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EMPLOYEE RELATIONSHIP MANAGEMENT: HR'S ROLE, CHALLENGES & BEST PRACTICES

By Nilotpal



our employees spend the majority of their time at work. A workplace survey by HP in 2017 found that employees spend 56 percent of their time with their "work family" than their natural family. This work-family can thrive only when employees share amicable relationships with each other.

In fact, the same survey also found that the respondents say that having a familial relationship with co-workers boosts productivity and feeling of well-being in the workplace.

What Is Employee Relationship Management?



Employee Relationship Management (ERM) refers to the strategies and processes organizations use to manage relationships:

- Between the organization and employees
- Among coworkers

For employees to be productive, they need a collaborative environment. Positive relationships foster communication, creativity, cooperation, and ultimately, higher performance. An effective ERM strategy enhances employee satisfaction and overall experience.

Why is Employee Relationship Management Important?



Employee Relationship Management (ERM) has become a critical focus area for organizations looking to boost engagement, productivity, and retention.

ERM aims to foster positive relationships between employees, managers, and the overall organization.

When done right, it can benefit both the organization and its employees in multiple ways.

Benefits for the Organization:

- Improved employee engagement and morale: Employees who feel valued and trusted are more motivated to contribute their best. This leads to higher productivity.
- Increased retention: Good relationships make employees want to stick around longer. This reduces turnover costs related to hiring and training new employees.
- Smoother change management: Engaged employees with a good relationship with leadership tend to embrace changes more readily. This makes transformation initiatives easier.
- Enhanced employer brand: A reputation as a great place to work helps attract top talent. It also improves public perception and customer satisfaction.
- Identifying pain points: Open communication inherent in ERM helps surface issues that need to be addressed proactively.
- Stronger collaboration: Good relationships enable employees to work together more effectively as a team. This is key to organizational success.

Benefits for Employees:

- Job satisfaction: Employees who get along well with their team and managers find greater meaning and fulfillment in their work.
- Career development: Managers who invest in their employees' growth open up more advancement opportunities. This allows for acquiring new skills.
- 3. **Workplace community:** Positive work relationships provide employees with a sense of

- belonging and a support system. This enhances their well-being.
- Trusted environment: A culture of openness and respect enables employees to voice concerns freely and honestly. They feel valued and heard.
- Leadership guidance: Bonding with managers allows employees to get constructive feedback and coaching. This supports their overall development.

Role of HR in Employee Relationship Management



HR plays a pivotal role in nurturing healthy workplace relationships by facilitating collaboration and communication between peers and managers.

I have divided the ways how HR professionals can improve relationships in the workplace into two sections-

A. Among Coworkers

1. Build Cross-Functional Teams (CFTs)

CFTs bring together diverse employees to collaborate on shared goals. This encourages cross-departmental learning, problem-solving, and innovation.

2. Encourage Social Interactions

Casual events like team lunches, potlucks, or holiday gift exchanges help break silos and create personal connections.

3. Conduct Team-Building Activities

Team-building fosters trust, improves communication, and enhances collaboration. Activities like game days or "spirit weeks" add fun and strengthen bonds.

4. Provide Communication Tools

Platforms like Slack or Microsoft Teams facilitate realtime collaboration and connect remote employees. Good communication tools reduce misunderstandings and increase team synergy.

B. Between the Manager and the Employee

1. Hold One-on-One Meetings

Regular check-ins help managers understand employee concerns, discuss ideas, and build trust. These are distinct from performance reviews and encourage open dialogue.

2. Conduct Employee Surveys

Use surveys (e.g., engagement or 360-degree feedback) to assess satisfaction and identify pain points. Responsive action builds credibility and trust.

3. Practice Transparency and Inclusion

Keep employees informed about company decisions. Avoid favoritism—ensure all voices are heard in discussions and decision-making processes.

Challenges in Employee Relationship Management



Positive employee relations are the bedrock of a thriving organizational culture. However, even the best-intentioned companies face hurdles in nurturing engagement and trust across the workforce. By recognizing and mitigating these pitfalls, HR leaders can enhance communication, satisfaction, and productivity.

Aligning with Employee Expectations

Companies often focus heavily on tasks, deliverables, and short-term goals. This can result in neglecting employees' needs for career growth, work-life balance, and flexibility.

When organizations disregard opportunities for employee development, it makes employees feel undervalued. This causes them to disengage and erodes workplace relationships.

Companies must prioritize understanding employee expectations through regular surveys and one-on-one conversations to foster meaningful connections. They need to take sincere action to meet those needs, whether it is through training programs, flex schedules, or new roles.

Minimizing Subjective Assessments

Biased performance reviews and feedback impacted by recency bias, prejudice, and the halo effect distort performance management. When reviews are skewed, employees lose trust in the process.

Implementing structured frameworks for performance evaluation that increase objectivity and focus on actual work delivered sustains healthy working relationships. Reviews should provide balanced feedback on accomplishments and areas for improvement and use performance metrics that apply equitably across employees.

Navigating a Diverse Workforce

With globalization, companies today encompass employees from diverse cultural, generational, ethnic, and socioeconomic backgrounds. Failing to be sensitive to varying communication styles, workplace expectations, and needs within this context strains working relationships and engenders exclusion.

Voluntary diversity training coupled with proactive initiatives around equitable inclusion, accessibility, and cultural celebrations can help bridge divides. Additionally, anti-discrimination policies and diversity goals can empower underrepresented groups.

Connecting Remote Employees

Virtual and hybrid work models disrupt organic relationship-building and cultural osmosis between employees. They reduce opportunities for spontaneous interactions, oversight, and camaraderie-building. This poses challenges for remote managers in connecting dispersed teams.

Using collaborative technology paired with inclusive online social events and activities provides the essential touchpoints to humanize distributed teams. Remote workers should be equally included in organizational initiatives, communications, and social gatherings to mitigate isolation.

Adapting Amidst Rapid Change

Constant organizational change via restructuring, expansions, leadership transitions, etc., causes uncertainty and disrupts relationships as adjustments occur. Similarly, leaders' lack of transparency and engagement during ongoing changes makes employees feel unsure about shifting expectations, roles, and reporting structures. This erodes trust.

Proactive communication addressing concerns, gaining input into changes, and explaining the rationale behind transitions can reduce employee anxiety. Leaders should focus on bringing employees along to sustain a positive culture.

Overcoming Technological Barriers

Technologies like automation, artificial intelligence, and predictive analytics provide operational efficiencies. However, leveraging them without thoughtfully managing organizational impact can dehumanize workflows.

Technology should enhance, not replace, human connection. If employees feel distrusted or monitored by tech-like tracking tools, it damages psychological safety. That is where communicating the intent behind using the new technology becomes paramount.

Additionally, lack of training and support in using new tools leaves some employees behind, disrupting

work and collaboration. Change management paired with contextual learning in using technology in an empowering, relationship-centered manner is the key to helping employees overcome technological barriers.

Combating High Turnover

Frequent attrition severs bonds between employees while lowering morale and engagement. Exit interviews, stay interviews, pulse surveys, and HR analytics help identify drivers of turnover, such as inadequate compensation, lack of development, poor cultural fit, ineffective managers, or toxic environments.

Improving onboarding, manager training, mentorship programs, and general work conditions boosts retention. Strong relationships anchored in trust and satisfaction incentivize employees to persist.

Best Practices of Employee Relationship Management



Open Communication

Effective communication is the lifeline of healthy employee relationships. Organizations must establish open channels for ongoing two-way communication across all levels. Provide multiple platforms like instant messaging, intranets, and social tools to facilitate transparency.

Actively seek employee voice through regular surveys, focus groups, townhalls, and mentoring circles. This gives people ample opportunity to express their thoughts, concerns, and ideas. When employees feel heard, engagement and trust flourish.

Dispute Resolution

Unresolved conflicts breed resentment and dysfunction. To maintain workplace harmony. dispute resolution organizations need clear policies that employees trust. Institute streamlined mechanisms for addressing disputes promptly and objectively, whether between coworkers or with managers.

Train leaders on conflict mediation. Resolving tensions quickly before they spiral prevents a detrimental impact on morale and performance. An ounce of preemptive conflict management saves tons of firefighting down the road.

Recognition

Make recognition a regular ritual to reinforce positive behaviors. Celebrate achievements big and small, from completed projects to work anniversaries. You may also publicly shout-out to exemplary performers or send personalized congratulatory notes. A simple "thank you" goes a long way too.

Studies show consistent recognition boosts motivation, loyalty, and job satisfaction. Employees work harder when their efforts don't go unnoticed. A culture of appreciation makes the workplace more rewarding.

Companies can achieve this by investing in simpleto-use rewards and recognition solutions. We highly recommend Vantage Rewards since it is perfect for those organizations who want an accessible and fast platform for their busy workforces.

The Vantage Rewards platform offers extensive customization options and incredible features such as the Al-powered 'Service Yearbook'.

The Al-powered Service Yearbook incorporates a cutting-edge predictive text feature to simplify the process of composing messages. It enables employees to gather and share memories, including photos, in a customized online yearbook format to celebrate their colleagues' work anniversaries.

Training and Development

Invest in developing your people even if they won't be with your organization forever. Offer training

programs, mentoring opportunities, and stretch assignments to help employees gain new skills.

Sponsor external conferences and courses relevant to their growth. This shows you're serious about their personal progression. Your investment pays off in the form of a more capable, engaged workforce. Even if they move on, your organization's employer brand benefits.

Feedback Process

Constructive feedback is a precious gift. Institute consistent check-ins where managers and employees provide each other with balanced feedback. This enables continuous improvement by highlighting strengths and growth areas objectively. The key is making feedback a regular ritual rather than an annual anxiety-inducing event.

Maintain a culture of respectful dialogue where people give and receive feedback comfortably, without fear of retaliation. The one-on-one meeting is the ideal channel for honest developmental discussions.

This is where investing your money and resources into something that we call the employee pulse surveys become important. With tools like Vantage Pulse, you can leverage the e-NPS based survey to actively listen to your employees' feedback and gauge their satisfaction levels.

Finally

Strong employee relationships are the backbone of an engaged, productive workplace. HR leaders must prioritize communication, recognition, development, and fairness to foster a culture of trust and collaboration.

When employees feel respected, supported, and heard, they respond with loyalty, effort, and innovation—propelling the organization toward long-term success.

Source: https://www.vantagecircle.com

BEF EVENTS



BEF ORGANIZES FAREWELL DINNER FOR OUTGOING ILO COUNTRY DIRECTOR

BEF hosted a farewell reception and dinner in honor of Mr. Tuomo Poutiainen, Country Director of the ILO Country Office in Bangladesh, at its Gulshan office on 19 May 2025. Mr. Poutiainen has served as the ILO Country Director for Bangladesh since 2018. The event was attended by current and former presidents of BEF along with its committee members, current and former presidents of the Metropolitan Chamber of Commerce and Industry, Dhaka along with other members of its board of directors, and representatives from the ILO.





BEF ORGANIZES TRAINING ON FORMALIZE YOUR BUSINESS FOR INFORMAL ENTERPRISES IN SYLHET

BEF, in collaboration with the ILO, Country Office for Bangladesh and National Association of Small & Cottage Industries Bangladesh (NASCIB), Sylhet organized a 3 day-long "Training on Formalize Your Business for Informal Enterprises" during 20-22 May 2025 at Conference Hall, Hotel Valley Garden, Sylhet. The overall objectives of the training were to promote formalization and enhance participants' understanding of the benefits, processes, and challenges of business formalization. Mr. Joha Jamilur Rahman, Certified FYB trainer, ILO and Head of Training, BEF facilitated the training program as resource person. Mr. Alimul Ahsan Chowdhury, President, National Association of Small & Cottage Industries of Bangladesh (NASCIB) Sylhet district, chaired the inaugural session and extended a warm welcome to the attendees at the inaugural session. Mr. Ruman Ishtiak, Project officer, ILO country office for Dhaka attended as Guest of Honor and provided speech about ILO's views on formalization. A total of 25 participants from priority sectors including agriculture, tourism, ICT, platform-based entrepreneurs attended the training program.



LEGAL CLINIC TO DISCUSS LABOR LAWS AND ILS WITH BEF MEMBER FIRMS ACROSS SECTORS

BEF in collaboration with ILO Country office for Bangladesh successfully organized and facilitated a legal clinic on 27 May 2025 to discuss and exchange on issues related to labor laws and ILS with BEF member firms from different sectors as part of a project titled as "Support to strengthen the Labour Law and Regulatory Affairs Cell (LLRAC)". The agenda of the Legal Clinic was on Labour Laws, designed specifically for mid-level professionals working in Human Resources, Administration, and Compliance Departments. Mr. Muhammad Habibur Rahman, Assistant Secretary-General, Legal Affairs moderated the session. A total of 93 participants of BEF member firms from different sectors attended the legal clinic and including ILO partners, almost 102 participants were present.

HOME

JAPAN SIGNS MOU TO HIRE 100,000 BANGLADESHI WORKERS IN 5 YEARS



Japan is set to recruit at least 100,000 workers from Bangladesh over the next five years, under two newly signed memoranda of understanding aimed at addressing its domestic labor shortage and deepening bilateral cooperation. The announcement was made at the "Bangladesh Seminar on Human Resources" held in Tokyo where Chief Advisor Muhammad Yunus pledged full government support to facilitate the opportunity. "The interim government will do everything necessary to create employment opportunities for Bangladeshis in Japan," Yunus said. "It will open doors for our people to better understand Japan."

EMPLOYMENT OPPORTUNITIES FOR 240 JOBS CREATED AT ISHWARDI EPZ



The Bangladesh Export Processing Zones Authority (BEPZA) signed a lease agreement with Qingdao Dongfang Packaging Technology Limited, a Chinese company, to establish a packaging and accessories

manufacturing plant in Ishwardi EPZ. The company will invest \$4.5 million to produce 5.25 million dozen poly bags, hang tags, and paper tags annually, generating employment opportunities for 240 jobs.

INFLOW OF REMITTANCES GREW BY 34.62 % IN APRIL 2025



Inflow of remittances registered US\$2,751.94 million in April 2025, which was 34.62 percent higher compared to the same month of the previous fiscal year (US\$2,044.23 million). Remittances inflow spiked in April ahead of the big festival Eid-ul-Adha.

Meanwhile, total remittances inflow for July-April of FY25 stood at US\$24,536.33 million which was 28.34 percent higher compared to the same period of the previous fiscal year (US\$1 9,118.69 million).

Monthly Trends in Remittances (US\$ in million)

Month	Remiti (millio		Change (%)	
	FY25 ^p	FY24 ^R	(70)	
July	1913.77	1973.15	- 3.01	
August	2224.15	1599.45	+ 39.06	
September	2404.11	1334.35	+ 80.22	
October	2395.08	1971.43	+ 21.49	
November	2199.99	1930.04	+ 13.96	
December	2638.78	1991.26	+ 32.52	
January	2185.23	2113.15	+ 3.41	
February	2527.65	2164.56	+ 16.77	
March	3295.63	1997.07	+ 65.02	
April	2751.94	2044.23	+ 34.62	
Total of July - April	24536.33	19118.69	+ 28.34	

Notes: P=Provisional; R=Revised Source: Bangladesh Bank (BB) USA held the top position among remittance sending countries while UAE and Saudi Arabia became the second and third, respectively, during July-April of FY25

The Gulf Cooperation Council (GCC) countries (Saudi Arabia, UAE, Kuwait, Qatar, Oman, Bahrain) contributed 44.62 percent of the total remittance inflows, while 17.41 percent of the total remittances originated from the USA during July-April of FY25.

Remittances Inflow from Top Ten Source Countries

	Jı	uly-April of F	/25
Rank	Country	Amount in million USD	Share of total remittance (%)
1	USA	4270.91	17.41
2	UAE	3492.11	14.23
3	Saudi Arabia	3261.83	13.29
4	UK	2459.56	10.02
5	Malaysia	2100.88	8.56
6	Kuwait	1364.30	5.56
7	Italy	1328.86	5.42
8	Oman	1281.07	5.22
9	Qatar	952.29	3.88
10	Singapore	775.08	3.16
11	Other Countries	3249.44	13.24
	Total	24536.33	100.00

Source: Bangladesh Bank (BB)

MALAYSIA TO RECRUIT LARGE NUMBER OF BANGLADESHI WORKERS



Malaysia has, in principle, decided to hire a significant number of workers from Bangladesh. The country has also assured that proper wages, safety, and overall welfare of the workers will be ensured, Asif Mahmud, Local Government, Rural Development and Cooperatives Adviser wrote in a post on his verified Facebook account. He noted that the development followed a recent meeting between Expatriates' Welfare and Overseas Employment Adviser Dr Asif Nazrul and senior officials of the Malaysian Ministry of Human Resources in Putrajaya, Malaysia.

Two key points discussed were the assurance of fair wages and benefits for existing Bangladeshi workers, and the formulation of a balanced framework for recruiting new workers under a transparent policy.

REMITTANCES THROUGH AGENT BANKING RISE TO TK 1.81 TRILLION IN MARCH



Disbursements amount of inward remittances through agent banking rose 20.87 percent to Tk 1.81 trillion at the end of March 2025. At the end of March 2024, the figure was Tk 1.49 trillion, which increased in December 2024 to Tk 1.73 trillion, according to the quarterly report on agent banking published by the Bangladesh Bank (BB). During the quarter of January to March, the amount of inward remittances distributed by the agent outlets has increased by 4.51 percent over the previous quarter.

INTERNATIONAL

PAKISTAN



Remittances sent by overseas Pakistanis rose by 13.1 percent year-on-year in April 2025, compared to the same month last year, the State Bank of Pakistan (SBP) said.

The remittances amounted to US\$3.2 billion during April, up from US\$2.81 billion recorded in the same period in 2024, according to the central bank. The inflow in April 2025 mainly came from Saudi Arabia (US\$725.4 million), the United Arab Emirates (US\$657.6 million), UK (US\$535.3 million), and the United States (US\$302.4 million). Meanwhile. during the first 10 months of the fiscal year 2024-25 (July-April), Pakistan received US\$31.2 billion in total remittances, marking a 31 percent increase from 23.9 billion dollars during the same period of the previous fiscal year, the SBP added.

INDIA



The unemployment rate in India — defined as the percentage of people in the labor force aged 15 years and above, who are jobless — stood at 5.1 percent in April, according to the Periodic Labour Force Survey (PLFS) released by the National Statistics Office. The unemployment rate in urban India in April was estimated at 6.5 percent, while in rural India it was at 4.5 percent. Joblessness among those in the age group of 15-29 was 13.8 percent across the country.

PHILIPPINES



remittances from Personal **Filipinos** reached overseas US\$3.13 billion in March 2025, an increase of 2.6 percent from a year earlier, the Philippine central bank said. From January to March 2025, cumulative personal remittances totaled US\$9.40 billion, up 2.7 percent compared to the same period in 2024. According to the bank, the increase during the first quarter was largely driven by higher cash inflows from the United States, Singapore, Saudi Arabia, and the United Arab Emirates. With an estimated 10 million Filipinos living or working

abroad, personal remittances remain a vital source of foreign exchange for the Philippines.

GERMANY



The number of people out of work in Germany rose less than expected in April 2025 but the unemployment rate rose to its highest level since the pandemic, as economic malaise put pressure on the job market even against a backdrop of long-term labor shortages. The number unemployed increased by 4,000 in seasonally adjusted terms to 2.92 million, roughly the same level as in March, labor office figures showed. The number of unemployed people in Germany has not been above 3 million over the last 10 years.

ILO

UN CALLS FOR FASTER ACTION ON CHILD LABOR AS WORLD MISSES GOAL OF ENDING THE PRACTICE BY 2025



At the recent "Childhood with Dignity" meeting, the United Nations urged countries to intensify efforts to eliminate child labor, acknowledging that the global goal of ending it by 2025 will not be met.

Since 2000, the number of children in child labor has declined by 86 million, but progress has stalled. Delegates at the dialogue emphasized urgent action, particularly against forced recruitment of children in armed conflict.

Two key ILO conventions were highlighted:

- C138 Minimum Age Convention (1973)
- C182 Worst Forms of Child Labour Convention (1999) – now universally ratified

While legal frameworks exist, implementation gaps remain, threatening efforts to eradicate child labor globally.

Key Takeaways:

- Full enforcement of ILO Conventions C138 and C182
- Better data and policy-relevant evidence
- Stronger integration of child labour issues into national education, employment, and social protection policies
- Promotion of decent work for parents to reduce child labor
- Universal access to free, quality basic education and early childhood development

- Measures to eliminate child labor in supply chains and armed conflict zones
- Strengthened global partnerships, knowledgesharing, and resource mobilization

ONE IN FOUR JOBS AT RISK OF BEING TRANSFORMED BY GENAI



A joint ILO-NASK study titled "Generative Al and Jobs: A Refined Global Index of Occupational Exposure", released on 20 May, reveals that 25% of global employment is exposed to generative artificial intelligence (GenAl)—but task transformation, not replacement, is the more likely outcome.

The study combines expert validation with AI scoring across 30,000 occupational tasks, offering a nuanced, country-level snapshot of GenAI's potential impacts.

Key Insights:

- 25% of jobs worldwide are potentially exposed to GenAl; the figure rises to 34% in high-income countries
- Clerical work faces the highest exposure due to its routine, digitized nature
- Women are more exposed: in high-income countries, 9.6% of women's jobs are highly exposed vs. 3.5% for men
- Software, media, and finance roles are increasingly exposed, though complete automation remains limited

Policies guiding this transition will determine whether workers can retain their roles and whether job quality is preserved during transformation.

QATAR SUPPORTS ILO WITH USD 2 MILLION IN FLEXIBLE FUNDING FOR DECENT WORK



The Qatar Fund for Development (QFFD) has signed a USD 2 million agreement with the ILO to support the Regular Budget Supplementary Account (RBSA), a key flexible funding mechanism that enables ILO to respond quickly to global challenges.

Signed on 16 May in Geneva, the agreement reflects Qatar's growing role as a global development partner. It was signed by Fahad Bin Hamad Al Sulaiti, Director-General of QFFD, and Gilbert F. Houngbo, ILO Director-General, in the presence of His Highness Sheikh Thani bin Hamad bin Khalifa Al Thani.

QFFD is the second emerging donor (after Brazil) to support the RBSA since its creation.

Areas of Future Cooperation:

- Peer exchanges with countries in the Horn of Africa, CIS, and GCC
- Joint employment and skills projects in fragile contexts
- Contributions to the World Summit for Social Development in Doha
- Support through ILO's training hubs in Turin and beyond

The partnership supports the ILO's 2024–2025 Programme and Budget, with a focus on innovation, capacity-building, and measurable impact.

MYANMAR: MORE THAN 3.5 MILLION WORKERS POTENTIALLY AFFECTED BY THE DEVASTATING EARTHQUAKE



A new ILO brief highlights the economic toll of the recent 7.7-magnitude earthquake in central Myanmar, near Mandalay—an area already facing increased poverty due to declining industrial output and workforce participation.

Using satellite and labor force data, the ILO estimates:

- 3.5 million workers were employed in the affected region
- Daily income loss: US\$36.8 million
- Annual loss if recovery fails: US\$9.6 billion

Myanmar lacks a national social protection system, increasing the need for emergency cash assistance. The ILO urges:

- Employment support through debris removal and reconstruction
- · Conflict-sensitive, community-based responses
- Priority for vulnerable groups
- Upholding decent work principles

The ILO also calls for progress on implementing Commission of Inquiry recommendations to ensure sustainable recovery and resilience.

CONSUMER PRICE INDEX: NATIONAL (BASE: 2021-22=100)

							Index by expenditure group	iture group		
Period	General Index	Food	Non-Food	I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Medical Care & Health Expenses	V. Transport & Communication	VI. Recreation, Entertainment,	VIII. Mise. Goods & Services
					FY 2	FY 2023-24				
November	119.10	120.04	118.33	115.92	118.07	124.56	114.80	117.85	123.83	120.83
December	118.40	117.48	119.16	116.22	118.51	124.95	120.93	118.05	123.63	122.09
January	119.60	118.30	120.66	117.37	119.76	125.92	122.38	119.21	125.90	125.89
February	120.09	119.07	120.92	117.40	120.38	125.95	122.39	119.31	126.00	125.96
March	121.60	121.50	121.69	117.96	122.03	126.26	122.84	119.20	126.59	127.38
April	122.30	122.63	122.02	118.30	122.78	126.70	122.84	119.17	126.59	127.35
					FY 2	FY 2024-25				
November	132.66	136.61	129.44	126.33	129.40	133.36	126.85	124.51	133.16	138.68
December	131.30	132.65	130.19	127.48	129.97	133.64	127.19	125.23	133.41	140.22
January	131.49	130.97	131.90	129.33	130.56	135.44	127.47	126.43	134.18	141.95
February	131.29	130.08	132.26	129.53	130.82	136.28	127.62	126.64	134.56	143.11
March	132.98	132.35	133.49	135.31	132.05	137.02	128.70	127.17	136.36	143.05
April	133.50	133.21	133.74	135.75	132.41	137.35	128.74	127.32	136.58	143.24

Source: Bangladesh Bureau of Statistics

CONSUMER PRICE INDEX: RURAL (BASE: 2021-22=100)

						- II	Index by expenditure group	diture group		
Period	General Index	Food	Non- Food	I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Medical Care & Health Expenses	V. Transport & Communication	VI. Recreation, Entertainment,	VIII. Mise. Goods & Services
					Ε¥	FY 2023-24				
November	119.24	120.07	118.46	114.34	121.19	125.12	115.49	119.01	121.38	119.62
December	118.55	117.70	119.36	114.40	121.25	125.20	124.30	119.15	121.39	119.71
January	119.64	118.42	120.79	115.80	122.52	125.78	125.76	120.33	124.23	122.76
February	120.16	119.30	120.98	115.84	122.96	125.79	125.76	120.38	124.23	122.81
March	121.81	121.89	121.74	116.09	124.55	126.08	126.21	120.28	124.96	124.31
April	122.61	123.14	122.11	116.42	125.35	126.56	126.21	120.21	124.96	124.29
					FY:	FY 2024-25				
November	132.99	136.18	129.97	123.48	134.04	133.43	128.36	126.09	131.73	133.72
December	131.69	132.56	130.87	124.63	134.85	133.80	128.84	127.20	131.92	135.30
January	131.81	130.99	132.59	126.28	135.57	136.03	129.18	128.31	132.28	138.15
February	131.60	130.21	132.90	126.41	135.82	136.48	129.29	128.57	132.72	139.28
March	133.27	132.64	133.87	129.33	136.88	137.39	130.85	129.18	135.32	139.81
April	133.83	133.48	134.16	129.59	137.40	137.80	130.89	129.42	135.57	140.06

Source: Bangladesh Bureau of Statistics

CONSUMER PRICE INDEX: URBAN (BASE: 2021-22=100)

						ul	Index by expenditure group	diture group		
Period	General Index	Food	Non- Food	I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Medical Care & Health Expenses	V. Transport & Communication	VI. Recreation, Entertainment,	VIII. Mise. Goods & Services
					FY	FY 2023-24				
November	108.87	108.52	109.13	106.87	107.07	110.75	108.92	110.56	109.33	113.16
December	119.30	120.09	118.81	119.14	116.10	123.31	114.40	117.40	125.95	124.68
January	119.37	118.08	120.17	120.39	116.51	126.17	115.74	118.71	128.06	128.94
February	119.82	118.63	120.56	120.41	117.36	126.25	115.75	118.87	128.71	129.12
March	121.10	120.69	121.35	121.58	119.08	126.58	116.20	118.76	129.25	130.39
April	121.61	121.59	121.63	121.94	119.76	126.95	116.20	118.67	129.25	130.33
					FY.	FY 2024-25				
November	118.76	120.04	117.96	118.92	114.41	123.53	113.44	117.36	125.31	122.65
December	118.00	117.05	118.59	119.73	115.29	124.49	114.33	117.63	125.34	124.28
January	131.18	131.01	131.29	135.14	124.67	134.35	124.11	127.45	137.17	145.69
February	131.01	129.86	131.73	135.46	124.96	135.91	124.34	127.68	137.34	146.85
March	132.79	131.77	133.42	146.72	126.38	136.33	124.47	128.13	123.51	147.31
April	133.28	132.69	133.64	147.52	126.57	136.54	124.53	128.20	123.54	147.42

Source: Bangladesh Bureau of Statistics

WAGE RATE INDEX BY SECTORS: NATIONAL (BASE: 2021-22 = 100)

Sector	2021-22	202-2023	2023-24	February '25	March '25	April '25
General	191.80	205.30	115.33	126.83	127.62	127.88
percentage change (Point to Point)	90'9	7.04	7.74	8.12	8.15	8.19
percentage change (over previous month)				0.98	0.62	0.21
1. Agriculture	192.21	205.69	115.66	127.57	128.42	128.67
percentage change (Point to Point)	6.10	7.01	80.8	8.34	8.37	8.40
percentage change (over previous month)				96.0	99.0	0.19
i) Agriculture	192.39	205.98	115.81	127.91	128.78	129.02
percentage change (Point to Point)	6.16	7.06	8.17	8.40	8.44	8.47
percentage change (over previous month)				0.99	0.68	0.19
ii) Fish	183.06	191.07	113.09	121.94	122.39	122.81
percentage change (Point to Point)	2.95	4.37	8.35	7.18	7.19	7.21
percentage change (over previous month)				0.34	0.36	0.34
2. Industry	187.83	201.01	114.72	125.61	126.33	126.61
	5.85	6.97	7.24	7.80	7.82	7.87
				0.97	0.57	0.22
i) Construction	174.62	184.35	114.29	125.05	125.74	126.01
percentage change (Point to Point)	4.41	5.57	8.26	7.79	7.82	7.87
percentage change (over previous month)				0.95	0.55	0.22
ii) Production	214.87	234.79	117.69	129.57	130.51	130.82
percentage change (Point to Point)	8.30	9.28	7.70	7.86	7.83	7.87
percentage change (over previous month)				1.12	0.72	0.24
3. Service	199.42	212.23	116.22	128.16	128.96	129.25
percentage change (Point to Point)	6.32	7.31	8.29	8.37	8.40	8.42
percentage change (over previous month)				1.11	0.63	0.22

Source: Bangladesh Bureau of Statistics

WAGE RATE INDEX BY SECTORS: DHAKA DIVISION (BASE: 2021-22=100)

Sector	2021-22	2022-23	2023-24	February '25	March '25	April '25
General	189.42	199.93	112.92	124.18	124.91	125.09
percentage change (Point to Point)	5.25	5.54	86.9	8.10	8.18	8.23
percentage change (over previous month)				0.93	0.59	0.15
1. Agriculture	190.78	201.30	112.51	123.96	125.10	125.24
percentage change (Point to Point)	5.11	5.51	09'9	8.18	8.36	8.39
percentage change (over previous month)				0.91	0.92	0.11
i) Agriculture	190.80	201.36	112.50	123.96	125.10	125.25
percentage change (Point to Point)	5.13	5.53	6.58	8.18	8.36	8.39
percentage change (over previous month)				0.91	0.92	0.11
ii) Fish	187.35	193.85	113.66	124.25	124.40	124.57
percentage change (Point to Point)	2.74	3.47	9.85	8.57	8.39	8.41
percentage change (over previous month)				0.27	0.12	0.14
2. Industry	182.93	193.18	113.41	124.38	124.91	125.12
percentage change (Point to Point)	5.17	2.60	7.39	7.94	7.97	8.02
percentage change (over previous month)				96.0	0.43	0.16
i) Construction	173.84	181.65	113.12	124.02	124.54	124.73
percentage change (Point to Point)	3.86	4.50	8.24	7.93	7.96	8.01
percentage change (over previous month)				0.99	0.41	0.16
ii) Production	202.14	217.53	115.97	127.49	128.23	128.50
percentage change (Point to Point)	7.63	7.63	7.76	8.01	8.02	8.12
percentage change (over previous month)				0.70	0.58	0.21
3. Service	200.28	211.37	111.75	123.78	124.50	124.67
percentage change (Point to Point)	00'9	5.54	5.87	8.60	8.72	8.78
percentage change (over previous month)				0.85	0.58	0.14

Source: Bangladesh Bureau of Statistics

PRODUCTION OF SELECTED INDUSTRIAL ITEMS ON LARGE SCALE (BASE YEAR : 2015-16)

Description of items of industry	Weight	2022-23	2023-24	Feb-24	Jan-25 (P)	Feb-25 (P)
Mfg. of Food Products					(-)	(- /
Processing and preserving of meat	0.02	228.69	266.95	254.07	328.33	256.59
Processing and preserving of fish, crustaceans and molluscs	0.43	135.57	123.91	117.99	125.62	92.88
Processing and preserving of fruit and vegetables	0.00	135.57	150.44	122.14	168.36	134.99
Mfg. of vegetable and animal oils and fats	0.12	221.13	251.64	251.72	283.05	272.64
Mfg. of dairy products	0.58	291.94	355.59	365.28	373.88	403.38
Mfg. of rice & rice milling	0.01	153.25	154.31	164.02	172.81	203.39
Mfg. of bakery products	0.65	177.58	193.50	192.06	188.17	152.57
Mfg. of sugar, cocoa, chocolate and sugar confectionery	1.48	1729	2568	8970	1340	12463
Mfg. of macaroni, noodles, couscous and similar farinaceous products	0.12	153.53	157.81	154.26	182.58	137.60
Mfg. of processing of tea and coffee	0.00	196.91	198.37	0.99	7.30	0.57
Mfg. of other food products n.e.c. (Salt)	0.01	152.42	193.72	245.77	198.78	196.13
Mfg. of Prepared animal feeds	0.58	160.97	168.83	172.65	185.27	207.42
Mfg. of Beverages						
Mfg. of soft drinks	1.23	202.63	206.31	168.28	222.15	173.11
Mfg. of Tobacco						
Mfg. of tobacco products (cigarettes & others	2.40	270.85	294.63	324.05	331.06	331.06
Mfg. of bidies, Zadra and quivam, Tobacco manufacture n.e.c.	1.33	194.18	169.86	167.03	239.86	180.98
Mfg. of textile	1	,				
Preparation and spinning of textile flbres	2.32	206.06	190.34	201.53	204.01	191.48
Weaving of textiles, Silk & Synthetic	3.43	205.24	226.93	252.85	241.80	266.31
Finishing of textiles (dying, bleaching etc.)	1.31	167.75	201.80	182.14	217.92	182.24
Mfg. of Jute textiles, Pressing and baling of jute and other fibres, spooling and thread ball	2.01	93.54	110.51	58.72	83.06	52.33
Mfg. of Knitted and crocheted fabrics, made-up textile articles, except apparel, carpets	2.52	214.64	228.16	231.08	222.91	258.80
Mfg. of Wearing Apparel (Ready made garment)						
Mfg. of Wearing apparel, except fur apparel	33.93	181.50	176.79	211.11	246.38	210.97
Mfg of Knitted and crocheted apparel, articles of fur and crocheted apparel	27.07	209.34	202.48	211.93	283.50	220.03
Mfg. of leather and related products						
Tanning and dressing of leather; dressing and dyeing	0.05	104.77	123.94	221.33	135.25	229.06
Mfg. of luggage, handbags and the like, saddlery and	0.17	150.62	174.29	184.87	179.03	192.74
Manufacture of footwear	0.60	225.91	180.05	230.62	227.27	251.08
Mfg. of Wood and Products						
Sawmilling, wood-based panels, wooden containers, bamboo & cane Products	0.03	119.70	128.07	120.59	135.86	130.40
Mfg. of Paper and Paper Products						
Manufacture of pulp, paper and paperboard	0.27	134.59	133.43	128.44	86.53	135.12
Mfg of other articles of paper and paperboard	0.18	160.99	167.46	156.57	149.12	161.74

Description of items of industry	Weight	2022-23	2023-24	Feb-24	Jan-25 (P)	Feb-25 (P)
Printing & Reproduction of Recorded Media					(- /	(- /
Printing, Service activities related to printing, Reproduction of recorded media	0.10	139.97	153.91	145.90	167.14	159.84
Manufacture of Coke and Refined Petroleum Proc	lucts					
Manufacture of refined petroleum products	0.12	130.10	349.91	129.20	154.62	132.48
Manufacture of Chemicals and Chemical Products	ı					
Mfg. of basic chemicals (Compressed Liquid Gas)	0.15	127.00	141.80	134.47	85.85	250.05
Mfg. of fertilizers and nitrogen compounds; plastics & synthetic rubber	0.57	116.12	95.14	84.52	109.64	72.40
Mfg. of paints, varnishes and similar coatings, printing ink and mastics, Pesticides & other agrochemical products	0.31	147.18	161.78	158.56	196.20	188.92
Mfg. of soap and detergents, cleaning and polishing preparations, perfumes	0.25	117.91	128.23	137.79	143.94	145.51
Matches, Fire fox, manmade fibre, other chemical products	0.01	117.86	127.31	122.90	132.32	129.12
Mfg. of Pharmaceutical						
Mfg. of pharmaceuticals, medicinal chemical and botanical products	3.03	277.71	315.29	313.91	354.92	333.68
Mfg. of unani& Ayurovedic, homeopatic & biochemical medicine.	0.02	279.20	320.94	346.82	320.90	355.77
Manufacture of rubber tyres and tubes; retreading and rebuilding of rubber tyres	0.45	171.35	189.49	192.39	164.91	200.02
Mfg. of plastics products	0.28	161.73	170.78	139.49	181.23	145.85
Manufacture of polythene products	0.08	125.99	137.59	139.63	149.24	129.33
Manufacture of Other Non-metallic Mineral	T					
Manufacture of glass and glass products	0.10	181.86	239.41	235.56	243.26	259.19
Mfg. of clay building materials, Refractory Products	0.20	121.39	136.36	117.11	148.02	153.80
Mfg. of other porcelain and ceramic products	0.10	134.62	150.17	174.00	137.77	148.18
Manufacture of cement, lime and plaster; article of concrete cement & shaping & finishing of	3.04	450.19	440.44	517.25	446.77	505.87
Manufacture of bricks	0.82	148.41	143.33	155.62	150.42	161.81
Mfg. of basic metals Manufacture of basic iron and steel; basic precious & other non ferrous metals; casting of non-ferrous metals	0.72	408.54	403.68	453.29	443.77	420.06
Mfg. of fabricated metal products except machinery						
Manufacture of cutlery, hand tools and general hardware	0.58	129.85	129.12	128.36	133.88	143.44
Manufacture of other fabricated metal products n.e.c.	0.07	112.95	137.91	163.85	163.37	173.27
Mfg. of computer, electronic and optical products						
Manufacture of communication equipment; electronic components & boards; computer & periphral equipment	0.54	135.88	143.18	161.20	149.94	166.86
Mfg. of electrical equipment						
Manufactur of Batteries & Accumulator	0.22	182.09	209.75	206.37	249.15	245.25
Mfg. of Fibre optics cables; other electronic and electric wires and cables;	0.25	166.46	204.77	206.79	214.98	233.96

Description of items of industry	Weight	2022-23	2023-24	Feb-24	Jan-25 (P)	Feb-25 (P)
Mfg. of domestic appliances; other electrical appliances	0.72	134.76	136.87	142.65	143.86	156.15
Mfg of machinery & Equipment						
Mfg. of metal forming machinery and machine tools; machinery for food, beverage & tobacco processing.	0.01	130.45	146.11	133.01	167.64	179.91
Mfg. of motor vehicles, trailers and semi-trailers						
Mfg. of motor vehicles ; bodies (coachwork) for motor vehicles, trailers & semi-	0.01	226.04	188.83	173.45	216.27	194.26
Mfg. of other transport equipment						
Building of ships and floating structures; ship breaking & dismanting; railway locomotives	3.93	217.90	201.32	104.84	156.86	149.06
Mfg. of Motor vehicles	0.14	177.17	231.16	238.07	282.77	300.90
Mfg. of bicycles and invalid carriages	0.10	118.20	138.78	142.09	160.08	151.33
Mfg. of Furniture						
Mfg. of wooden furniture and fixture	0.17	175.51	163.08	150.39	161.50	143.42
Mfg. of plastic furniture and fixture	0.04	161.14	141.01	139.64	168.42	147.46
Mfg. of packaging materials	0.30	145.00	143.03	141.30	153.95	150.40
Other Manufacturing						
Mfg. of sports goods	0.12	118.99	131.93	135.44	128.25	146.76

Note: P= Provisional, Source: Bangladesh Bureau of Statistics (BBS)

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A BRIEF PROFILE OF BEF

Bangladesh Employers' Federation (BEF) is the national organization of employers. It represents all associations representing major industries in the country as well as established individual enterprises.

The objectives of the Federation are to promote, encourage and protect the interests of employers in industrial relations and, through such efforts, to establish good relations among employers and workers, which play a vital supporting role in the country's economic development.

BEF is well known as a progressive body, having a proactive approach on social issues. It is the only body of the employers recognized by the Ministry of Labour and Employment, and accordingly enjoys the sole representative capacity in the Tripartite Consultative Council, Labour Courts, Minimum Wages Board. National Wages and Productivity Commission, etc. It closely interacts with the Ministry of Labour and Employment on all policy issues. Similarly, it maintains close touch with other relevant Ministries of the Government on issues concerning industrial enterprise efficiency. relations. competitiveness, etc.

BEF's activities cover a wide range issues besides industrial **Training** relations. and skill development is a major activity along with enterprise productivity programs for improvement, safety and health, good management practices, etc.

BEF has taken major initiatives to foster close relationship with the trade unions and it enjoys their goodwill and confidence on many issues.