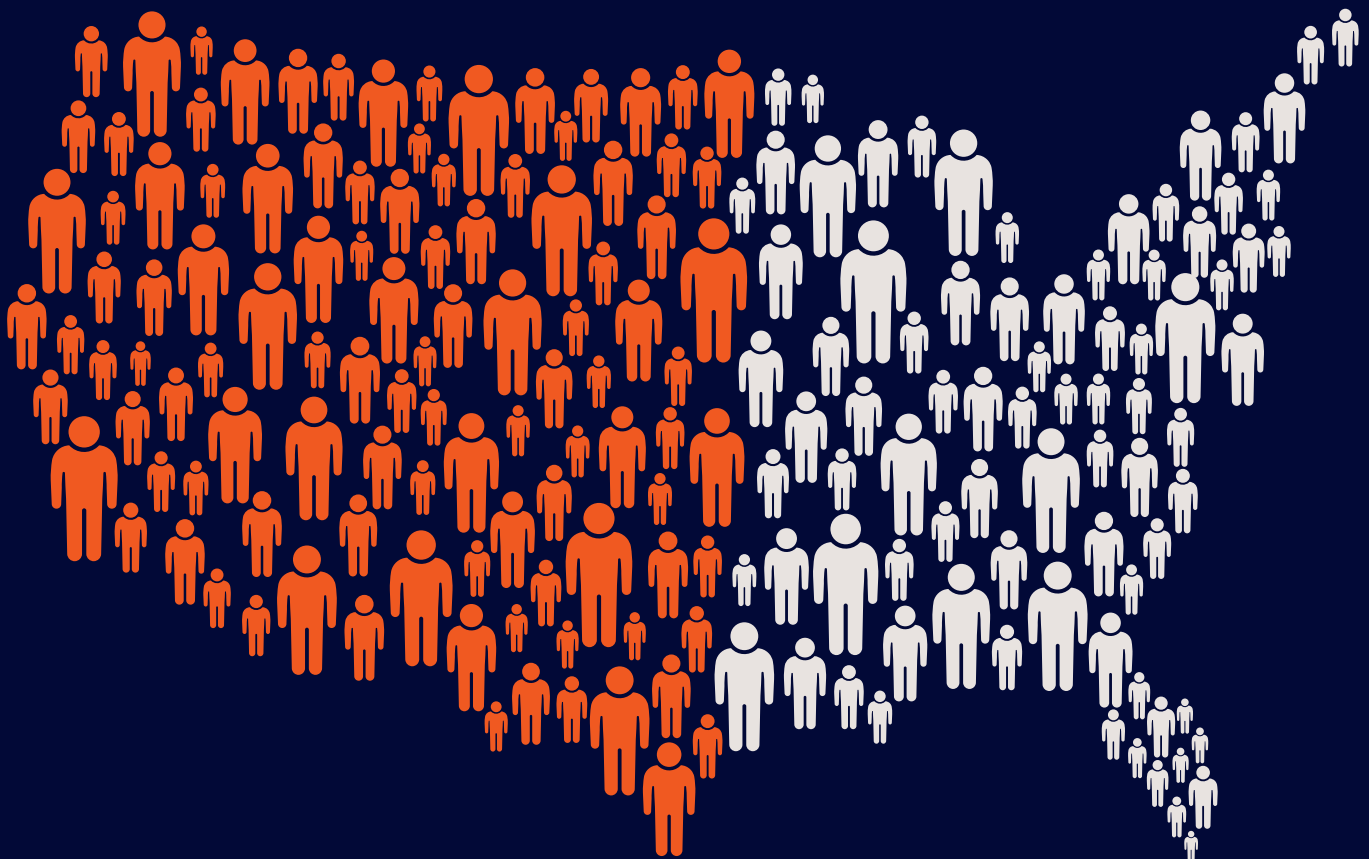




# CIVILITY INDEX

Q4 2024 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



## Q4 CIVILITY INDEX RESULTS

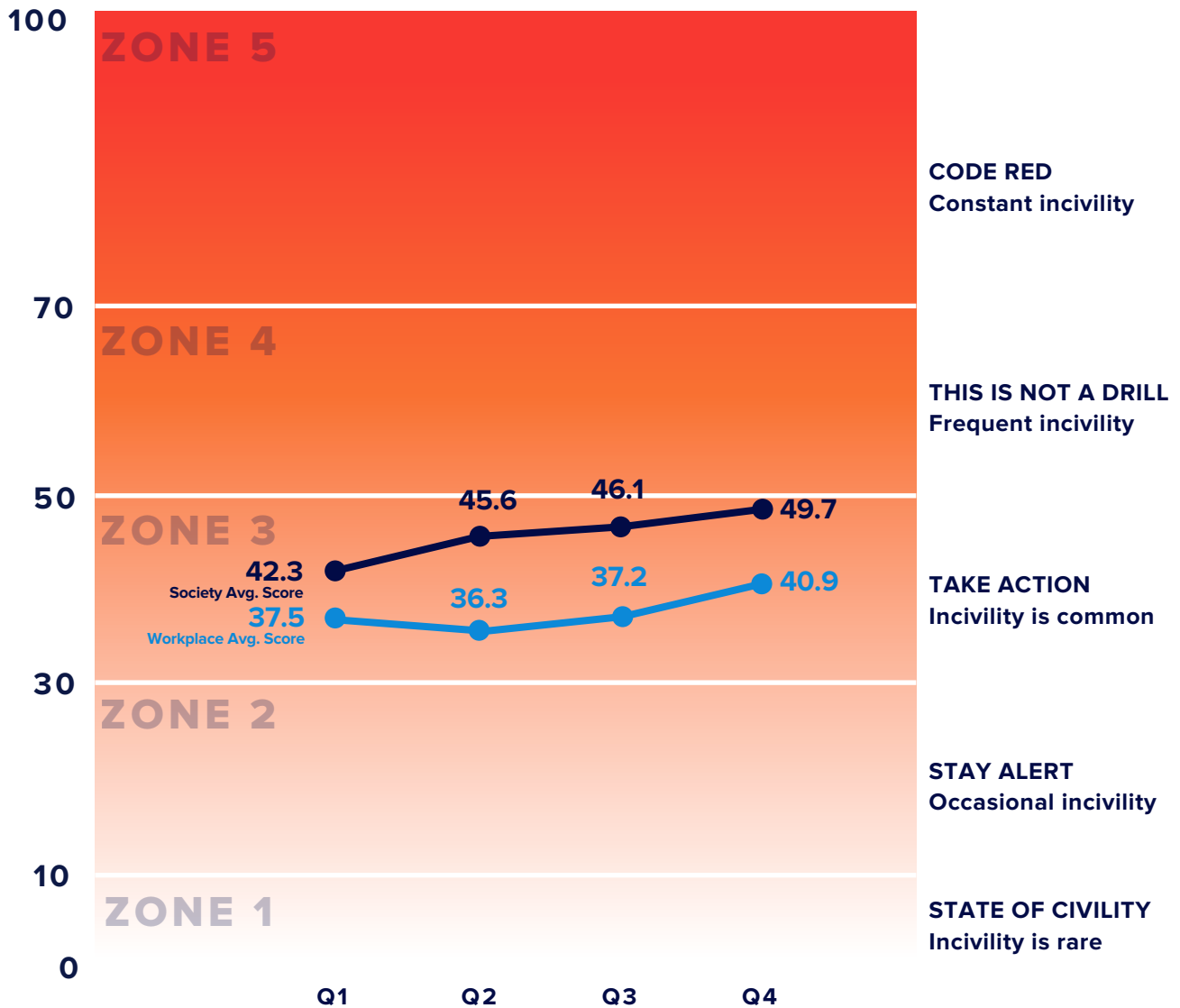
### Q4 2024 CIVILITY INDEX SCORES

On average, U.S. workers scored a **49.7** 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). Q4's society-level score was the highest recorded in 2024. Compared to the Q3 society-level score, Q4 saw an **increase of 3.6 points** on the Civility Index.

U.S. workers scored an average of **40.9** on the Civility Index when asked about incivility they personally experienced or witnessed **while at work** over the past month (workplace level). Crossing the 40-point threshold for the first time, Q4's workplace-level score was also the highest recorded in 2024. The workplace Civility Index score nearly mirrored the change seen in the society-level score, with the workplace-level score **increasing by 3.7 points** since Q3.

Despite notable increases since the last quarter, both the Q4 Civility Index society-level score of 49.7 and workplace-level score of 40.9 still land in Zone 3, indicating that incivility continues to occur to a moderate degree, on average, in workers' everyday lives and while at work. Once again, these scores show the importance of taking action to prevent incivility from reaching further damaging degrees.

## CIVILITY INDEX ZONES



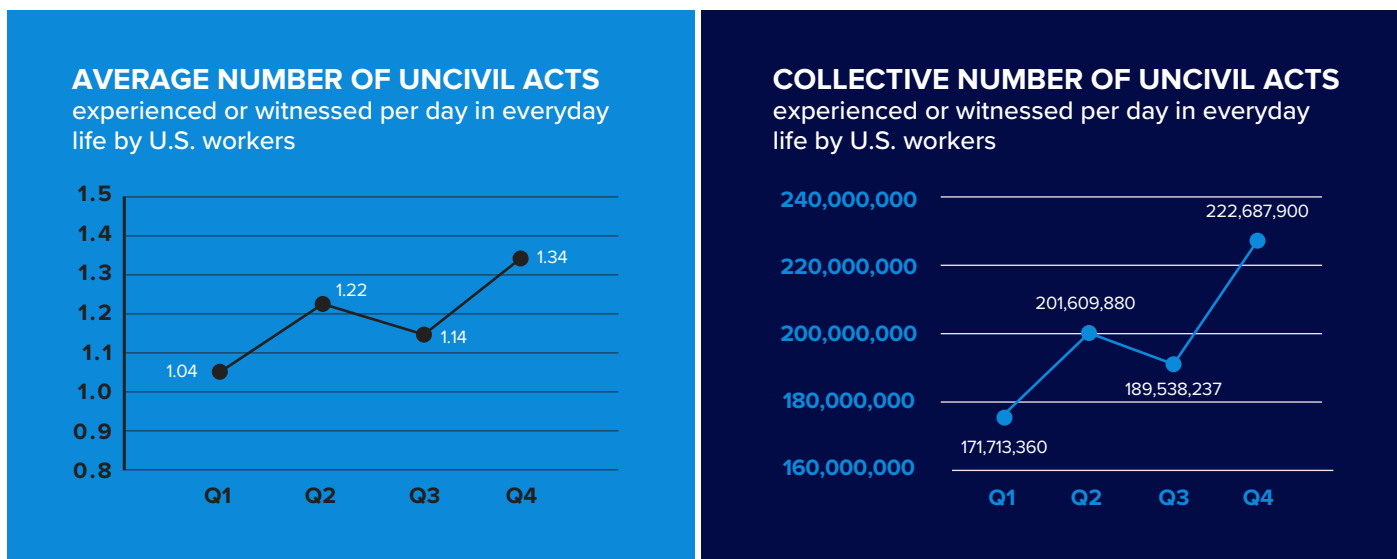
### CIVILITY IN SOCIETY TODAY

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 (76%) 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, 13% said they personally experienced or witnessed incivility daily, 48% 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 1.34) or over nine acts per week (average of 9.36). Considering the U.S. active labor force of workers 18 years of age or older (as of October 2024), this results in U.S. workers collectively experiencing or witnessing a total of:

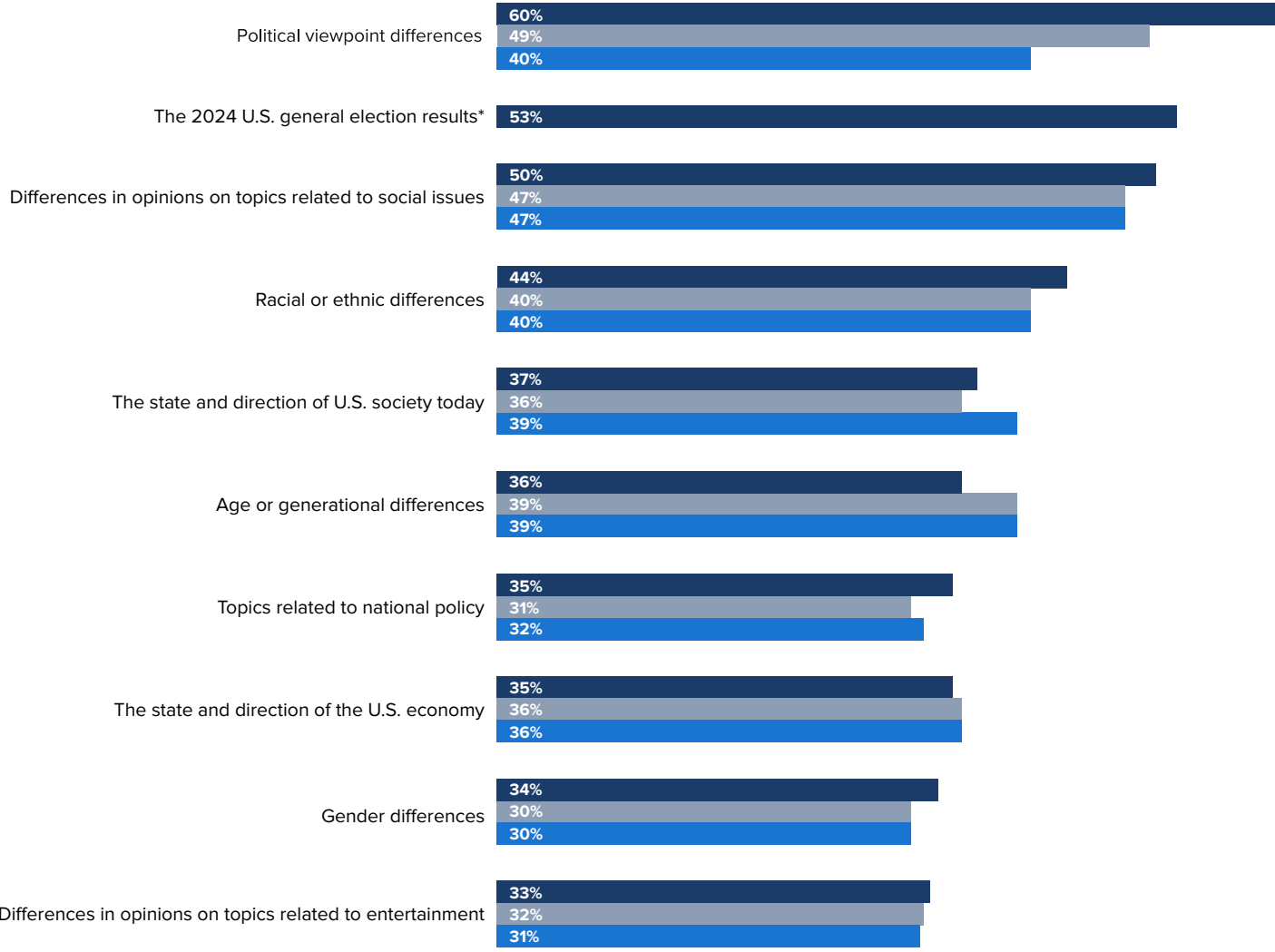
- **222,687,900** acts of incivility **per day** in everyday life.
- **9,278,663** acts of incivility **per hour** in everyday life.
- **154,644** acts of incivility **per minute** in everyday life.
- **2,577** acts of incivility **per second** in everyday life.

The average number of uncivil acts per day that U.S. workers personally experienced or witnessed in their everyday lives **increased** to the highest rate seen in 2024.



The acts of incivility experienced or witnessed by U.S. workers in their daily lives during Q4 were most often fueled by political viewpoint differences; the 2024 U.S. general election results; differences in opinions on topics related to social issues; racial or ethnic differences; and the state and direction of U.S. society today. Many of these results are similar to those from Q3 and Q2. However, more workers pointed to political viewpoint differences (60%) as a contributing factor to the incivility they encountered than ever before. Compared to the Q3 results, 22.4% more workers cited political viewpoint differences as a contributing factor. Since Q2, the number of workers who cited this reason as contributing to incivility increased by 50%. One primary reason for this increase is likely the 2024 U.S. general election, which more than half of workers cited as a contributing factor to the incivility they encountered in Q4.

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

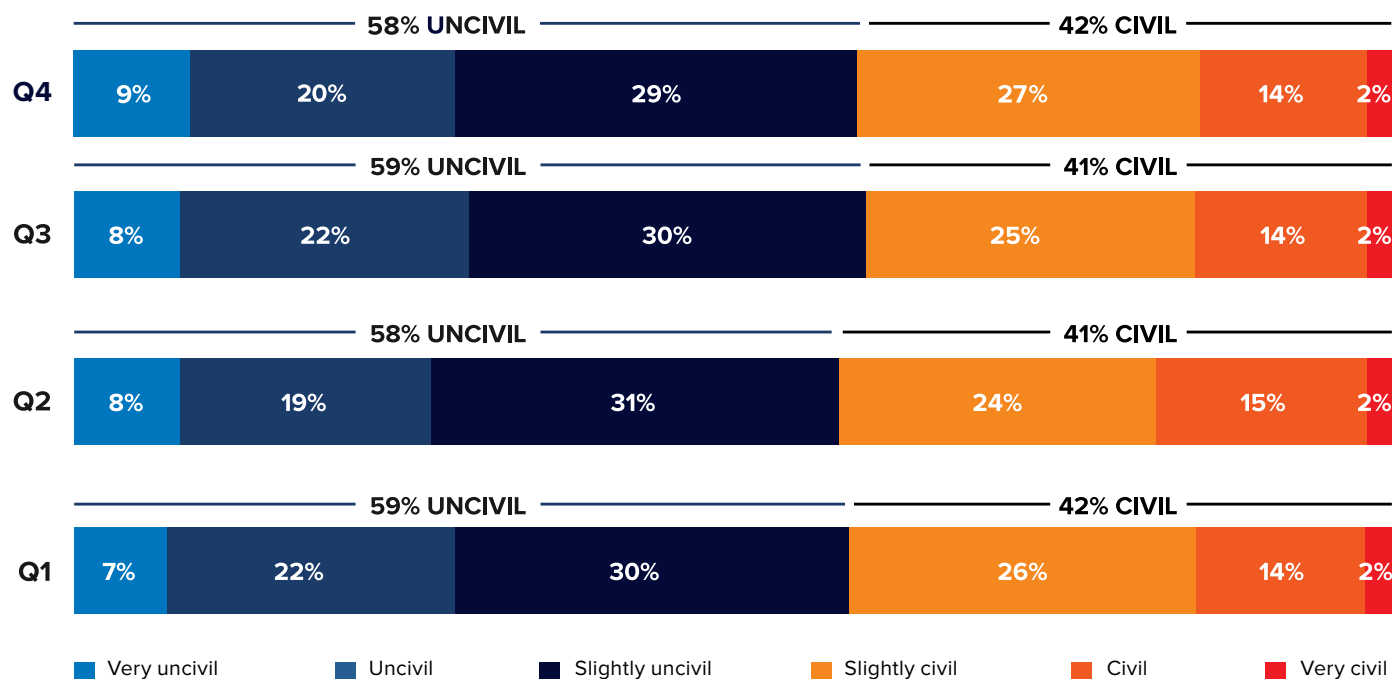


\*Indicates asked for the first time in Q4



When U.S. workers were asked about their perceptions of civility today, more than half of respondents (58%) said they believe that, in general, people in society today are uncivil—meaning that 42% 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 year.

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



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

The rate of uncivil acts encountered in everyday life has fluctuated throughout 2024, but workers’ perceptions of how civil people in society are today have remained stable over the 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.

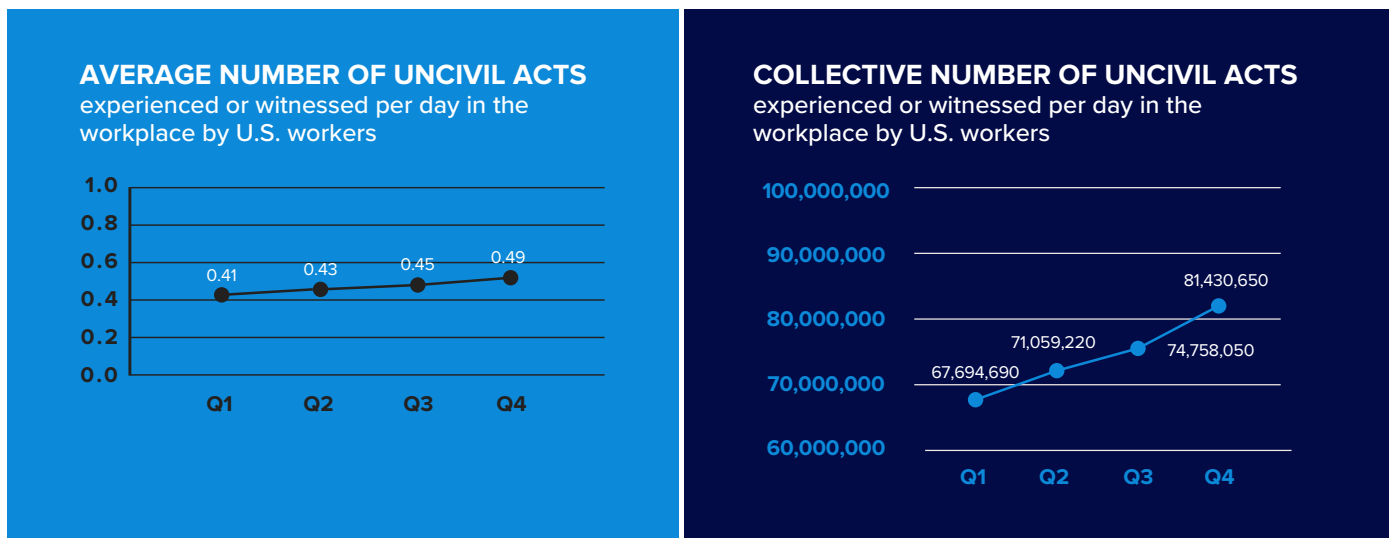


## CIVILITY IN WORKPLACES TODAY

Of U.S. workers who said they have personally experienced or witnessed incivility in their everyday lives, more than half (56%) 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 Q3 results, in which 58% of workers cited experiencing or witnessing incivility at work.

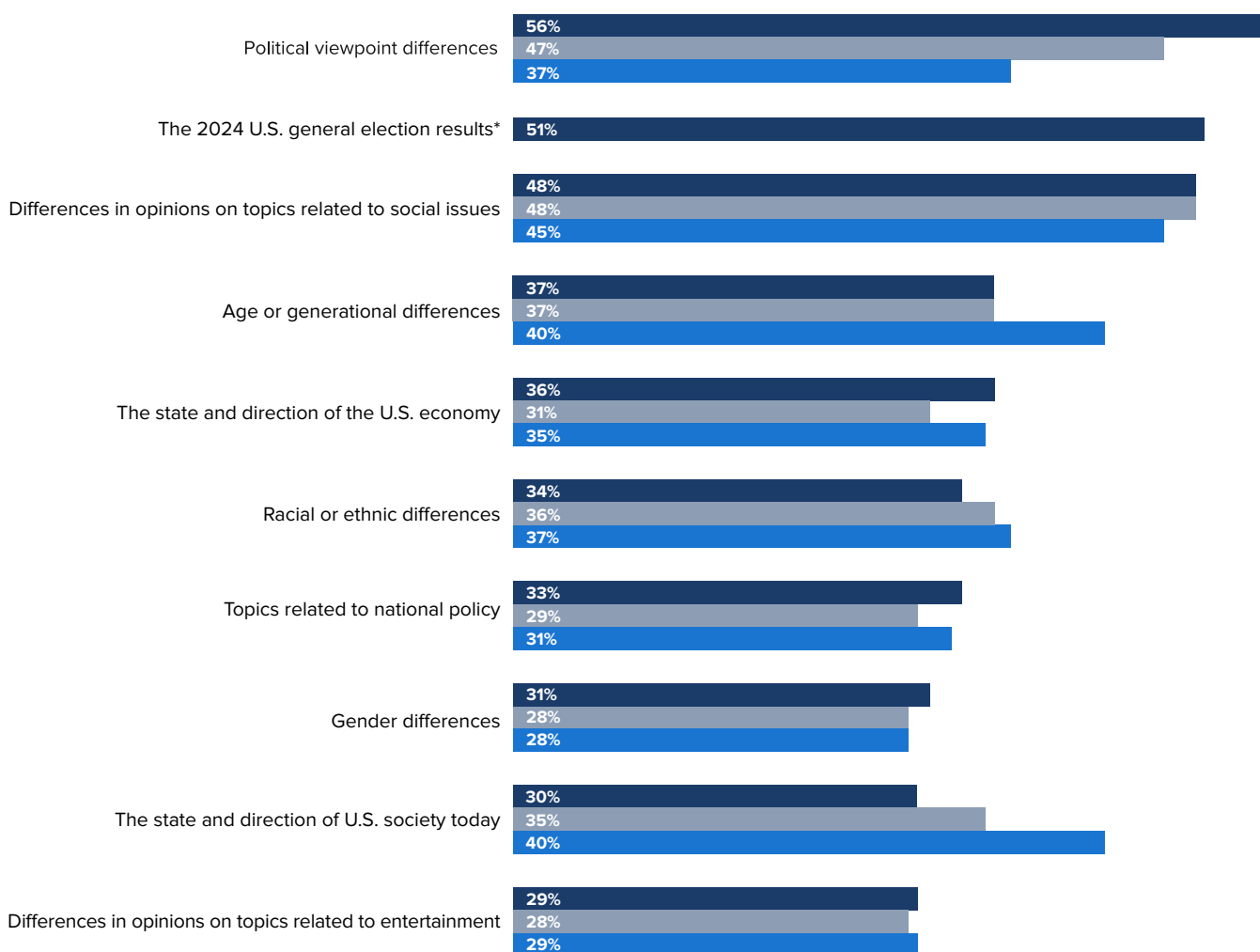
On average, U.S. workers continued to face less than one act of incivility per day (0.49 on average) in the workplace or while they were at work in Q4—only marginally more than the average of 0.45 acts experienced or witnessed per day in Q3. Considering the U.S. active labor force of workers 18 years of age or older (as of October 2024), this results in U.S. workers collectively experiencing or witnessing a total of:

- **81,430,650** acts of incivility **per day** in the workplace.
- **3,392,944** acts of incivility **per hour** in the workplace.
- **56,549** acts of incivility **per minute** in the workplace.
- **942** acts of incivility **per second** in the workplace.



The acts of incivility experienced or witnessed by U.S. workers at work were most often the result of political viewpoint differences; the 2024 U.S. general election results; differences in opinions on topics related to social issues; age or generational differences; and the state and direction of the U.S. economy. These findings continue to mirror the reasons cited as contributors to societal incivility. However, like with societal contributions, more workers cited political viewpoint differences in Q4 (56%) than ever before, making this the greatest contributor to incivility in the workplace. The number of workers who reported political viewpoint differences increased 19.1% since Q3 and 51.4% since Q2. More than half of workers (51%) said the 2024 U.S. general election results contributed to the incivility they encountered at work, likely tied to the political viewpoint differences that many cited, much as they did with societal incivility.

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



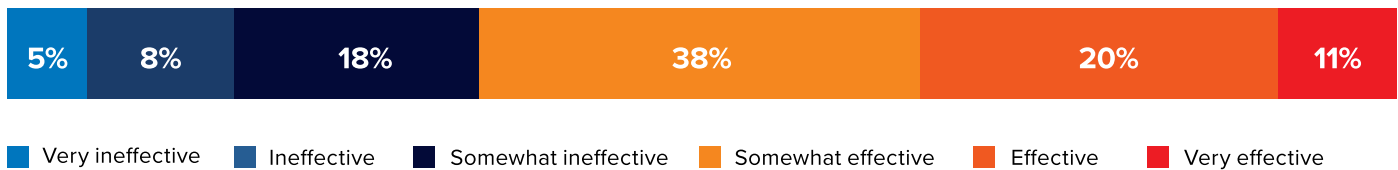
\*Indicates asked for the first time in Q4



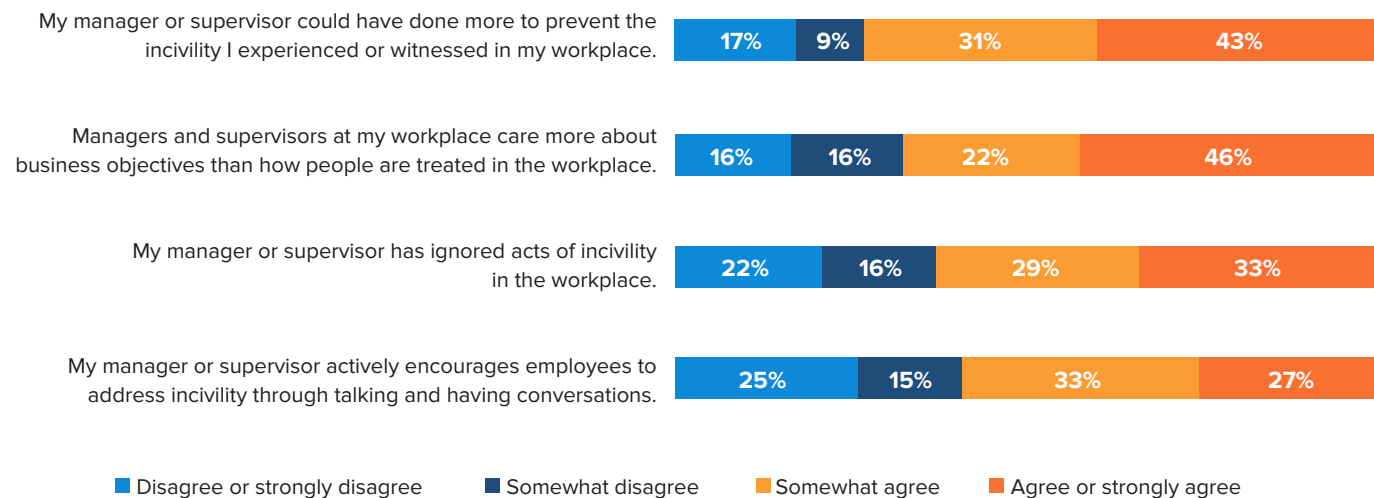
## EFFECTIVENESS OF PROMOTING CIVIL DISCOURSE IN 2024

U.S. workers were asked to reflect on how effective their organization was at addressing civility and civil discourse throughout 2024. Many respondents reported generally positive sentiments toward how their organization approached these topics. Sixty-nine percent of U.S. workers said their workplace was generally effective at promoting civility and civil discourse in 2024, including nearly one-third of workers (31%) saying their workplace was effective or very effective at doing so. However, another 31% of U.S. workers said their workplace was generally ineffective at promoting civility and civil discourse in 2024.

### THINKING BACK TO 2024, HOW EFFECTIVE WAS YOUR ORGANIZATION AT PROMOTING CIVILITY AND CIVIL DISCOURSE?



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 (74%) agreed that their manager or supervisor at their workplace could have done more to prevent incivility. In addition, 68% agreed that managers and supervisors at their workplace care more about business objectives than about how people are treated in the workplace. What’s more, 62% of workers agreed that the manager or supervisor has ignored acts of incivility in the workplace. These findings closely align with the results from Q3, highlighting workers’ ongoing recognition of the role managers and supervisors play in uncivil workplaces.



## COST OF WORKPLACE INCIVILITY

In Q4, U.S. workers who personally experienced or witnessed incivility at work reported an average productivity loss of approximately **37 minutes** per act of incivility (36.88 minutes). This reported time lost per act of incivility is greater than the 30 minutes lost on average in Q3.

Using the average hourly pay rate of \$32.12 per hour (based on self-reported wage information and weekly hours typically worked), this results in a loss of **\$19.74 per uncivil act**. Considering the total number of collective acts of incivility occurring in the workplace each day at 81,430,650 (or an average of 0.49 per worker per day) scaled to the U.S. active labor force of workers 18 years of age or older (as of October 2024), U.S. organizations collectively lose approximately **\$1,607,441,031 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 0.8 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 **1.9 days** away from work over the past month due to incivility.

Using the average hourly pay rate of \$32.12 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 or older (as of October 2024), this results in U.S. organizations collectively **losing approximately \$1,101,652,423 per day due to absenteeism caused by incivility**.

In total, U.S. organizations collectively lose approximately **\$2,709,093,454 per day in reduced productivity and absenteeism due to incivility**. This represents an average daily increase of nearly \$600 million compared to Q3, with the surge in political viewpoint differences likely driving a significant portion of this rise.

In addition to the daily costs of lowered productivity and absenteeism, incivility may also be driving workers to leave their jobs. When U.S. workers were asked how likely they are to leave their job in 2025 due to personally experiencing or witnessing incivility, more than one-quarter (26%) said it is likely they will leave their job for this reason. This underscores the significant impact an uncivil workplace can have on employers both financially and through the toll of human capital.

## VALUE OF REMOVING INCIVILITY AT WORK

**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 **11.3%** of their current pay, on average. This translates to an average pay reduction of **\$6,421** 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 **4.3%** of their current pay to eliminate all forms of incivility they experience in their job. This would result in workers sacrificing, on average, **\$2,353** from their own pay to eliminate all forms of incivility at work.

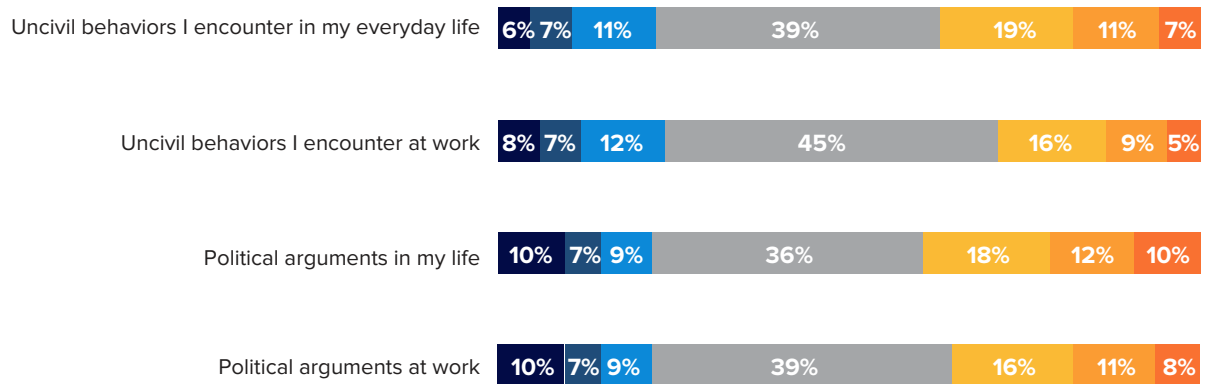
## EXPECTATIONS FOR 2025

In Q4, respondents were asked several questions related to their expectations for the year ahead in 2025, including their expectations for societal and workplace civility, and asked for their thoughts regarding how important it is for their organization to address civil discourse.

### PERSONAL AND SOCIETAL EXPECTATIONS

More than one-third of U.S. workers said they anticipate an increase in several behaviors in 2025, including political arguments in their everyday lives (39%), uncivil behaviors they encounter in their everyday lives (38%), and political arguments at work (34%). Twenty-six percent of workers said they anticipate an increase in the number of uncivil behaviors they encounter at work in 2025.

#### TO WHAT EXTENT DO YOU BELIEVE THE FOLLOWING WILL INCREASE OR DECREASE IN 2025?

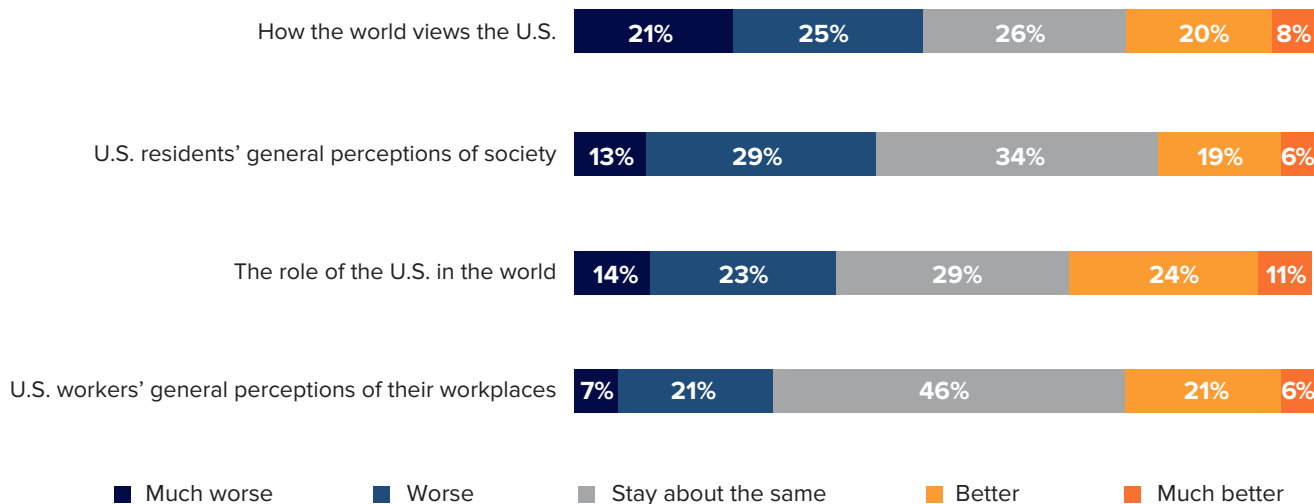


Decrease by a great degree
  Decrease by a moderate degree
  Decrease by a slight degree
  Remain about the same as it is now
   
 Increase by a slight degree
  Increase by a moderate degree
  Increase by a great degree

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

U.S. workers were asked for their opinions on various perceptions of the U.S. in 2025. Forty-six percent of U.S. workers said they believe the world’s view of the U.S. will get worse or much worse in 2025, compared to 28% who believe it will get better or much better in 2025. Additionally, 42% of U.S. workers said they believe U.S. residents’ general perceptions of society will get worse or much worse in 2025, compared to the 24% who feel perceptions of society will get better or much better.

## TO WHAT EXTENT DO YOU BELIEVE THE FOLLOWING WILL GET BETTER OR WORSE IN 2025?



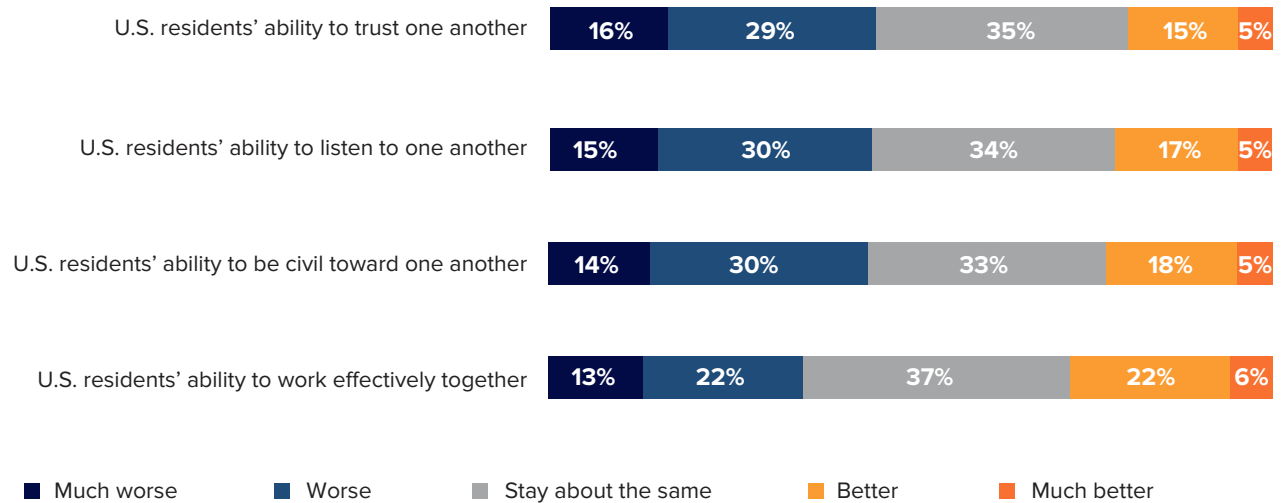
*Note: Graphs may not sum to 100% due to rounding.*

These society-level expectations may be driven by workers' general perceptions of U.S. society today. Compared to those who view society as generally civil today, U.S. workers who view society as generally uncivil are:

- **Over 2 times** more likely to say U.S. workers' general perceptions of their workplaces will get worse or much worse in 2025 (37% versus 16%).
- **Over 1.75 times** more likely to say U.S. residents' general perceptions of society will get worse or much worse in 2025 (51% versus 29%).
- **Over 1.5 times** more likely to say that the world's view of the U.S. will get worse or much worse in 2025 (54% versus 35%).
- **Over 1.5 times** more likely to say that the U.S.'s role in the world will get worse or much worse in 2025 (43% versus 27%).

U.S. workers were asked their opinions on how U.S. society might get worse or better in 2025. Forty-five percent of U.S. workers said their ability to trust one another will get worse or much worse in 2025, compared to 20% who said this will get better or much better. Similarly, 45% said they believe their ability to listen to one another will get worse or much worse in 2025, compared to 21% who believe this will get better or much better. Forty-four percent of U.S. workers said they believe their ability to be civil toward one another will get worse or much worse in 2025, and 35% said their ability to work effectively together will get worse or much worse.

## TO WHAT EXTENT DO YOU BELIEVE THE FOLLOWING WILL GET BETTER OR WORSE IN 2025?



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

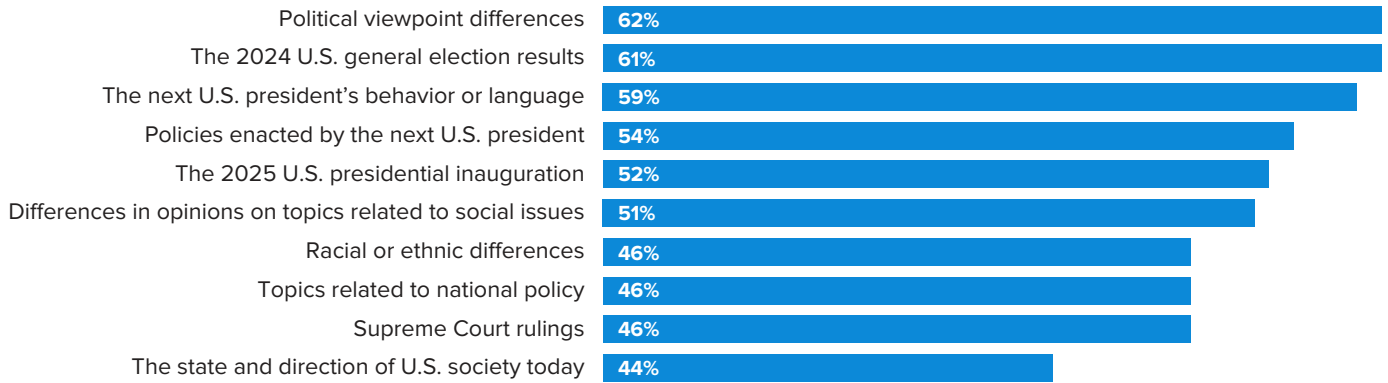
These behavioral expectations show a relationship with workers' general perceptions of civility in society today. Compared to those who view society as generally civil today, U.S. workers who view society as generally uncivil are:

- **More than 2 times** more likely to say U.S. residents' ability to work effectively together will get worse or much worse in 2025 (45% versus 21%).
- **About 2 times** more likely to say U.S. residents' ability to be civil toward one another will get worse or much worse in 2025 (56% versus 28%).
- **More than 1.75 times** more likely to say U.S. residents' ability to trust one another will get worse or much worse in 2025 (56% versus 30%).
- **More than 1.75 times** more likely to say U.S. residents' ability to listen to one another will get worse or much worse in 2025 (55% versus 31%).

### REASONS BEHIND CIVILITY EXPECTATIONS FOR 2025

The 44% of U.S. workers who said they believe U.S. residents' ability to be civil toward one another will get worse or much worse in 2025 were asked what they believe will contribute to these worsening conditions. Most of these respondents cited political reasons why they believe U.S. residents' ability to be civil with one another will worsen in 2025, including political viewpoint differences, the 2024 U.S. general election results, and the next U.S. president's behavior or language.

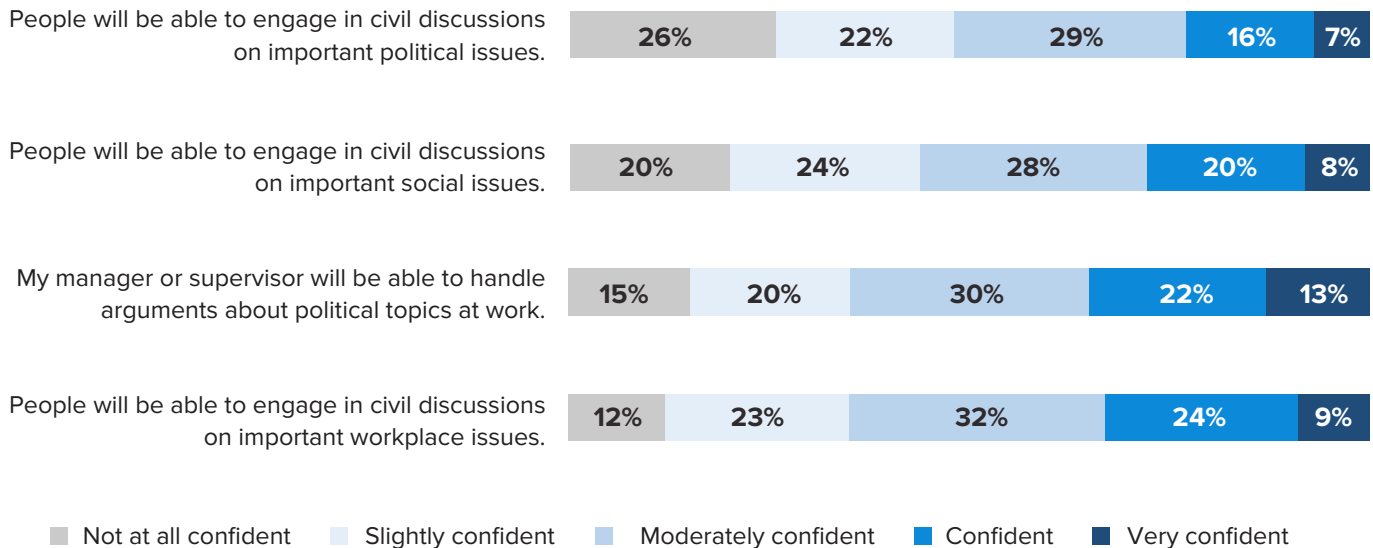
**WHICH OF THE FOLLOWING DO YOU BELIEVE WILL WORSEN U.S. RESIDENTS' ABILITY TO BE CIVIL WITH ONE ANOTHER IN 2025? (TOP 10 RESULTS SHOWN)**



U.S. workers were also asked about their levels of confidence in various aspects related to civil discourse in 2025. More than one-quarter of workers (26%) reported they do not feel at all confident that people will be able to engage in civil discussions on important political issues in 2025. Similarly, 1 in 5 workers (20%) said they do not feel at all confident that people will be able to engage in civil discussions on important social issues. These results highlight that not only are political and social topics contributing to expectations around incivility for 2025, but also, few workers feel confident these conditions will improve in the year ahead.

Respondents felt more confident, however, in others' ability to handle these topics well in the workplace, including more than one-third (35%) who said they feel confident or very confident that their manager or supervisor would be able to handle arguments about political topics in the workplace.

**THINKING AHEAD TO 2025, HOW CONFIDENT ARE YOU IN THE FOLLOWING?**

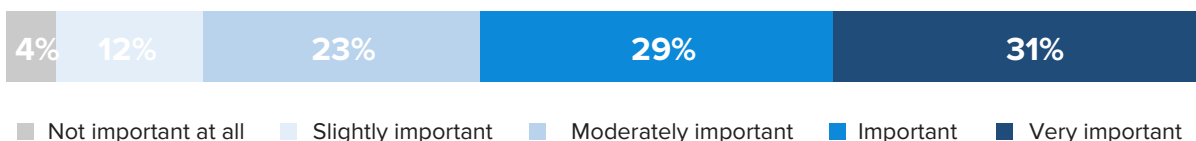




## ADDRESSING CIVILITY IN 2025

Looking ahead to 2025, U.S. workers were asked about how important they believe it is for their organization to make efforts to address civil discourse in the workplace. Sixty percent of workers reported that they believe it is important or very important for their organization to make these efforts in 2025, including nearly one-third (31%) who said they believe this is very important.

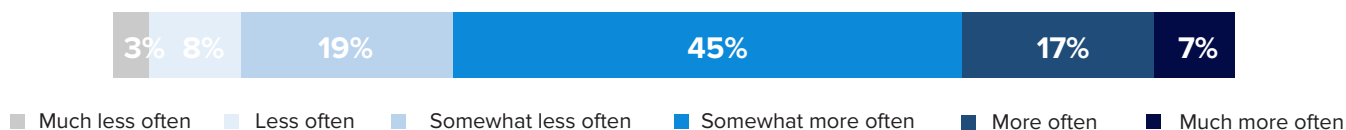
### HOW IMPORTANT DO YOU BELIEVE IT IS FOR YOUR ORGANIZATION TO MAKE EFFORTS TO ADDRESS CIVIL DISCOURSE AT WORK IN 2025?



*Note: Graph does not sum to 100% due to rounding.*

More than two-thirds of U.S. workers (69%) said they expect their organization to make an effort to address civil discourse at work more often in 2025; nearly one-quarter (24%) said they expect their organization to do so more often or much more often. On the other hand, 31% said they expect these topics to be addressed less often in the workplace.

### DO YOU EXPECT YOUR ORGANIZATION TO MAKE AN EFFORT TO ADDRESS CIVIL DISCOURSE AT WORK MORE OR LESS OFTEN IN 2025?



*Note: Graph does not sum to 100% due to rounding.*

Together, these results highlight how important many workers feel these topics are for their employers to address and make it clear that many expect their organization to at least continue or even increase these efforts in the year ahead.

## Q4 CIVILITY INDEX METHODOLOGY

A sample of 1,622 U.S.-based workers was surveyed between Nov. 7 and Nov. 12, 2024, using a third-party online panel. For the purposes of this study, participants were required to be employed by an organization. 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 October 2024 on the basis of gender, race/ethnicity, age, full-time/part-time status, and location based on U.S. Census division.

**How to cite this research:** SHRM Q4 Civility Index, December 2024.

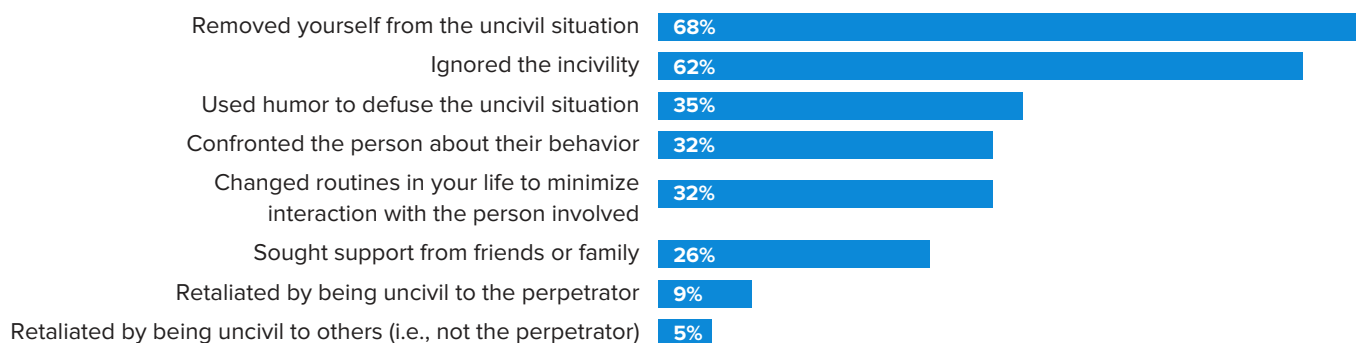
# APPENDIX

## ADDITIONAL Q3 RESULTS

### RESPONDING TO INCIVILITY

In this edition of the Civility Index, survey respondents who encountered incivility in their everyday lives were asked about how they coped with these experiences. The most common methods of coping with incivility during everyday life involved stepping away or ignoring the incivility. More than two-thirds of survey respondents (68%) said that they removed themselves from the uncivil situation, and 62% said they ignored the incivility they encountered. More than one-third (35%) said they used humor to defuse the uncivil situation.

#### WHEN FACED WITH INCIVILITY IN YOUR EVERYDAY LIFE, HOW DID YOU TYPICALLY COPE?

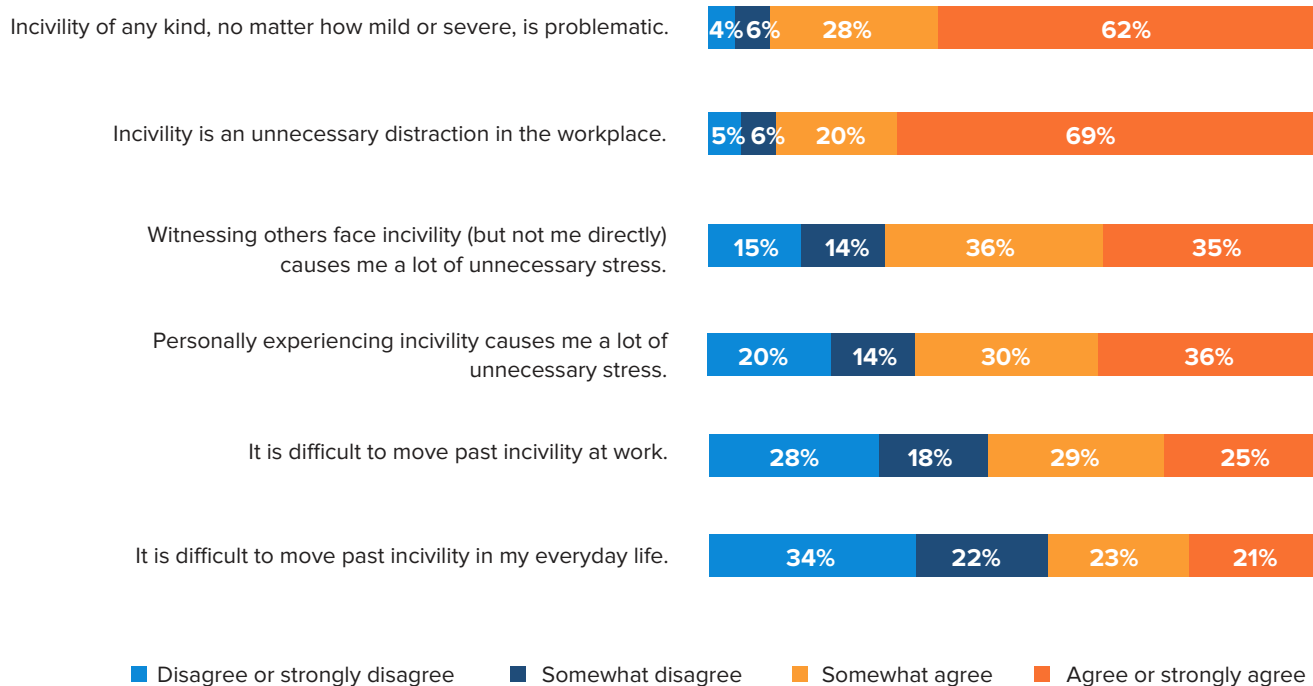


Workers who encountered incivility in their workplace were also asked how they responded to incivility they encountered, including work-related responses. Like responses to incivility in everyday life, the most common responses to workplace incivility were workers removing themselves from the uncivil situation (53%) and ignoring the incivility (50%). In addition, 40% said they focused on their work tasks to distract themselves from the uncivil situation they encountered. About 30% of workers said they responded by confronting the person about their uncivil behavior (30%), reporting the incident to HR or a manager (30%), or using humor to defuse the uncivil situation (29%).

## WHEN FACED WITH INCIVILITY AT WORK, HOW DID YOU TYPICALLY COPE?



Beyond responses to incivility, survey respondents were also asked about how they view incivility in their everyday lives and in the workplace. Ninety percent of workers agreed that incivility of any kind is problematic, no matter how mild or severe it is. In addition, most workers (89%) said they see incivility as an unnecessary distraction in the workplace. Many workers recognize the stress that incivility causes them, with 71% saying that witnessing incivility causes them unnecessary stress and 65% saying that personally experiencing incivility causes the same response. More than half of workers (54%) agreed that it is difficult for them to move on from incivility in the workplace, and 44% said it is difficult for them to move on from incivility in their everyday lives.



## Q3 CIVILITY INDEX METHODOLOGY

A sample of 1,620 U.S.-based workers was surveyed between Aug. 27 and Sept. 4, 2024, using a third-party online panel. For the purposes of this study, participants were required to be employed by an organization. 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 July 2024 on the basis of gender, race/ethnicity, age, full-time/part-time status, and location based on U.S. Census division.

**How to cite this research:** SHRM Q3 Civility Index, October 2024.

## ADDITIONAL Q2 RESULTS

### FREQUENCY OF SPECIFIC UNCIVIL BEHAVIORS IN EVERYDAY LIFE AND IN THE WORKPLACE

In Q2, survey respondents who had experienced or witnessed incivility were asked to report on how frequently they had encountered specific uncivil behaviors. When broken down across the more than 201 million uncivil acts encountered per day in Q2, U.S. workers reported gossiping or spreading rumors, people being rude or inconsiderate, and people using their authority or positions of leadership against others as the most frequently encountered uncivil behaviors faced in everyday life. Full results are available below (top five and bottom five shaded):

Uncivil behaviors experienced/ witnessed in everyday life	%	Total collective acts per day (based on active U.S. labor force, 18 years or older)
<b>Gossiping or spreading rumors about others</b>	<b>8.9%</b>	<b>18,042,432</b>
<b>Being rude or inconsiderate toward others</b>	<b>8.0%</b>	<b>16,176,714</b>
<b>Using their authority or positions of leadership against others</b>	<b>7.8%</b>	<b>15,682,605</b>
<b>Insulting others, putting others down, or making offensive jokes toward others</b>	<b>7.8%</b>	<b>15,575,190</b>
<b>Not using basic manners during interactions</b>	<b>7.7%</b>	<b>15,438,029</b>
Intentionally interrupting or speaking over others during conversations	7.0%	14,092,861
Not apologizing or holding themselves accountable when they have made a mistake	6.8%	13,744,175
Treating others unfairly	5.9%	11,812,356
Behaving selfishly or with their own interests in mind rather than what is best for others or society in general	5.6%	11,367,823
Bullying or harassing others	5.2%	10,480,409
Other uncivil behaviors	5.2%	10,468,841
Being careless or indifferent with keeping their promises or commitments to others	4.7%	9,411,215
<b>Intentionally excluding others</b>	<b>4.4%</b>	<b>9,037,741</b>
<b>Acting in ways that are untrustworthy</b>	<b>4.4%</b>	<b>8,925,369</b>
<b>Arguing or disagreeing over politics or other political topics</b>	<b>3.9%</b>	<b>7,795,031</b>
<b>Treating others with subtle or passive-aggressive forms of hostility</b>	<b>3.5%</b>	<b>7,021,642</b>
<b>Purposefully withholding important information from others</b>	<b>3.2%</b>	<b>6,537,448</b>
<b>Total</b>	<b>100%</b>	<b>201,609,880</b>

In addition to everyday life, workers who experienced or witnessed incivility in their workplace during Q2 were asked to specify uncivil behaviors they had encountered while in the workplace. U.S. workers reported that intentionally interrupting or speaking over others, being rude or inconsiderate, and gossiping or spreading rumors were the most frequently encountered uncivil behaviors at work. Many uncivil workplace behaviors were similar to those that occurred in everyday life, but there were some differences. For instance, interrupting was the top uncivil workplace behavior reported, while this behavior was the sixth-most reported behavior in everyday life. Additionally, insulting or putting others down was one of the most common forms of incivility in everyday life, but this behavior occurred less often in the workplace. Full results are available below (top five and bottom five shaded):

Uncivil behaviors experienced/ witnessed in the workplace	%	Total collective acts per day (based on active U.S. labor force, 18 years or older)
<b>Intentionally interrupting or speaking over others during conversations</b>	<b>10.8%</b>	<b>7,664,481</b>
<b>Being rude or inconsiderate toward others</b>	<b>10.1%</b>	<b>7,205,074</b>
<b>Gossiping or spreading rumors about others</b>	<b>9.9%</b>	<b>7,011,727</b>
<b>Behaving selfishly or with their own interests in mind rather than what is best for their team or organization</b>	<b>7.9%</b>	<b>5,603,763</b>
<b>Not apologizing or holding themselves accountable when they have made a mistake</b>	<b>7.5%</b>	<b>5,362,492</b>
Not using basic manners during interactions	7.5%	5,294,738
Treating others unfairly	7.2%	5,093,128
Using their authority or positions of leadership against others	6.1%	4,329,655
Bullying or harassing others	5.7%	4,047,070
Insulting others, putting others down, or making offensive jokes toward others	4.9%	3,473,639
Treating others with subtle or passive-aggressive forms of hostility	4.6%	3,243,936
Purposefully withholding important information from others	4.5%	3,214,190
<b>Being careless or indifferent with keeping their promises or commitments to others</b>	<b>3.5%</b>	<b>2,501,946</b>
<b>Intentionally excluding others</b>	<b>3.3%</b>	<b>2,335,039</b>
<b>Acting in ways that are untrustworthy</b>	<b>3.2%</b>	<b>2,244,149</b>
<b>Arguing or disagreeing over politics or other political topics</b>	<b>3.0%</b>	<b>2,102,031</b>
<b>Other uncivil behaviors</b>	<b>0.5%</b>	<b>332,161</b>
<b>Total</b>	<b>100%</b>	<b>71,059,220</b>

## INCIVILITY CYCLE

The theory of the incivility cycle posits that experiencing or witnessing uncivil behavior increases the likelihood of individuals committing such behaviors themselves—a theory supported by [previous research](#).

To test this, U.S. workers were asked to report on how many uncivil acts they engaged in over the prior month. On average, respondents self-reported to have engaged in 1.4 acts of incivility during their everyday lives over the past month, with nearly half of U.S. workers (48%) reporting that they did not engage in any uncivil behaviors. In the workplace, U.S. workers reported committing an average of less than one uncivil act (0.8) over the past month, with nearly two-thirds (64%) saying they did not engage in any uncivil behaviors at work.

## INCIVILITY CYCLE IN EVERYDAY LIFE

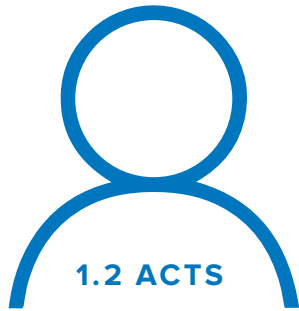
Workers who personally experienced incivility in their everyday lives committed more than twice as many uncivil acts in their everyday lives than workers who did not experience or witness incivility. On average, workers who personally experienced incivility committed about 1.9 acts of incivility themselves over the past month. Additionally, those who just witnessed incivility in their everyday lives (but didn't personally experience it) committed about 1.4 acts of incivility. Those who did not experience or witness incivility, however, were much less likely to commit uncivil behaviors. These workers, on average, reported committing less than one act of incivility themselves (0.7) in their everyday lives over the past month—significantly less than both those who personally experienced incivility and those who only witnessed it.

### AVERAGE SELF-REPORTED ACTS OF INCIVILITY COMMITTED BY U.S. WORKERS IN EVERYDAY LIFE OVER PAST MONTH



Incivility experienced in one's everyday life also influences the uncivil behaviors one commits while at work. Workers who personally experienced incivility in their everyday lives committed over four times as many uncivil acts in their workplace than workers who did not experience or witness incivility in their everyday lives. On average, workers who personally experienced incivility in their everyday lives reported committing more uncivil acts at work (1.2) than those who only witnessed incivility in their lives (0.9) and those who did not experience or witness incivility (0.3).

## AVERAGE SELF-REPORTED ACTS OF INCIVILITY COMMITTED BY U.S. WORKERS IN THE WORKPLACE OVER THE PAST MONTH



committed by workers who personally experienced incivility in everyday life



committed by workers who only witnessed incivility in everyday life

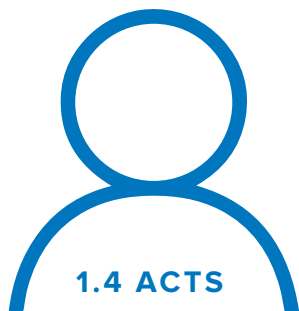


committed by workers who neither experienced nor witnessed incivility in everyday life

### INCIVILITY CYCLE IN THE WORKPLACE

A similar relationship was found for those who experienced or witnessed incivility in their workplace. Workers who personally experienced incivility in the workplace committed nearly three times as many uncivil acts in their workplace than workers who did not experience or witness incivility at work. On average, workers who personally experienced incivility reported committing about 1.4 uncivil acts at work, while those who only witnessed incivility reported committing about 1.2 uncivil acts. Those who did not experience or witness incivility committed an average of 0.5 uncivil acts over the past month—significantly less than both those who personally experienced incivility and those who only witnessed it.

## AVERAGE SELF-REPORTED ACTS OF INCIVILITY COMMITTED BY U.S. WORKERS IN THE WORKPLACE OVER THE PAST MONTH



committed by workers who personally experienced incivility at work



committed by workers who only witnessed incivility at work



committed by workers who neither experienced nor witnessed incivility at work



Additionally, workplace incivility had a similar relationship to uncivil acts committed in workers' everyday lives. Workers who personally experienced incivility in the workplace committed nearly twice as many uncivil acts in their everyday lives as workers who did not experience or witness incivility at work. On average, workers who personally experienced incivility at work reported committing about 2.0 acts of incivility in their everyday lives, while those who only witnessed incivility reported committing about 1.6 acts of incivility. Both groups reported significantly higher rates than those who did not observe or experience incivility at work, who, on average, committed about 1.1 acts of incivility in their everyday lives.

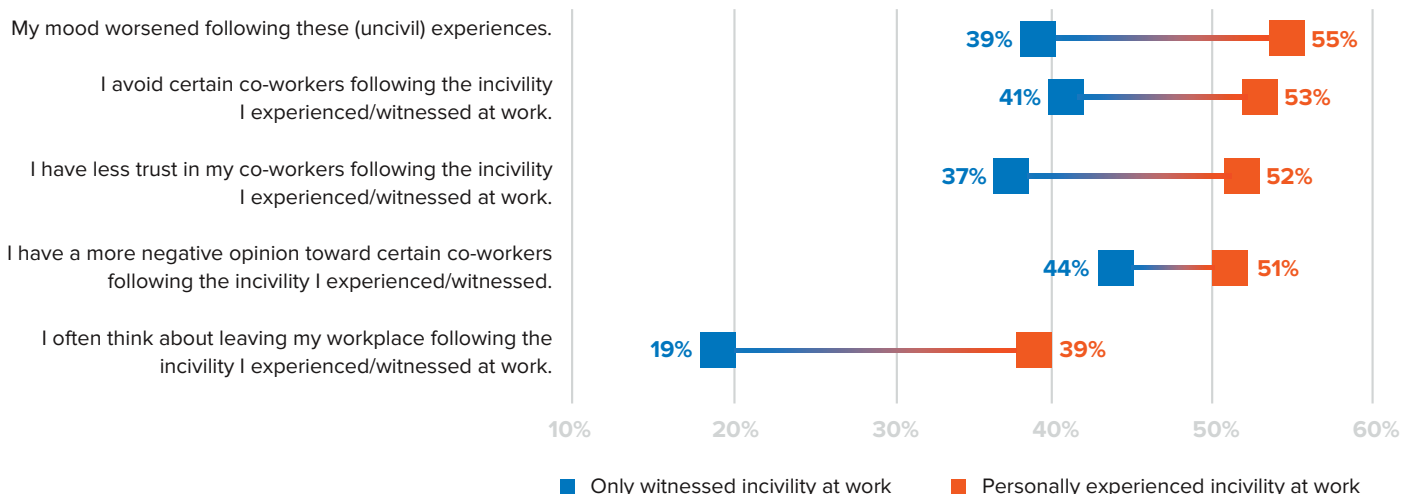
### AVERAGE SELF-REPORTED ACTS OF INCIVILITY COMMITTED BY U.S. WORKERS IN EVERYDAY LIFE OVER THE PAST MONTH



### DIFFERENCE BETWEEN PERSONALLY EXPERIENCING AND WITNESSING INCIVILITY

Experiencing incivility at work firsthand, as opposed to only witnessing it, significantly exacerbates its negative effects. Personal experiences of incivility lead to poorer employee moods, strained interpersonal relationships, diminished trust in co-workers, and an increased likelihood of leaving the organization compared to those who only observe such behavior

### PERCENTAGE OF U.S. WORKERS WHO 'STRONGLY AGREE OR AGREE' WITH VARIOUS STATEMENTS

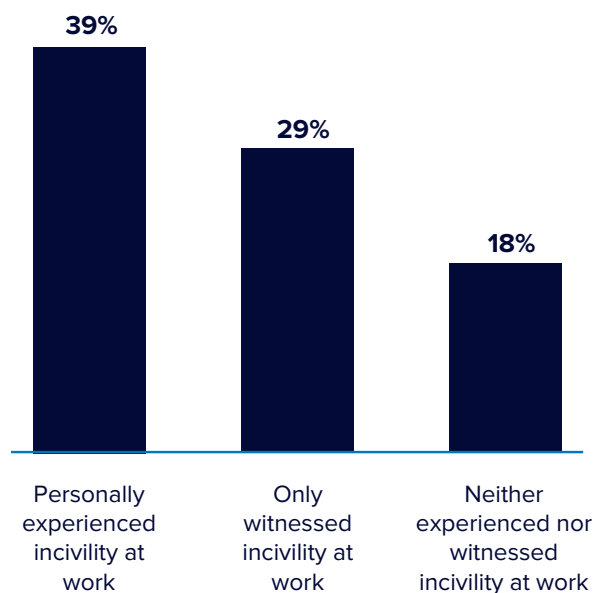


Those who personally experienced incivility at work were also worse off than others across several critical job-related areas. For instance, about one-third of workers who personally experienced incivility at work (34%) said they are dissatisfied with their job—significantly more than those who only witnessed incivility at work (23%) and those who neither experienced nor witnessed incivility at work (12%). Further, over one-third of those who personally experienced incivility at work (39%) said they are currently searching for a new job—significantly more than those who only witnessed incivility at work (29%) and those who neither experienced nor witnessed incivility at work (18%).

#### DISSATISFIED WITH THEIR CURRENT JOB



#### CURRENTLY SEARCHING FOR A NEW JOB



#### COST OF INCIVILITY—Q3 AND Q2 DATA COMPARISON

Quarter	Average minutes lost per uncivil act	Total cost of productivity lost due to incivility per day	Total cost of absenteeism due to incivility per day	Total cost of incivility per day
Q3	30.38 minutes	\$1,259,673,143	\$910,937,166	\$2,170,610,309
Q2	31.27 minutes	\$1,210,138,517	\$828,277,773	\$2,038,416,290

#### VALUE OF REMOVING INCIVILITY—Q3 AND Q2 COMPARISON

Quarter	Percent of workers who would take a reduction in pay to eliminate incivility	Average maximum salary percentage accepted to eliminate incivility	Average pay reduction (\$)
Q3	36%	10.9% of salary	\$7,594
Q2	37%	12.0% of salary	\$8,068

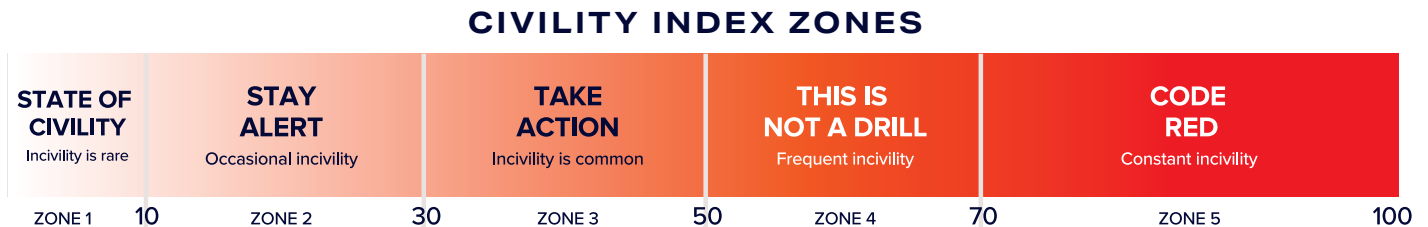
## Q2 CIVILITY INDEX METHODOLOGY

A sample of 1,618 U.S.-based workers was surveyed between May 23 and June 4, 2024, using a third-party online panel. For the purposes of this study, participants were required to be employed by an organization. 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 April 2024 on the basis of gender, race/ethnicity, age, full-time/part-time status, and location based on U.S. Census division.

**How to cite this research:** SHRM Q2 Civility Index, August 2024.

## ADDITIONAL Q1 RESULTS

### IMPACT OF CIVILITY INDEX ZONES

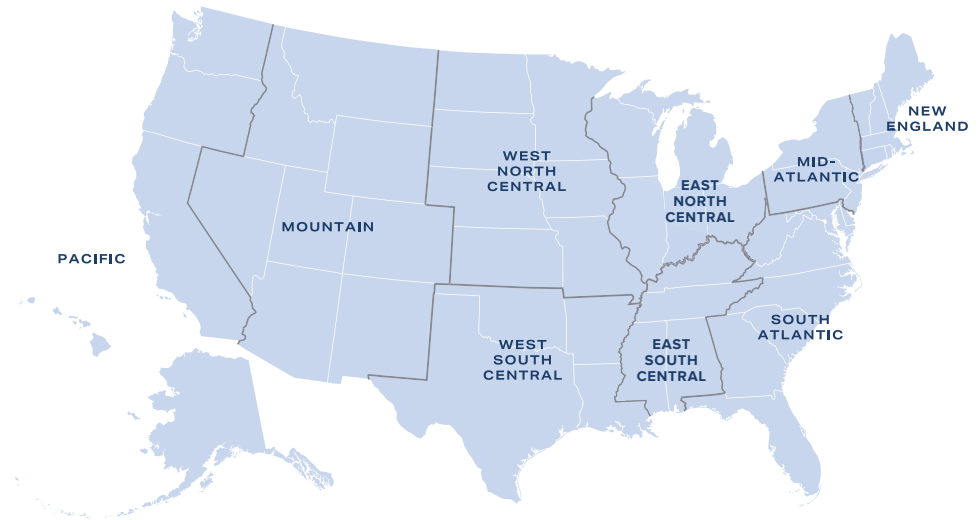


There are significant differences in work-related outcomes when civility scores move just from Zone 1 (the lowest possible zone) to Zone 3 (where both the average Civility Index society and workplace scores sit). This underlines the impactful role even small improvements in civility can play.

- Workers in Zone 3 are more than 3.5 times as likely to describe their organization’s culture as poor than workers in Zone 1 (22% versus 6%).
- Workers in Zone 3 are more than 2.5 times as likely to disagree that they feel included at their current organization than workers in Zone 1 (21% versus 8%).
- Workers in Zone 3 are significantly more likely to say they are likely to leave their current job in the next 12 months than workers in Zone 1 (32% versus 18%).
- Workers in Zone 3 are more than twice as likely to disagree that they feel safe to voice disagreements or express concerns at work than workers in Zone 1 (27% versus 12%).
- Workers in Zone 3 are more than three times as likely to agree that they feel indifferent or do not care about doing a good job at work than workers in Zone 1 (20% versus 6%).
- Workers in Zone 3 are more than three times as likely to say their job often causes them to have physical reactions (e.g., headaches, fatigue) than workers in Zone 1 (36% versus 11%).
- Workers in Zone 3 are more than 2.5 times as likely to say they have a poor work/life balance than workers in Zone 1 (22% versus 8%).
- Workers in Zone 3 are nearly twice as likely to say they are dissatisfied with their everyday life than workers in Zone 1 (20% versus 11%).

## INCIVILITY ACROSS THE U.S.

To gain a deeper understanding of civility, SHRM examined how the daily rate of incivility varies across regions. By analyzing incivility at the regional level, organizations can better understand the current state of civility in the regions where they operate. These insights could enable more tailored interventions and strategies to promote civility.



## DAILY UNCIVIL EXPERIENCES IN EVERYDAY LIFE AND AT WORK ACROSS THE COUNTRY

Exploring the average number of uncivil acts witnessed or experienced per day in everyday life and in the workplace across the U.S., workers from the East South Central division of the country reported a higher daily incivility rate than the rest of the country. Respondents from this division reported experiencing or witnessing nearly twice the national average of incivility per day in their everyday lives (2.02 acts per day compared to the national average of 1.04 per day) and over three times the national average of incivility at work (1.26 acts per day compared to the national average of 0.41 acts per day).

## DIFFERENCES BY POLITICAL AFFILIATION

Politics and political affiliation are often cited as one factor that contributes to incivility. With 2024 being a presidential election year in the U.S., many were expecting politics to once again be at the center of arguments and other forms of uncivil acts. Results from Q1 found differences between workers who were affiliated with the two major U.S. political parties across various portions of the country, including:

- Republican workers in the East South Central division experienced or witnessed incivility in their everyday lives at over three times the national average (3.17 acts per day compared to the national average of 1.04 acts per day), while Democrats in the same area experienced nearly four times less incivility than the national average (0.28 acts per day compared to the national average of 1.04 acts per day).
- Republican workers in the East South Central division experienced or witnessed incivility at work at over five times the national average (2.16 acts per day compared to the national average of 0.41 acts per day).
- Democratic workers in the South Atlantic division experienced or witnessed incivility at work at more than twice the national average (0.87 acts per day compared to the national average of 0.41 acts per day).

*Note: Reported acts of incivility include instances when respondents experienced or witnessed incivility either directly or indirectly, not just when they were the targets or perpetrators of uncivil behavior.*

## PERCEPTIONS OF INCIVILITY TODAY

About 4 in 10 U.S. workers (39%) said people are less or much less civil today than one year ago and more than half of U.S. workers believe people in society are less or much less civil today than three years ago (53%), five years ago (55%), and 10 years ago (56%). When thinking about the workplace, however, nearly three-quarters of U.S. workers (74%) said they believe people in their workplace are generally civil today. The remaining 26% of U.S. workers believe people in their workplace are generally uncivil.

## WHO IS INVOLVED AND WHERE INCIVILITY TAKES PLACE

- When asked about the people or groups involved in the acts of incivility they experienced or witnessed in the past month, 80% of U.S. workers said that strangers in public spaces were involved, 46% said service providers or staff at a business they patronize were involved, and 44% said their co-workers or peers at work were involved. Over half of U.S. workers who experienced or witnessed incivility (53%) said it occurred in a store or while they were shopping, 45% said they experienced or witnessed incivility online or on social media, and 37% said they experienced or witnessed incivility at a restaurant or bar.

## INCIVILITY'S IMPACT ON WORKPLACES AND MANAGER/SUPERVISOR ROLES

Two-thirds of U.S. workers (66%) agreed or strongly agreed that incivility reduces productivity, and 59% agreed or strongly agreed that incivility causes employees' morale to decline. Fewer workers agreed that their workplaces are well equipped to handle instances of incivility. More than one-third of U.S. workers (37%) agreed or strongly agreed that managers and supervisors often fail to address acts of incivility in the workplace, and over one-quarter (26%) agreed or strongly agreed that managers and supervisors do not notice acts of incivility at work. What's more, less than one-third of workers (31%) agreed or strongly agreed that respectful treatment is the norm in their workplace.

## Q1 CIVILITY INDEX METHODOLOGY

A sample of 1,611 U.S.-based workers was surveyed between March 6 and March 13, 2024, using a third-party online panel. 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 January 2024 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:** SHRM Q1 Civility Index, May 2024.