

CIVILITY INDEX

Q3 2025 RESULTS





SHRM CIVILITY INDEX

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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

- Track Civility Trends: Monitor civility trends across the U.S.
- Gain a Deeper Understanding of Civility: Understand how civility and incivility manifest, who engages in these behaviors, and the factors that contribute to them.
- Dissect Today's Uncivil Behaviors: Understand what specific types of uncivil behaviors occur most often in U.S. society and workplaces today.
- Determine the Cost of Incivility: Analyze the financial burden that incivility places on today's workplaces.
- **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:

- Society-Level Civility: This examines civility in everyday life, both inside and outside of work.
- 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. These zones were created 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.



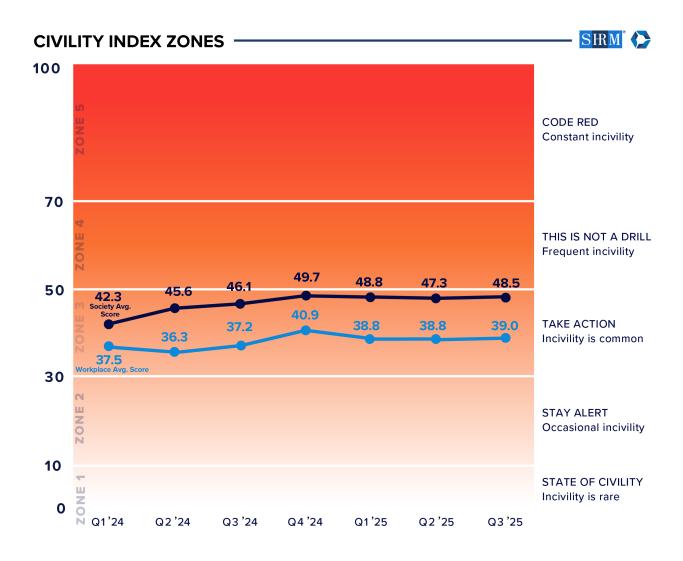
Q3 2025 CIVILITY INDEX RESULTS

Q3 2025 CIVILITY INDEX SCORES

On average, U.S. workers scored a **48.5** 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 Q3 2025, the society-level score increased slightly after a marginal decrease in Q2 2025, returning to near-Q1 2025 levels. This marks the first quarter since Q4 2024 in which an increase has occurred, with this quarter being a **1.2-point increase** on the Civility Index. 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 **39.0** on the Civility Index when asked about incivility they personally experienced or witnessed **while at work** over the past month (workplace level). In Q3 2025, the workplace-level score remained below the 40-point threshold for the third quarter in a row after surpassing it for the first time in Q4 2024. Both scores increased this quarter, but the society-level score rose more noticeably by 1.2 points, whereas the workplace-level score saw only a marginal **0.2-point increase** since Q2 2025.

Despite a slight increase in the society-level score and very little change in the workplace-level score since Q2 2025, the Q3 2025 Civility Index society score of 48.5 and workplace score of 39.0 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 22% saying they personally experienced incivility, 38% saying they witnessed incivility, and 15% saying they both personally experienced and witnessed incivility. Of these workers, 13% said they personally experienced or witnessed incivility daily, 46% said weekly, and 41% 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 1.24) or nearly nine acts per week (average of 8.7). Considering the U.S. active labor force of workers 18 years of age and older (as of June 2025), this results in U.S. workers collectively experiencing or witnessing a total of:

- 208,450,200 acts of incivility per day in everyday life.
- 8,685,425 acts of incivility per hour in everyday life.
- **144,757** acts of incivility **per minute** in everyday life.
- **2,413** acts of incivility **per second** in everyday life.

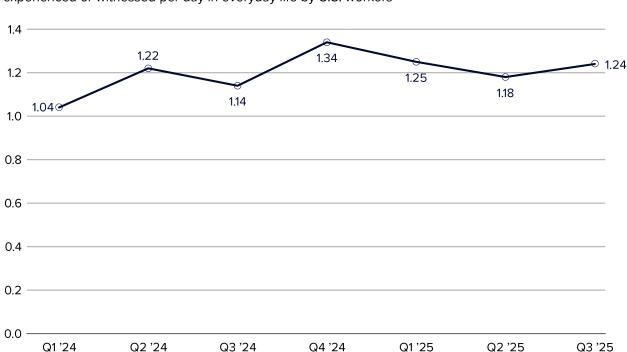
The average number of uncivil acts per day that U.S. workers personally experienced or witnessed in their everyday lives increased from last quarter.

AVERAGE NUMBER OF UNCIVIL ACTS —

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



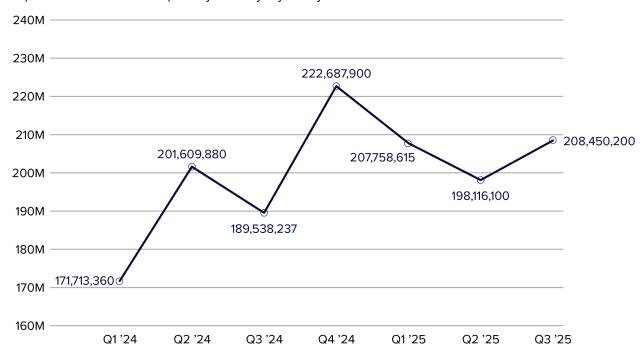
SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

COLLECTIVE NUMBER OF UNCIVIL ACTS —





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



SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

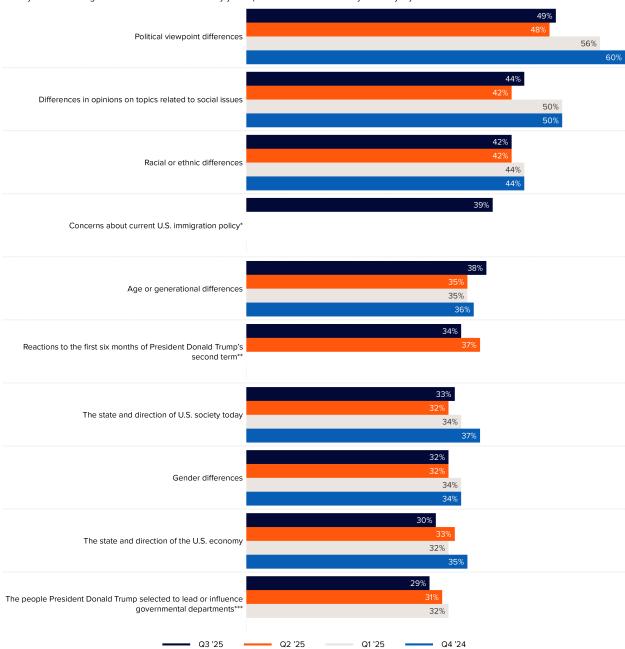
CONTRIBUTING FACTORS

The acts of incivility experienced or witnessed by U.S. workers in their daily lives during Q3 2025 continued to be driven by political viewpoint differences, opinions on social issues, racial or ethnic differences, and age or generational differences, which are many of the same contributors cited throughout the past year.

In Q3 2025, political viewpoint differences (49%) remained the most frequently cited contributor, rising by 1 percentage point from Q2 2025 and reinforcing its continued impact since peaking following the 2024 general election. Similarly, differences in opinions on social issues (44%) rose slightly and continued to rank as the second most common driver of incivility in everyday life. Racial or ethnic differences was the third most frequently cited contributor at 42%. Introduced for the first time this quarter, concerns about current U.S. immigration policy emerged as the fourth-highest contributor at 39%.

TOP CONTRIBUTORS TO INCIVILITY IN EVERYDAY LIFE —

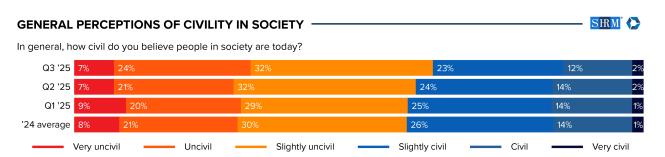
Did any of the following contribute to the acts of incivility you experienced or witnessed in your everyday life?



SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

'Indicates asked only in Q3 2025. **Indicates asked only in Q2 and Q3 2025 (specified two months in Q2). ***Indicates asked only in Q1, Q2, and Q3 2025.

When U.S. workers were asked about their perceptions of civility today, more than 6 in 10 respondents (63%) said they believe that, in general, people in society today are uncivil, meaning that 37% of U.S. workers believe that people in society today are generally civil. These findings remain relatively consistent with past findings of workers' perceptions of civility in society in the past quarter and throughout 2024.



SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

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 (51%) 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 Q2 2025 results, in which 53% of workers cited experiencing or witnessing incivility at work.

On average, U.S. workers faced less than one act of incivility per day (0.42 on average) in the workplace or while they were at work in Q3 2025 — slightly more than the average of 0.36 acts experienced or witnessed per day in Q2 2025. Notably, this figure marks an increase in instances of incivility after two quarters of steady decreases, and it is the highest since Q4 2024.

Considering the U.S. active labor force of workers 18 years of age and older (as of <u>June 2025</u>), this results in U.S. workers collectively experiencing or witnessing a total of:

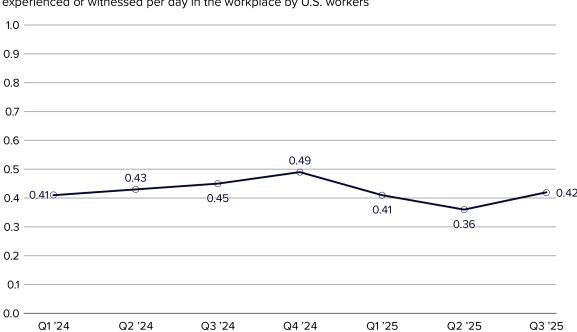
- **70,604,100** acts of incivility **per day** in the workplace.
- **2,941,838** acts of incivility **per hour** in the workplace.
- **49,031** acts of incivility **per minute** in the workplace.
- **817** acts of incivility **per second** in the workplace.







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



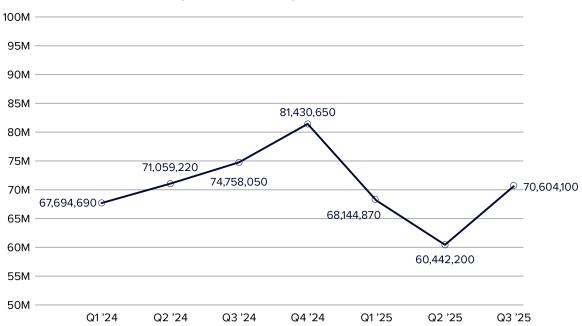
SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

COLLECTIVE NUMBER OF UNCIVIL ACTS —





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



SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

CONTRIBUTING FACTORS

Incidents of incivility experienced or witnessed by U.S. workers in the workplace continue to be linked to differences in political viewpoints, opinions on social issues, racial or ethnic backgrounds, and age or generational differences.

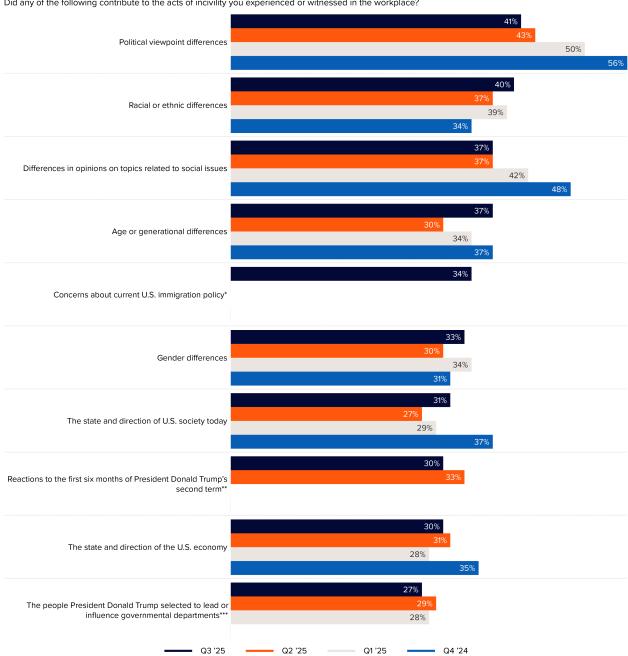
In Q3 2025, political viewpoint differences neared closer to the 40% threshold (41%), continuing a broader downward trend from 2024 while still remaining the top contributor to incivility in the workplace. This is only the first time we've asked whether concerns about current U.S. immigration policy are a contributing factor to incivility, and it debuted as the fifth-highest factor on the workplace list (34%).

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: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

'Indicates asked only in Q3 2025. "Indicates asked only in Q2 and Q3 2025 (specified two months in Q2). ""Indicates asked only in Q1, Q2, and Q3 2025.

COST OF WORKPLACE INCIVILITY

In Q3 2025, U.S. workers who personally experienced or witnessed incivility at work reported an average productivity loss of approximately 35 minutes per act of incivility (35.3 minutes). This reported time lost per act of incivility is slightly less than the 37 minutes lost on average in Q2 2025.

Using the average hourly pay rate of \$32.02 per hour (based on self-reported wage information and weekly hours typically worked), this results in a loss of \$18.67 per uncivil act. Considering the total number of collective acts of incivility occurring in the workplace each day of 70,604,100 (or an average of 0.42 per worker per day) scaled to the U.S. active labor force of workers 18 years of age and older (as of June 2025), U.S. organizations collectively lose approximately \$1,318,193,447 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 1.7 days away from work over the past month due to incivility.

Using the average hourly pay rate of \$32.02 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 June 2025), this results in U.S. organizations collectively losing approximately \$824,131,985 per day due to absenteeism caused by incivility. In total, U.S. organizations collectively lose approximately \$2,142,325,432 per day in reduced productivity and absenteeism due to incivility. This represents an average daily increase of about \$75 million from Q2 2025.

VALUE OF REMOVING INCIVILITY AT WORK

Falling 4 percentage points from Q2 2025, about one-third of all U.S. workers (34%) 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-seven percent said they would not take a reduction in pay to eliminate incivility.

The U.S. workers who said they would take a reduction in pay to eliminate incivility from their job said that they would accept a maximum reduction of approximately 10.4% of their current pay, on average. This translates to an average annual pay reduction of \$6,768 based on average selfreported 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 4.0% of their current pay to eliminate all forms of incivility that they experience in their job. This would result in workers sacrificing, on average, \$2,607 from their own annual pay to eliminate all forms of incivility at work.

AI-MEDIATED COMMUNICATION AND CIVILITY

With the growing presence of artificial intelligence in the workplace, the relationship between Almediated communication and civility was examined in Q3 2025 to better understand how AI tools may be influencing workplace communications.

Perceptions of Al's impact on workplace civility are mixed but lean more positive than negative. While 31% of U.S. workers said Al tools somewhat or significantly enhance civility in workplace communications, 44% saw no impact and 25% said they believe AI somewhat or significantly hinders civility.

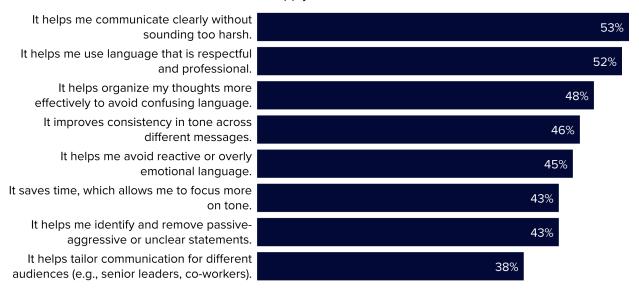
Despite increased attention to Al's role in communication, most workers still reported limited use. In Q3 2025, 56% of U.S. workers said they do not use AI tools to help write or edit workplace communications, while 42% said they do. A small portion (2%) were unsure whether they had used Al tools in this way.

CONTRIBUTORS TO PERCEIVED INCREASED CIVILITY IN WORK-RELATED MESSAGES WHEN USING AI TOOLS





You indicated that using Al tools has made your work-related messages more civil. In what ways do you think AI has contributed to this? Select all that apply.



SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

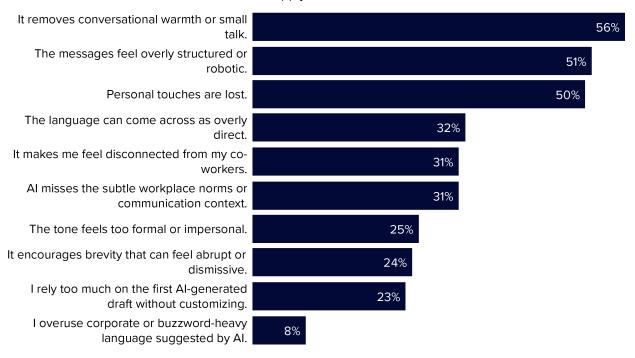
Note: This question was only posed to U.S. workers who indicated that using AI tools has made their work-related messages more civil.

Among those who do use AI, the majority (53%) reported that the tone of their messages has remained about as civil as before. However, nearly one-third (32%) said their communication has become somewhat or much more civil with AI's help. Only 6% said their messages have become less civil since adopting AI tools.

CONTRIBUTORS TO PERCEIVED DECREASED CIVILITY IN WORK-RELATED MESSAGES WHEN USING AI TOOLS



You indicated that using Al tools has made your work-related messages less civil. In what ways do you think Al has contributed to this? Select all that apply.



SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

Note: This question was only posed to U.S. workers who indicated that using Al tools has made their work-related messages less civil.

Among those who felt that AI tools have made their messages less civil, the most common concerns were that AI removes conversational warmth or small talk (56%), makes messages feel overly structured or robotic (51%), and causes personal touches to be lost (50%).

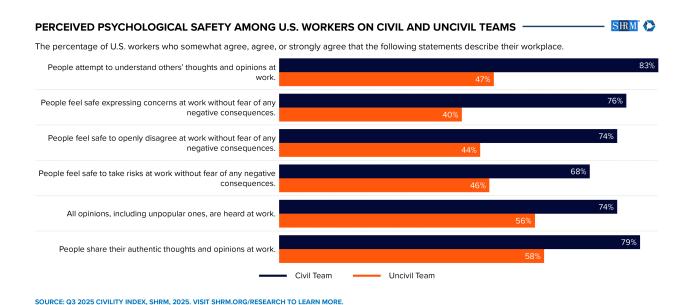
These findings suggest that AI has the potential to both support and strain civil workplace communication. Many users found AI helpful for promoting clarity, professionalism, and civil tone, but others noted that it can strip messages of warmth and authenticity. Ultimately, the impact of AI on civility may depend on how the tools are used — and whether human context is thoughtfully preserved.

CIVILITY AND TEAMS

With civility playing a critical role in team dynamics, perceptions of civility within current work teams were examined in Q3 2025 to better understand how these experiences may shape psychological safety and team cohesion. A strong majority of U.S. workers (84%) said their current team is civil, while only 17% described their team as uncivil.

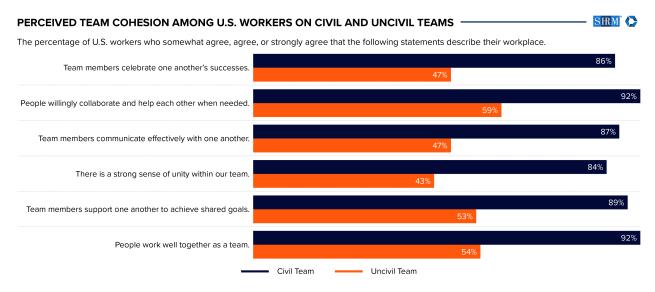
PSYCHOLOGICAL SAFETY

Employees who perceived their work team as civil were significantly more likely to agree that they experienced psychological safety compared to those who viewed their team as uncivil. For example, they were more likely to say that people feel safe expressing concerns, openly disagreeing, and taking risks without fear of negative consequences. They were also more likely to agree that people share authentic opinions, that all opinions are heard, and that co-workers try to understand one another's perspectives.



TEAM COHESION

Employees who perceived their work team as civil were significantly more likely to agree that their team had strong cohesion compared to those who viewed their team as uncivil. They were more likely to say that people work well together, support one another to achieve shared goals, and share a strong sense of unity. Civil teams were also more likely to communicate effectively, collaborate willingly, and celebrate each other's successes.



SOURCE: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

Note: This question was only posed to U.S. workers who indicated that they work within a team.

Overall, the findings suggest that civility within teams plays a key role in fostering both psychological safety and team cohesion. When employees perceived their team as civil, they were significantly more likely to feel safe expressing themselves and to experience a stronger sense of collaboration and unity.

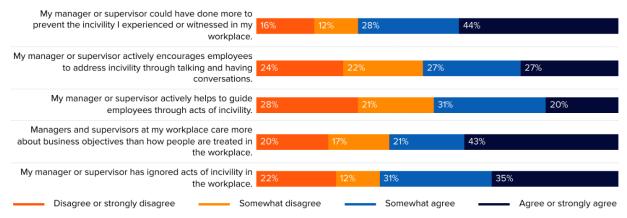
ROLE OF MANAGERS

Perceptions of how managers and supervisors handle workplace incivility remained mixed in Q3 2025, with only modest shifts from the previous quarter. Slightly fewer employees said their manager ignored acts of incivility in Q3 2025 (35% agreed or strongly agreed, down from 40%), and agreement that supervisors actively help to guide employees through these situations dropped by 8 percentage points. Meanwhile, the share of employees who felt their manager could have done more to prevent incivility remained high and relatively unchanged (44% in Q3 2025 versus 45% in Q2 2025).

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: Q3 2025 CIVILITY INDEX, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

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

Q3 2025 CIVILITY INDEX METHODOLOGY

A sample of 1,478 U.S.-based workers was surveyed between July 1, 2025, and July 14, 2025. For the purposes of this study, participants were required to be employed by an organization and be 18 years of age or older. 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 June 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: Q3 2025 Civility Index, SHRM, August 2025.