

# REPUTATION BY CARMA: UK RETAIL

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CARMA



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*“With retail brands constantly in the public eye, narrative control has never been more critical. From strong product-driven moments to social-led sentiment swings, reputation continues to be determined by both message and momentum. The findings this period underline the importance of balancing growth ambitions with authentic brand purpose.”*

## Reputation by CARMA: Brand Benchmarks – Retail

Welcome to the new edition of Brand Benchmarks, CARMA’s monthly reporting series tracking the evolving reputations of leading companies across four sectors: Finance, FMCG, Retail, and Tech.

Each report analyses the same set of companies using CARMA’s robust methodology to give each a Reputation Score – a clear, single metric showing how the public views a company. For retail, these brands were chosen to represent different industries within and adjacent to the retail space, each representing a major player within their respective field.

Companies are scored against six core Reputational Pillars – Products and Services, Performance, Conduct, Culture, Vision, and Sustainability – to reveal what truly shapes brand perception. Over time, CARMA’s Brand Benchmarks will show how brands’ reputations evolve, which narratives drive change, and how brands can proactively manage their public image.

For more on our methodology, see the appendix at the end of the report.

**The following brands have been included:**



# Our Pillars



## Products & Services

Anything related to their customer offering, such as quality, reliability and customer service.



## Culture

Anything related to their organisational culture, such as employee treatment, health & safety, diversity & inclusion.



## Sustainability

Anything related to their sustainability actions, such as community engagement, environmental impact, and charitable endeavours.



## Conduct

Anything related to their behavior and conduct, such as authenticity, transparency, compliance and ethical behaviour.



## Performance

Anything related to their business performance, such as consistency, investment potential and financial results



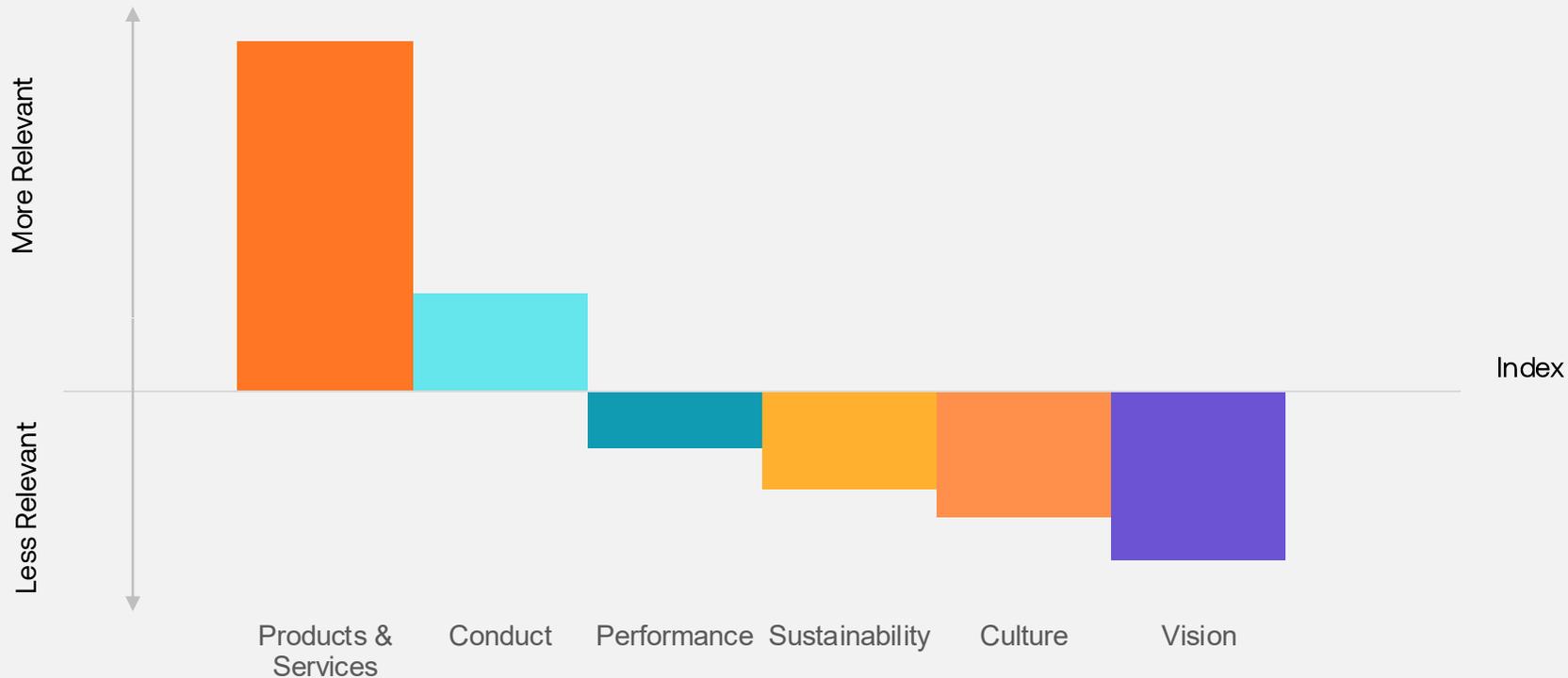
## Vision

Anything related to their direction and vision of the future, such as innovation, value proposition and expertise



# What matters more to UK audiences?

Products and Services continued to be by far the most relevant pillar for UK consumers.



Retail audiences showed a clear hierarchy in what captures their attention.

Products & Services remained the dominant driver of relevance, significantly ahead of all other pillars and continuing to be the primary way consumers engage with retail brands. Conduct also ranked highly, reinforcing its role as a key area of scrutiny for UK audiences, consistent with its importance across other sectors.

Overall, the retail landscape shows consumers are most responsive to what they can see, buy and experience in the moment.

# Age breakdown by pillar



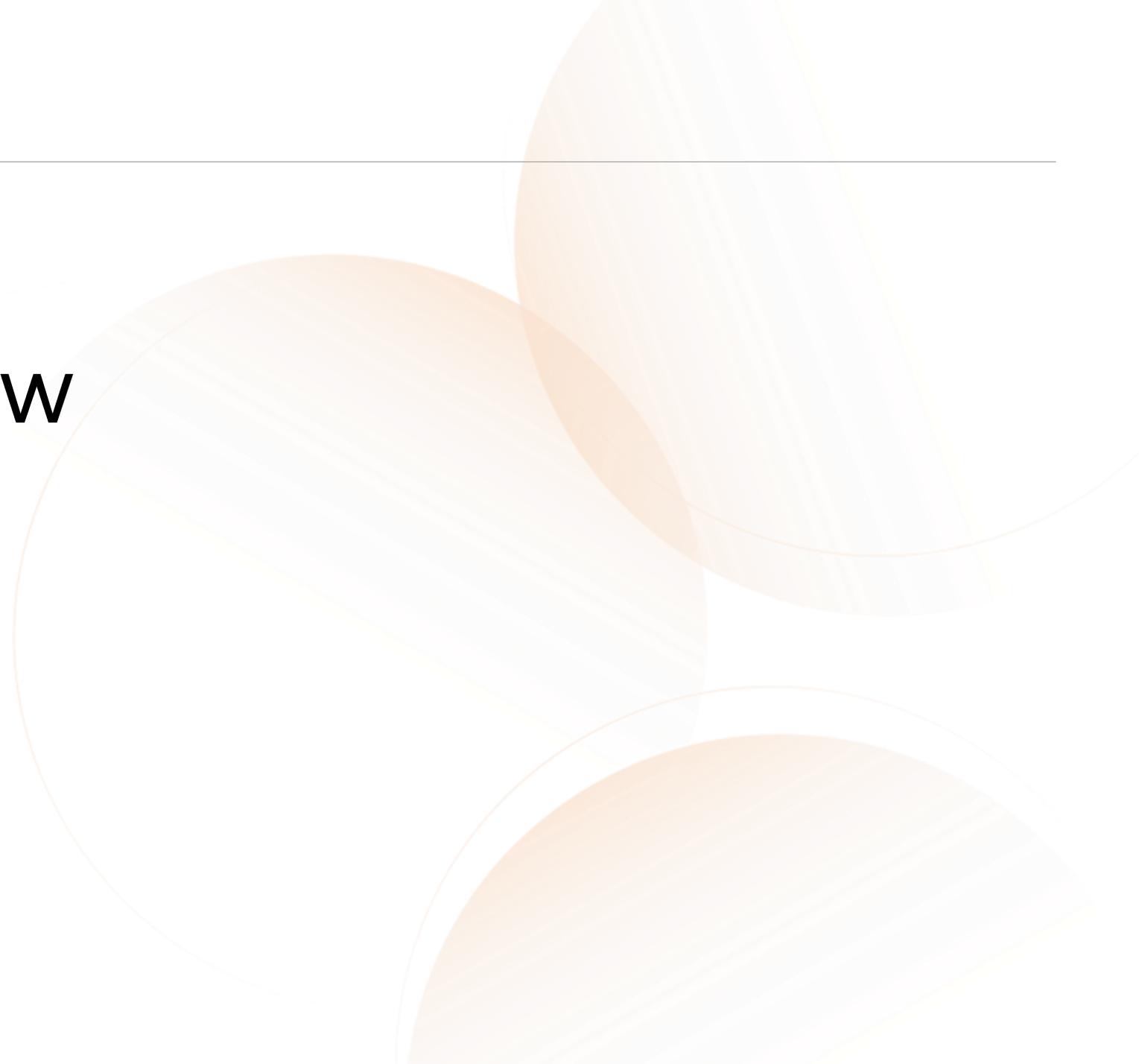
Younger audiences (18–34) show the strongest engagement across every pillar, particularly Products & Services (72%), Conduct (46%) and Performance (45%), indicating that younger consumers respond more actively to what brands sell, how they behave, and how well they deliver.

Relevance declines notably with age across Culture, Sustainability and Vision where engagement drops most sharply among those 35–54 and 55+, suggesting older consumers are less influenced by brand purpose narratives.

Products & Services remained the leading pillar across all age groups.

The charts show how different age groups vary in the percentage of people who are *significantly* influenced by each pillar.

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