

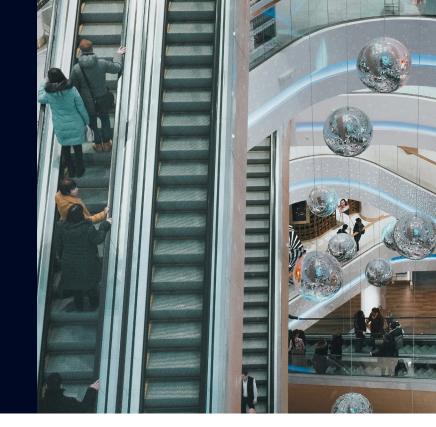
CHATMETER

Retail Associates Reputation Ranking Report

HOW FRONTLINE EMPLOYEES IMPACT THE 10 LARGEST RETAILERS' REPUTATIONS



Physical retail will make up almost 80% of global retail sales in 2025, and stores are pulling out all the stops to keep customer foot traffic flowing.



For shoppers, in-store retail isn't just about the transaction–it's about having an experience, social interaction, and being able to touch and try new products. However, more U.S. stores closed than opened from January to August 2024, implying that physical stores are struggling to meet customer expectations. While pop-up stores, unique experiences and sales events can bring customers in, frontline employees have an outsized impact on the customer experience. Chatmeter used its AI platform, Pulse Ai, to analyze more than one million customer reviews of 10 of the largest physical retailers in the U.S. and found stark differences in how these retailers operationalize their frontline employees.

While some stores receive overwhelmingly positive reviews related to staff, at others, associates diminish the experience by treating customers rudely or ignoring them. Certain stores, like Lowe's, The Home Depot, and Walmart, tend to have employees who go above and beyond to help customers. At lower ranked stores like CVS, Kroger and Walgreen's, customers regularly complain about understaffing, poor customer service and a lack of managerial oversight. The biggest theme in the report, however, is inconsistency. Even top-ranked retailers suffer from pockets of poor customer service, implying that customer service training, proper staffing levels, and management improvements are needed across the industry.

Customers tend to blame store management for understaffing levels and poor customer service incidents, implying that negative interactions with employees, even if they are outliers, damage brand reputations.



Some of the report's key findings about the largest retailers in general include:

Retail labor shortages may be improving

Reviews mentioning staffing shortages declined slightly by about 1% on average, but sentiment around this issue got worse by an average of 7%. This implies that while some stores are addressing staff levels, customers are increasingly frustrated when there aren't enough employees to help them.

Stores are improving frontline operations

References to long wait times declined by 16% on average, implying that retailers are focusing on operational improvements that streamline the shopping experience. However, sentiment around wait times declined by an average of more than 6%, again indicating that customers who encounter them have had enough.

Anti-theft measures are becoming more customer-friendly

Mentions of items being locked in cases surged 198% on average at each retailer that does this, but sentiment improved by an average of 10.5%, implying that retailers' efforts to address this issue and offer alternatives to waiting for employee assistance are starting to work.

Supply chain woes are easing

References to product shortages declined sharply by 25% on average as pandemic-related supply chain issues eased, contributing to improvements in customer satisfaction at all retailers.

Incidents of discrimination are on the rise

Mentions of discriminatory incidents ticked up by 16.5% on average, indicating a potential issue for retailers to watch as many scale back initiatives in DEI and related trainings.

Returns persist as a customer service paint point

On average, reviews mentioning returns increased by 9% and sentiment around returns declined slightly (less than 2% on average).

Wage and labor policies may impact consumer behavior

Reviews mentioning issues like staff pay and unions increased by around 8.5% on average, but sentiment improved around 13%, implying that customers are happy with recent news around improved staff pay and benefits at retailers.

METHODOLOGY

Chatmeter used its platform, Pulse Ai: Signals, to analyze more than one million Google Reviews across the ten largest retail chains (excluding Amazon.com and Apple Stores/iTunes given their focus on e-commerce).

Retailers were ranked based on the average rating (out of five stars) of reviews that mentioned customers' experiences with retail associates in stores. Chatmeter also used Signals to analyze customer feedback and sentiment around retail associates and identify opportunities for retailers to improve the performance of frontline employees.



Reputation Ranking

Largest Retailers' Frontline Associates





Customers of home improvement retailer **Lowe's**, the eighth largest retailer on our list, were generally positive about the chain's associates, highlighting their helpfulness and friendliness.

Reviewers consistently described employees as welcoming and courteous and mentioned associates going above and beyond to assist them by helping them get hard-to-reach items or offering to help as soon as they walked into the store.

Staff at self-checkout and the front doors were frequently commended for being friendly and courteous.

However, inconsistent service was a common theme in critical reviews, with customers noting that some employees lacked product knowledge and that when busy, employees were not always available to assist. Improving employee knowledge about the store's products could significantly transform the customer experience.

Lowe's performed above average regarding customer feedback around staffing levels. References to wait times declined by 17% YoY and were less common than at all other retailers on the list, reflecting the company's investment in staffing. Mentions of staff shortages also declined 13% YoY. While Lowe's saw fewer complaints about this than most others, it was still one of the most prominent themes in reviews. Sentiment on the topic deteriorated by 8%, indicating that customers were increasingly fed up when they couldn't find an associate.

The returns process emerged as one of the most common pain points for Lowe's customers in 2024, with mentions increasing 27% and sentiment declining by 9%. Customers reported understaffed returns desks and were frustrated by strict and seemingly unfair policies related to the return period and receipt requirements. According to various employees on Reddit, Lowe's slowly rolled out a new return policy in 2023 and 2024. While people could previously receive store credit when returning an item without a receipt, a receipt is now required.

While a less prominent theme than returns, staff shortages, and product shortages, items being locked up ticked up by 213% in 2024, highlighting a potential emerging issue for Lowe's to address.

Some customers have been concerned that retailers rolling back DEI policies will be less welcoming. But Lowe's, which announced it was scaling back DEI commitments in August, actually saw a lower frequency of discrimination mentions in the sample of reviews than all other retailers. Discrimination mentions were mostly flat from 2023 to 2024, though discrimination remained an issue in pockets. Some reviews described employees being rude to or ignoring customers of color, and a handful mentioned employees making derogatory comments. It remains to be seen if these issues will become more widespread with the retailer's new policies.

Lowe's also saw fewer reviews mentioning its wage and labor policies than most other retailers. Lowe's paid out \$140 million in bonuses to frontline employees in 2025 and is one of the few retailers to award stock grants to store managers and assistant store managers. These gestures of appreciation likely contribute to why Lowe's customer experience with associates ranked best on this list.

CUSTOMER REVIEWS



Everything was locked up tight at this location. We had to have our stuff escorted to the front, when we got there the lady couldn't find it. Had to shop again, then another helpful gentleman found our 1st items. just kind of a mess here. We will stick to NLR location.



Candy searched high and low for Christmas garland that ended up being right in front of our acces! She made sure to put them in a box for easy carrying and had the best attitude during hese busy times. Candy deserves a raise :)

Great shopping experience. Lots of helpful employees and a nice variety of supplies.

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Regional supermarket chain **Food Lion**, part of Ahold Delhaize, the 10th largest retailer on our list, ranked second, with customers praising courteous, helpful employees and a well-stocked store environment. The store's cleanliness and organization stood out as highlights for many customers.

However, significant negative sentiment toward associates still existed. Customers highlighted inconsistent employee behavior: some were helpful, but others were not.

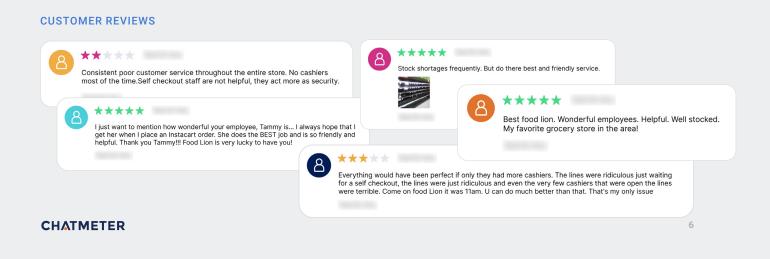
Reviews mentioned employees not paying attention and appearing preoccupied. Reviews also mentioned that managers were unsupportive and set a bad example for other employees.

Encounters with rude staff were particularly prevalent at the customer service desk and during checkout. While many employees were dedicated to customer care, there was a clear need for more consistent service standards and improved management practices to address recurring complaints about rude and inattentive behavior.

Significant pain points customers mentioned at Food Lion included product shortages and long wait times, though references to both trended down YoY, by 48% and 8.5%, respectively, indicating the retailer was improving its supply chain and taking steps to streamline the shopping experience. Returns were also a sticking point for many customers, and the number of related mentions increased by 9%, with sentiment declining by 17%. Customers often reported that returns were refused, and they faced lengthy wait times at the customer service desk.

A small handful of concerning reviews highlighted potential safety issues due to employees not being proactive. For example, reviews mentioned recalled carrots, spoiled meat and expired items remaining available on shelves.

Food Lion reviews highlighted a recurrent theme around the need for customer service training. Numerous reviews mentioned rude behavior and a lack of enthusiasm, signaling potential issues with job satisfaction that management may need to address. Fostering a more positive workplace environment could enhance the customer experience.





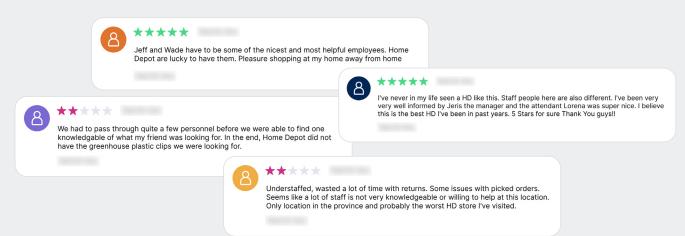
Customers at **The Home Depot** found associates to be helpful, knowledgeable and friendly-but reviews showed there were recurrent issues with poor customer service and a lack of product knowledge in 2024.

Some customers complained about rude behavior and poor attitudes that negatively impacted their experiences, while others mentioned the need for better customer service training and product knowledge among staff.

Reviews suggested pockets of inconsistencies that detracted from an overall positive experience for most customers. Addressing lapses in individual interactions and improving product knowledge could further enhance The Home Depot's customer experience.

The Home Depot experienced less frequent references to staff shortages than its competitor, Lowe's. However, product shortages were mentioned slightly more frequently as were items being locked up to prevent theft. Product shortage references were down 25%, indicating the issue is being addressed. Similarly to Lowe's, the biggest pain point for customers at The Home Depot was around returns. Mentions of returns were up 10% YoY, with sentiment declining by nearly 6%. Some customers reported associates refused to accept returns for items, even when receipts were furnished. This highlights a potential need for more training and return policy clarity among customer service representatives.

The Home Depot recently instituted a policy where corporate employees regularly work shifts in stores, which likely contributed to frontline worker morale while providing a path to more efficient operational improvements going forward. The retailer's existing foundation of positive employee behavior can only be strengthened by proper training and management efforts.





The sentiment around frontline workers at **Albertsons** leaned positive, with numerous mentions of helpfulness and friendliness. However, occasional reports of rudeness and poor customer service detracted from the customer experience.

Most customers reported that staff were willing to assist with finding items and answering questions. However, some customers had issues with the cashiers and deli staff, including rude treatment or long delays.

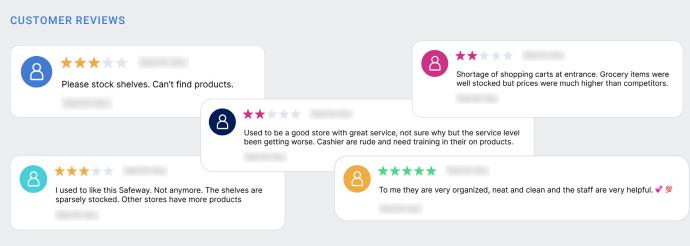
Product shortages continued to persist as a customer service issue at Albertsons, and they were one of the more prevalent complaints in customer reviews. While mentions declined at other retailers, at Albertsons locations, they increased nearly 5%, with sentiment declining by more than 9%. That said, customers often commended associates for store cleanliness and an overall pleasant experience.

Additionally, customers complained about staff shortages during peak hours, which led to long lines and rushed service. References to staff shortages, while less prevalent than product shortages, were up 62% in 2024 from 2023, with sentiment declining by 15%. Additionally, references to returns, a prominent issue, increased 62% while sentiment declined by 10%. Albertsons could consider enhancing training and increasing staffing during peak periods to mitigate negative experiences and create a more consistent experience overall.

While only a handful of reviews mentioned product safety issues, there were some concerning reports of listeria after purchasing items from stores. Customers wrote that expired and recalled items could be found on shelves and that when reported, there was little follow-up or resolution. While isolated, these issues could damage customer trust and ultimately lead to reputation issues for Albertsons.

Uncertainty around the Kroger-Albertsons' merger may have contributed to associate disengagement in 2024, as mergers often create anxiety for workers about job security and benefits. However, Albertsons remained closer to the top of the list than Kroger regarding customers' experiences with associates.

That said, **Albertsons** could focus on improving training around communication, teamwork and customer service skills to improve the store experience.



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Customers at Target saw employees positively, highlighting their friendliness and helpfulness. However, some inconsistencies put Target in the middle of the pack for the customer experience provided by associates.

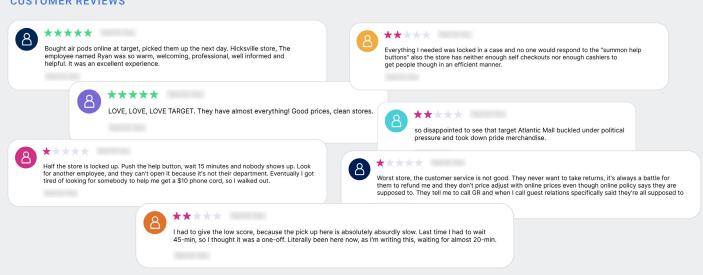
Customers frequently mentioned a need for improved customer service training for certain employees, highlighting a lack of professionalism among some staff members. While Target has a strong foundation of good service, there's a clear need to mitigate these negative experiences related to employee conduct.

Target saw more frequent incidents of discrimination in reviews of its stores than most of the other retailers. though references to discrimination were on the decline (by 46% YoY) and sentiment around discrimination improved slightly. Some customers criticized the company for removing its Pride collection from stores, saying they were dissatisfied with mixed messages around allyship. Some reviews also called out associates for greeting white customers at the door more than others.

Product shortages were a persistent problem at Target, though they fell nearly 38% YoY. Staffing shortages, a less prominent but consistent issue, were mentioned 21% less frequently in 2024-though sentiment declined by around 8%. Target hired more than 100,000 seasonal employees for the holiday season, which may have improved its store staffing levels.

Returns were mentioned more frequently in reviews of Target than all the other retailers, but mentions declined by 14% YoY and sentiment stayed relatively flat, implying Target may be taking steps to improve customer service around returns. Target also saw more frequent mentions of items being locked up than other retailers in 2024, and those references increased by 210%.

While long wait times remained an issue for many Target customers-mentioned more frequently than at all other retailersmentions of them declined by 8% in 2024.





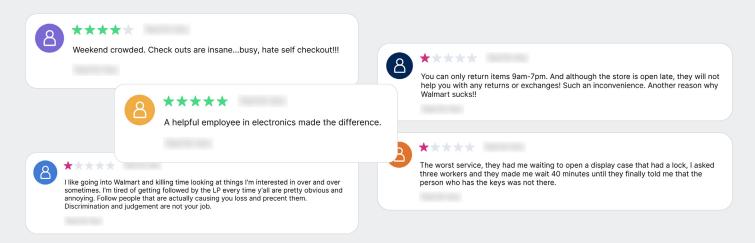
Reviewers strongly emphasized that **Walmart** employees were helpful, friendly and attentive to customer needs. For example, customers frequently mentioned times when employees walked them to the item they were searching for instead of merely pointing them in a direction.

References to staff shortages in **Walmart** reviews were down 17% YoY.

However, some customers experienced rude behavior or perceived employees to be uninterested or unkind. Attitudes degraded during busy times or with certain shifts. Frequent mentions of rudeness, disengagement or inattentiveness suggested these problems might not have been isolated incidents. A more strategic focus on customer service training could help ensure employees meet customer expectations uniformly.

Reviews mentioning discrimination were more common for Walmart stores than all other retailers in 2024. While mentions of discrimination declined 20% YoY, it will be interesting to see if this trend continues following the company's rollback of DEI initiatives late in the year. Some reviewers reported feeling singled out based on race, disability or other personal characteristics. One example that came up multiple times was employees selectively asking for receipts at the door. The biggest issues for **Walmart**, though, were around product shortages and returns. The retailer appeared to be making progress on both fronts, as mentions of product shortages were down 45% YoY, and sentiment around returns–which were mentioned 13% more in 2024–improved slightly (less than 1%).

Additionally, references to wait times trended down 22%. Like other retailers, **Walmart** saw references to items being locked up surge–up 126%.



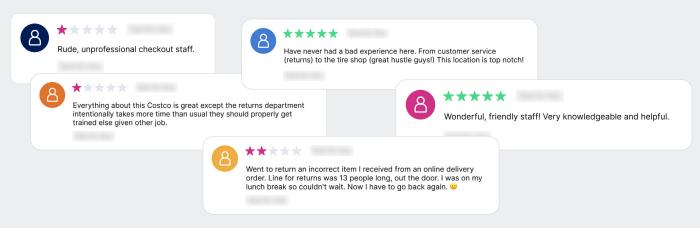


Costco customers commended employees for being helpful, polite and kind. Reviewers regularly noted that employees made their shopping experiences pleasant.

However, there were a significant number of reviews describing negative encounters where employees were rude, had poor attitudes, or treated customers dismissively. Specific criticisms often centered around those working at checkout or customer service desks. While some employees went above and beyond, others appeared disengaged, suggesting a need for improved training or support to improve employee morale.

References to staff shortages increased slightly at Costco stores (3%), but sentiment declined by 17%. On a more positive note, mentions of product shortages were down 25%. While returns were a common issue for Costco reviewers, they were also trending down, mentioned 5% less in 2024. Mentions of long wait times also went down by 15%. While Costco was in the middle of the pack for frequency of reviews mentioning discrimination, those mentions were up 76.5% YoY and sentiment declined by 12%. Specifically, customers reported discrimination at membership validation checkpoints, noting that customers of color had their memberships checked more frequently. Given Costco's commitment to diversity, the retailer may want to consider additional training on offering consistent membership verification.

Overall, customer interactions with employees were positive but inconsistent. While some employees were exemplary, others were subpar. Interactions with employees around membership verification and returns were frequently negative, leaving some customers feeling unwelcome. This created a need for more consistent customer service practices across the board.





CVS customers reported mixed experiences, with some employees making the experience positive and others detracting.

Reports of rude service and indifference were frequent in the pharmacy. However, reviewers blamed understaffing rather than individual employees for customer service problems.

Reviews highlighted that stores were often understaffed, leading to long wait times and stress for employees and customers. References to staff shortages-more common at CVS than all retailers except Walgreens-were up 2%, while mentions of long wait times increased by 5% from 2023 to 2024. Sentiment around wait times declined by 13%, indicating that customers were increasingly frustrated waiting for service.

Waiting for staff to unlock items in cases likely contributed to negative experiences. Mentions of items locked in cases were up by 524%, with sentiment declining by 11%. CVS also saw items being locked up to prevent theft mentioned in reviews more than almost all other retailers, except Target. Additionally, customers reported that automated checkout systems often malfunctioned and required employee oversight.

CVS saw more frequent mentions of discrimination in reviews than most other retailers, though these mentions trended down 25% YoY and sentiment improved by 9%. In some incidences, customers reported employees making derogatory comments or accusing them of theft based on racial profiling.

While staff were generally appreciated and perceived as hard working, inconsistent service standards may have been exacerbated by workload pressures. Improving staffing could improve customer service quality. CVS' new approach of allowing customers to open locked product cases with their phones may also reduce staff workload.

CUSTOMER REVIEWS

A self checkout machine was having an issue. I tried to get the ladies attention two times. She looked at me two times and kept on walking. She totally rudely ignored me. I had no other interaction with her. There is something wrong with the staff if they are ignoring customers.
A method of the solution of the first time. Especially at the 3202 Wilshire store. (Original) Addie atiende cuando se liama a algún empleado para que abra la puerta de los productos que están bajo llave. No es la primera vez. Especialmente en la tienda 3202 de Wilshire.



Customers generally had a negative perception of employees at **Kroger**, frequently highlighting issues related to rudeness and poor customer service.

While some employees were friendly and helpful, concerns about inadequate staffing and management impact the customer experience. **Kroger** saw a widespread need for better staffing and management presence to serve customers and support employees.

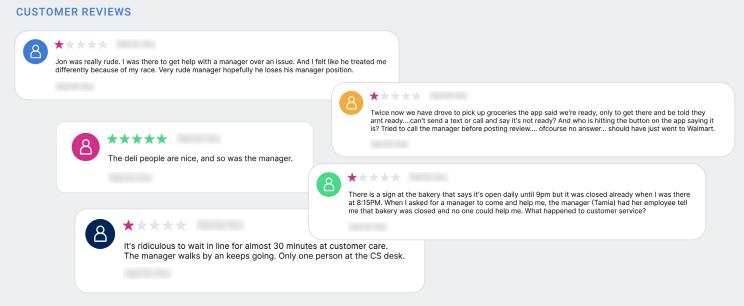
Kroger saw more frequent references to discrimination in its 2024 reviews than almost all other retailers, with mentions up 8%. Several customers mentioned they overheard racist remarks from cashiers, managers and other employees, and multiple people reported feeling uncomfortable about managerial attitudes toward discrimination.

While there were strong pockets of customer service at Kroger, positive experiences were not widespread.

A lack of professionalism frustrated customers, while references to poor management implied that problems could be systemic and exacerbated by low staffing levels. Fortunately, references to staff shortages declined by around 20%, and sentiment on the topic improved by 6% from 2023 to 2024.

Product shortages were also referenced more frequently at Kroger than at most other retailers, implying that keeping shelves well stocked should be a management priority in 2025.

Kroger could consider further boosting staffing levels during busy periods and conducting manager training programs to foster a more positive customer experience and improve the store's reputation.





At **Walgreens**, customer sentiment toward employees skewed negative. Reviews highlighted significant issues with rudeness and poor service that overshadowed positive experiences with helpful staff.

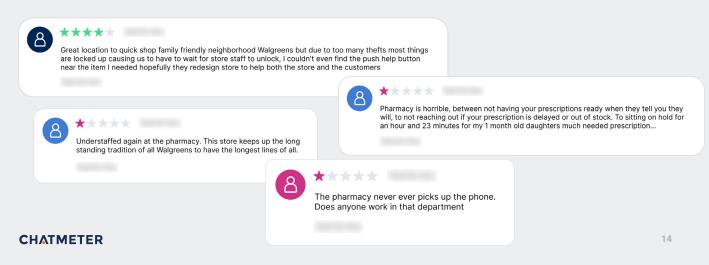
A good portion of reviews mentioned understaffing and inadequate training, with staff unable to handle basic inquiries or store operations. **Walgreens** saw staff shortages mentioned more frequently than all the other retailers on the list.

However, reviews mentioning staff shortages were down 9% YoY, implying Walgreens may be working to address this systematic issue.

Mentions of items locked up were up 325.5% YoY, with sentiment declining by 19% YoY. Walgreens Boots Alliance CEO Jamie Wentworth shared during a January 10 analyst call that the decision to lock up items led to a decline in sales. According to reviews, this was mainly due to the long wait times for assistance. Customers mentioned waiting up to an hour for an associate to unlock the display cases, while others left without purchasing any locked items. Overall mentions of wait times were down 44% YoY, but customers that did have to wait were more negative about the experience, with sentiment declining by 13% YoY. In addition to the locked items, customers also complained about the pharmacy, including that phone calls to the pharmacy result in extended hold times and that items were not ready even when a customer received a notification or verbal assurance that they were.

The pharmacy retailer saw a notable decrease in mentions of product shortages, down 28% YoY. However, the negative reviews focused more on the communication around drug shortages, as customers reported that they were not informed about medication not being in stock until they inquired in person.

Walgreens also saw more frequent mentions of discrimination in reviews than all other retailers. References to discrimination did decline by 20% YoY, a positive trend for the troubled retailer.



The AI behind this report

Chatmeter's Pulse Ai is the most advanced Al-powered customer intelligence platform on the market, able to analyze millions of reviews in seconds to deliver in-depth insights to multi-location businesses. While other platforms may use AI, only Pulse Ai is purpose-built for multi-location businesses with various models and layers of analysis to classify sentiment, categorize risk levels, identify themes and more. Pulse Ai: Signals, used to create this report, lets businesses ask any question and get an answer based on millions of reviews in real time.

WHAT'S DIFFERENT ABOUT PULSE AI?



Scalable

Pulse Ai is enterprise-grade, designed to handle everything from a handful of locations with 100 reviews per month to businesses with thousands of locations and millions of reviews per month.



Personalized

It's easy to just use ChatGPT – but that's not tailored to the needs of multi-location businesses. Pulse Ai is designed to learn and prioritize the needs of multi-location businesses.



Self-learning

Pulse Ai is made up of various models that are continuously learning specific to your data, ensuring the most relevant insights tailored to customer feedback.

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For more on what Signals can do

LEARN MORE HERE