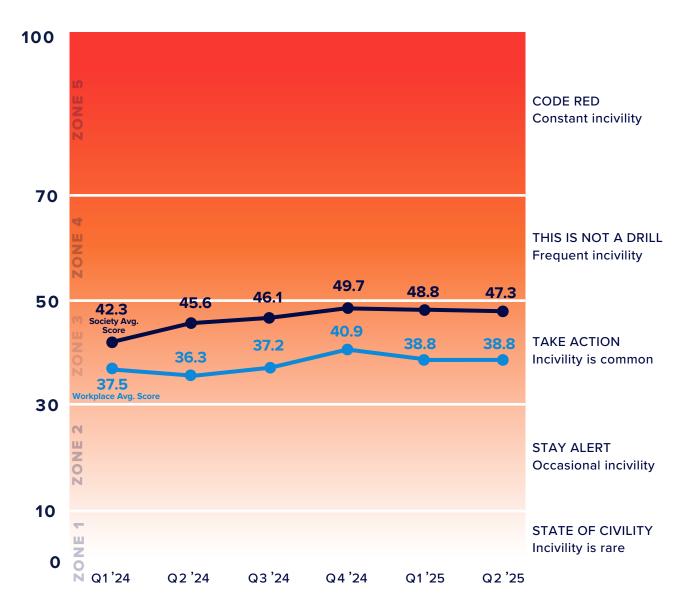
Q2 2025 CIVILITY INDEX RESULTS

Q2 2025 CIVILITY INDEX SCORES

On average, U.S. workers scored a **47.3** out of 100 on the Civility Index when asked about incivility they personally experienced or witnessed **in their everyday lives** (i.e., both in and out of work) over the past month (society level). In Q2 2025, the society-level score dipped further after a marginal decrease in Q1. This marks the second quarter in a row in which small decreases have occurred, with this quarter seeing a **1.5-point decline**. While the 49.7 observed in Q4 2024 remains the peak level since tracking began, the current score is still in "Take Action" territory.

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 Q2 2025, the workplace-level score remained below the 40-point threshold for the second quarter in a row after surpassing it for the first time in Q4 2024. Unlike the society-level score, which fell slightly by 1.5 points this quarter, the workplace-level score showed no change, holding steady with a **0-point difference** since Q1.

Despite a slight decrease in the society-level score and no change in the workplace-level score since Q1, the Q2 2025 Civility Index society score of 45.8 and workplace score of 38.8 both remain in Zone 3, indicating that incivility continues to persist to a moderate degree, on average, in workers' everyday lives and at work. These scores highlight the continued need to take steps to curb incivility before it escalates to more harmful levels.



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, nearly three-quarters (74%) indicated that they had, with 20% saying they personally experienced incivility, 37% saying they witnessed incivility, and 17% saying they both personally experienced and witnessed incivility. Of these workers, 12% said they personally experienced or witnessed incivility daily, 51% said weekly, and 38% 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 1.18) or over eight acts per week (average of 8.3). Considering the U.S. active labor force of workers 18 years of age and older (as of February 2025), this results in U.S. workers collectively experiencing or witnessing a total of:

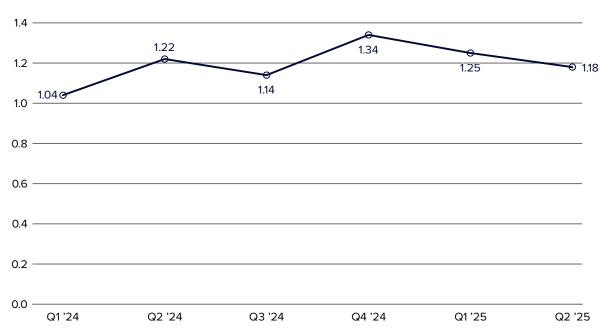
- 198,116,100 acts of incivility per day in everyday life.
- 8,254,838 acts of incivility per hour in everyday life.
- 137,581 acts of incivility per minute in everyday life.
- 2,293 acts of incivility per second in everyday life.

The average number of uncivil acts per day that U.S. workers personally experienced or witnessed in their everyday lives has decreased from last quarter.

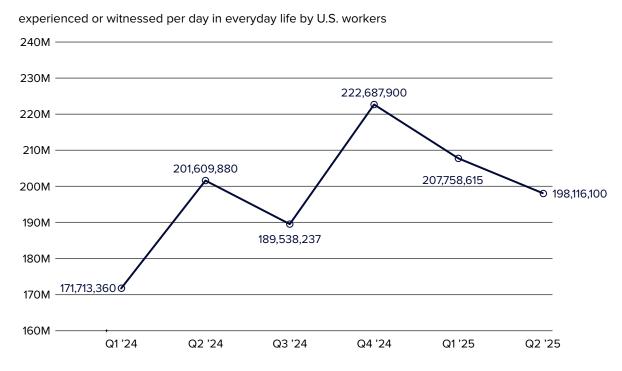
AVERAGE NUMBER OF UNCIVIL ACTS —

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experienced or witnessed per day in everyday life by U.S. workers



Source: Q2 2025 Civility Index, SHRM, 2025.



Source: Q2 2025 Civility Index, SHRM, 2025.

CONTRIBUTING FACTORS

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, reactions to the first two months of Donald Trump's presidency, and age or generational differences. Many of these contributors are similar to those from Q4 and Q3 2024. However, in Q2 2025, fewer workers cited political viewpoint differences (48%) as a contributing factor to incivility — a 7-percentage-point drop since Q1 2025.

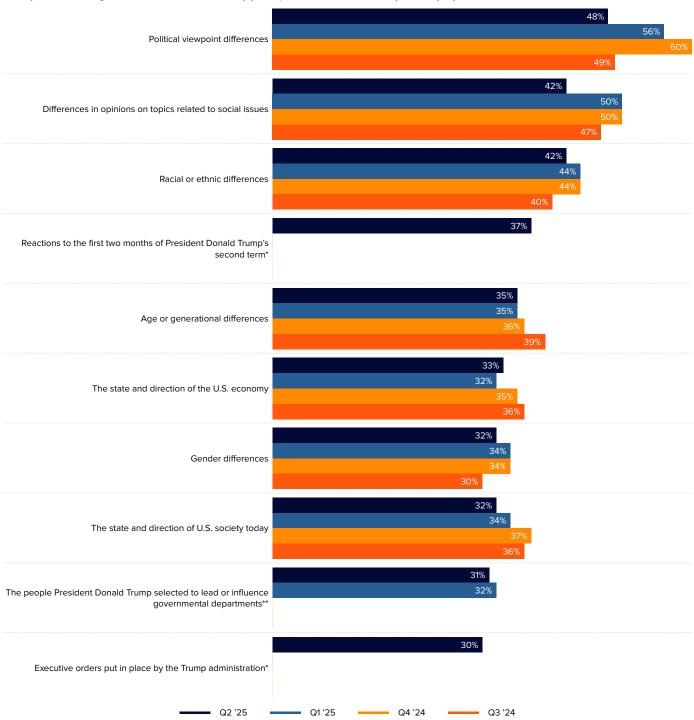
The results continue to suggest that political viewpoint differences may have reached peak intensity in Q4 2024, coinciding with the 2024 U.S. general election. Despite this decline, political viewpoint differences continued to be a top contributor to incivility in Q2 2025. This ongoing influence is further evidenced by the fact that 37% of respondents identified reactions to the first two months of Trump's presidency as a contributing factor. Additionally, 31% identified the individuals Trump selected to lead or influence governmental departments as a contributing factor, while 30% pointed to executive orders issued by the Trump administration.

Lastly, it's worth noting that the state and direction of the U.S. economy was the only top 10 contributor to incivility that saw an increase this quarter. Even though it rose by only 1 percentage point, this increase may reflect growing public sensitivity around economic concerns.

TOP CONTRIBUTORS TO INCIVILITY IN EVERYDAY LIFE



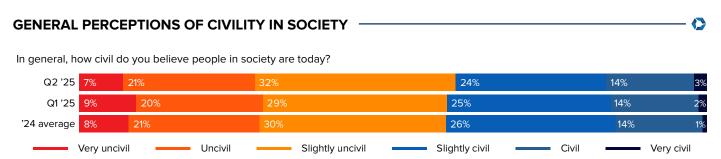
Did any of the following contribute to the acts of incivility you experienced or witnessed in your everyday life?



Source: Q2 2025 Civility Index, SHRM, 2025.

*Indicates asked only in Q2 2025. **Indicates asked only in Q1 and Q2 2025.

When U.S. workers were asked about their perceptions of civility today, 6 in 10 respondents (60%) said they believe that, in general, people in society today are uncivil, meaning that 40% 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 in the previous quarter and throughout 2024. 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.



Source: Q2 2025 Civility Index, SHRM, 2025.

Note: Graph 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 (53%) said at least one of the uncivil acts they observed occurred in the workplace or while they were at work. This trend remains consistent with the Q1 2025 results, in which 52% of workers cited experiencing or witnessing incivility at work.

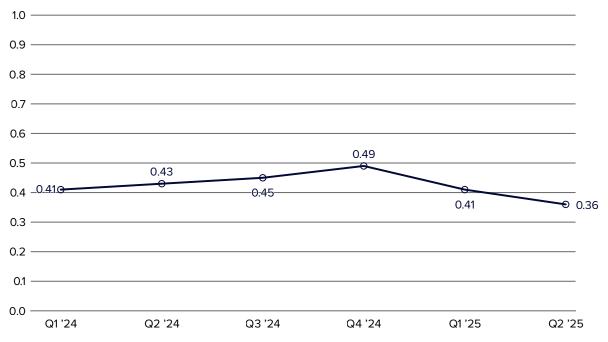
U.S. workers faced less than one act of incivility per day (0.36 on average) in the workplace or while they were at work in Q2 2025 — slightly less than the average of 0.41 acts per day experienced or witnessed at work in Q1 2025. Notably, this figure marks the second quarter in a row in which a decrease has occurred, and it is the lowest since tracking began in Q1 2024. Considering the U.S. active labor force of workers 18 years of age and older (as of February 2025), this results in U.S. workers collectively experiencing or witnessing a total of:

- 60,442,200 acts of incivility per day in the workplace.
- **2,518,425** acts of incivility **per hour** in the workplace.
- 41,974 acts of incivility per minute in the workplace.
- **700** acts of incivility **per second** in the workplace.

AVERAGE NUMBER OF UNCIVIL ACTS —



experienced or witnessed per day in the workplace by U.S. workers

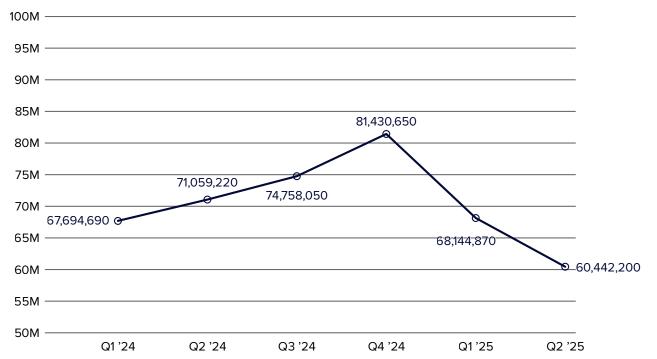


Source: Q2 2025 Civility Index, SHRM, 2025.

COLLECTIVE NUMBER OF UNCIVIL ACTS —



experienced or witnessed per day in the workplace by U.S. workers



Source: Q2 2025 Civility Index, SHRM, 2025.

CONTRIBUTING FACTORS

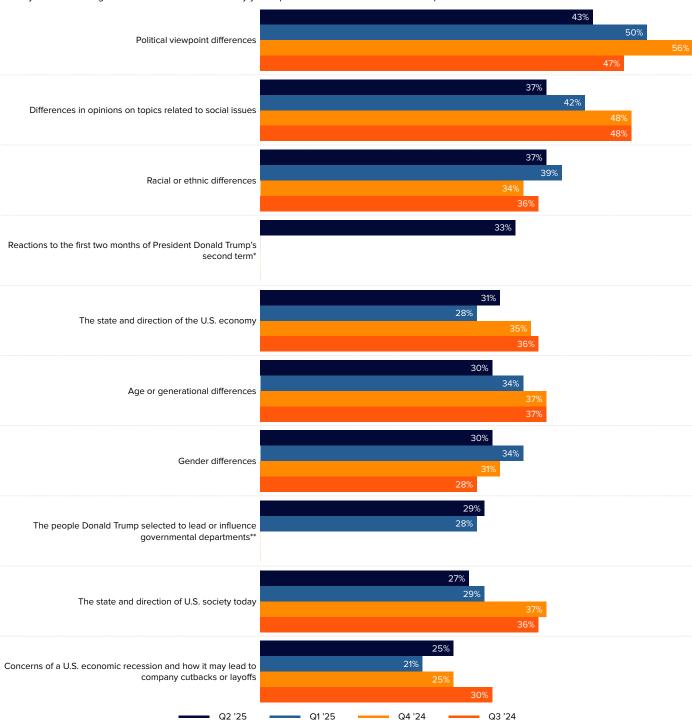
The incidents of incivility experienced or witnessed by U.S. workers at their jobs are frequently attributed to differences in political viewpoints, opinions on social issues, racial or ethnic differences, reactions to the first two months of Trump's presidency, and the state and direction of the U.S. economy. These findings align with the reasons cited for societal incivility, particularly the top four factors. Reflecting a similar trend in societal contributions, there was a decline in the percentage of workers citing political viewpoint differences in Q2 2025 (43%) compared to Q1 2024 (50%). The number of workers reporting political viewpoint differences decreased by 23% since Q4 2024, reaching the lowest level since tracking began.

A factor unique to the workplace, as opposed to broader society, is concerns of a U.S. economic recession and how it may lead to company cutbacks or layoffs. These concerns appeared among the top 10 contributors to workplace incivility for the first time since Q3 2024, perhaps due to recent economic volatility. Similar to the trend observed in everyday life, workplace concerns related to the economy have increased since Q1 2025. Concerns about the state and direction of the U.S. economy saw a 3-percentage-point rise, while concerns about a potential recession and its impact on company cutbacks or layoffs rose by 4 percentage points.

TOP CONTRIBUTORS TO INCIVILITY IN THE WORKPLACE



Did any of the following contribute to the acts of incivility you experienced or witnessed in the workplace?



Source: Q2 2025 Civility Index, SHRM, 2025.

*Indicates asked only in Q2 2025. **Indicates asked only in Q1 and Q2 2025.

COST OF WORKPLACE INCIVILITY

In Q2 2025, U.S. workers who personally experienced or witnessed incivility at work reported an average productivity loss of approximately 37 minutes per act of incivility (36.7 minutes). This reported time lost per act of incivility is consistent with the 36 minutes lost on average in Q1 2025.

Using the average hourly pay rate of \$32.54 per hour (based on self-reported wage information and weekly hours typically worked), this results in a loss of \$20.08 per uncivil act. Considering the total number of collective acts of incivility occurring in the workplace each day of 60,442,200 (or an average of 0.36 per worker per day) scaled to the U.S. active labor force of workers 18 years of age and older (as of February 2025), U.S. organizations collectively lose approximately \$1,213,679,376 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 0.7 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 1.7 days away from work over the past month due to incivility.

Using the average hourly pay rate of \$32.54 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 February 2025), this results in U.S. organizations collectively losing approximately \$854,105,217 per day due to absenteeism caused by incivility.

In total, U.S. organizations collectively lose approximately \$2,067,784,593 per day in reduced productivity and absenteeism due to incivility. This represents an average daily decrease of about \$64 million compared to Q1 2025.

VALUE OF REMOVING INCIVILITY AT WORK

Consistent with Q1 2025, 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 10.7% of their current pay, on average. This translates to an average pay reduction of \$6,938 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 3.9% of their current pay to eliminate all forms of incivility they experience in their job. This would result in workers sacrificing, on average, \$2,529 from their own annual pay to eliminate all forms of incivility at work.

MENTAL HEALTH AND CIVILITY

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 U.S. workers were asked to rate their level of anxiety, they reported feeling the greatest amount of anxiety over the future of U.S. society (40% saying they have felt high or very high anxiety over the past month), the future of the U.S. economy (39%), and personal finances (39%).

EVERYDAY LIFE

Of the U.S. workers who experienced or witnessed acts of incivility in their everyday lives in the past month:

- Over one-third reported that these acts of incivility negatively impacted their mental health (39%).
- Over one-half reported that these acts of incivility did not negatively impact their mental health (52%).
- 10% were unsure about the impact of these acts of incivility on their mental health.

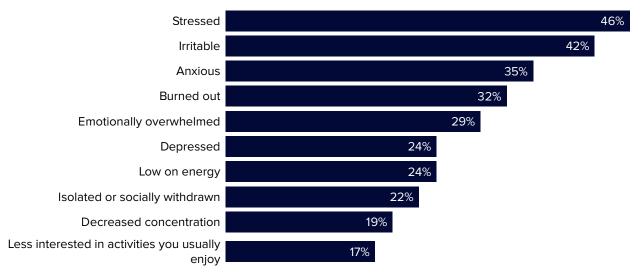
Notably, women were 41% more likely than men to report that acts of incivility in their everyday lives negatively impacted their mental health (45% versus 32%).

Among workers who experienced or witnessed acts of incivility in their everyday lives over the past month, these experiences most frequently made them feel stressed (46%) and irritable (42%).

TOP MENTAL HEALTH IMPACTS FROM INCIVILITY IN EVERYDAY LIFE

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In what ways have these experiences with incivility in your everyday life made you feel?



Source: Q2 2025 Civility Index, SHRM, 2025.

Note: This question was only posed to U.S. workers who experienced or witnessed acts of incivility in their everyday lives in the past month.

WORKPLACE

Of the U.S. workers who experienced or witnessed acts of incivility in the workplace in the past month:

Over one-half reported that these acts of incivility negatively impacted their mental health (53%).

- Over one-third reported that these acts of incivility did not negatively impact their mental health (40%).
- 7% were unsure about the impact of these acts of incivility on their mental health.

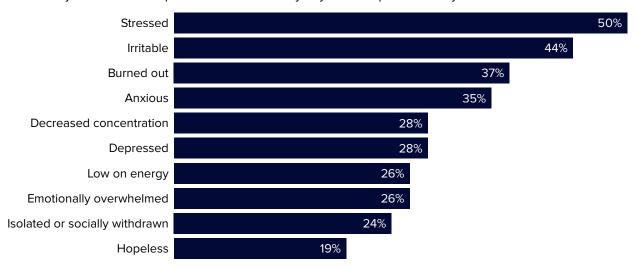
Notably, women were 21% more likely than men to report that acts of incivility in the workplace negatively impacted their mental health (58% versus 48%).

Additionally, nearly three-fifths of these workers (58%) said that workplace incivility impacted their mental health more or much more than the other workplace stressors they experienced or witnessed. About one-third (32%) reported that workplace incivility impacted their mental health about the same amount as other stressors, while just 10% said the impact was less or much less.

Among those who experienced or witnessed acts of incivility in the workplace over the past month, these incidents most frequently made them feel stressed (50%) and irritable (44%). These findings align with the mental health impacts cited for societal incivility, particularly the top four factors. It is important to note that although fewer U.S. workers reported experiencing incivility in the workplace compared to everyday life, those who did were even more likely to report negative effects.

TOP MENTAL HEALTH IMPACTS FROM INCIVILITY IN THE WORKPLACE -

In what ways have these experiences with incivility in your workplace made you feel?



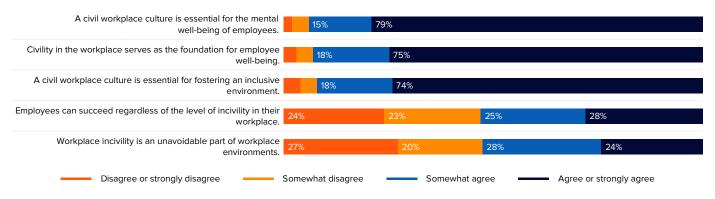
Source: Q2 2025 Civility Index, SHRM, 2025.

Note: This question was only posed to U.S. workers who experienced or witnessed acts of incivility in the workplace in the past month.

U.S. workers overwhelmingly agreed that a civil workplace culture is essential for the mental well-being of employees (94%) and for fostering an inclusive environment (92%). With that said, they were divided on whether workplace incivility is an unavoidable part of workplace environments, as well as on whether employees can succeed regardless of the level of incivility they experience. Interestingly, despite this division, workers who experienced incivility reported significant productivity losses — averaging nearly 37 minutes lost per incident and about 1.7 days intentionally taken away from work in the past month. This disconnect suggests that while some employees may believe success is possible despite incivility, the reported disruptions indicate that incivility meaningfully undermines both individual and organizational performance.



Thinking about civility in the workplace generally, select the extent to which you agree or disagree with the following statements.



Source: Q2 2025 Civility Index, SHRM, 2025.

MAINTAINING MENTAL WELL-BEING

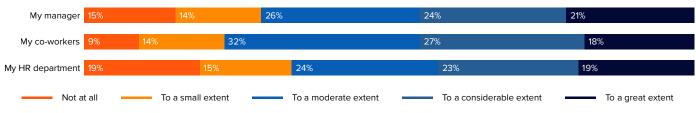
Among the U.S. workers who experienced or witnessed acts of incivility in their workplace in the past month, nearly half reported that their manager (45%) or co-workers (45%) supported them to a considerable or great extent in moving past the incidents of incivility, and 42% said their HR department did. However, about one-fifth said that their HR department did not support them at all during these times.

U.S. workers who received low support from their manager (not at all or to a small extent: 46%) in moving past incidents of incivility were nearly 48% more likely to be looking for another job compared to those who received high support (to a considerable or great extent: 31%).

WORKPLACE SUPPORT SYSTEMS FOLLOWING INCIVILITY -



To what extent do you feel the following individuals or groups in your workplace supported you in moving past incidents of incivility?



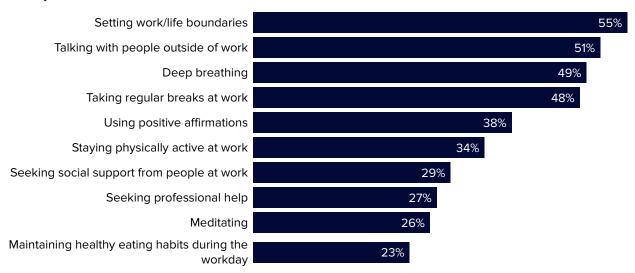
Source: Q2 2025 Civility Index, SHRM, 2025.

The steps most frequently taken by U.S. workers in their workplaces to maintain their mental health in response to workplace incivility included setting work/life boundaries (55%), talking with people outside of work (51%), deep breathing (49%), and taking regular breaks at work (48%).

TOP ACTIONS TAKEN TO MAINTAIN MENTAL WELL-BEING AFTER WORKPLACE INCIVILITY —

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What steps have you personally taken to maintain your mental well-being in response to workplace incivility?



Source: Q2 2025 Civility Index, SHRM, 2025.

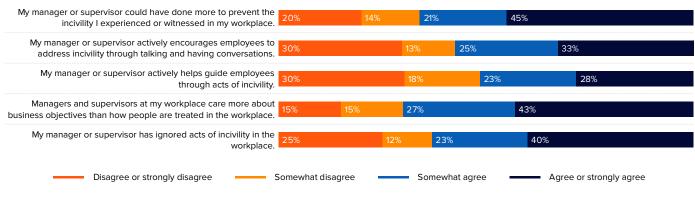
Note: This question was only posed to U.S. workers who experienced or witnessed acts of incivility in their workplace in the past month and reported that it had a negative impact on their mental health.

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. About two-thirds of workers (66%) 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 (63%) agreed that their manager or supervisor has ignored acts of incivility in the workplace. These findings closely align with the results from Q1 2025, which highlights workers' ongoing recognition for the role that managers and supervisors play in uncivil workplaces.

PERSPECTIVES ON THE ROLE OF MANAGEMENT IN INCIVILITY

Thinking about the acts of incivility you personally experienced or witnessed while at work over the past month, select the extent to which you agree or disagree with the following statements.



Source: Q2 2025 Civility Index, SHRM, 2025.

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

Q2 2025 CIVILITY INDEX METHODOLOGY

A sample of 1,540 U.S.-based workers was surveyed between April 2, 2025, and April 14, 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 February 2025 on the basis of gender, race/ethnicity, age, full-time/part-time status, and location derived from U.S. Census divisions.

How to cite this research: Q2 2025 Civility Index, SHRM, 2025.