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BANGLADESH EMPLOYERS' FEDERATION

Bangladesh Employers' Federation

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ARTICLE

Employee morale is how your team feels about coming to work each day. It shapes motivation, engagement, and ultimately, whether people stick around or start browsing job boards.

Boosting morale isn't about a pizza party or a one-time bonus. It takes consistent, targeted strategies that match what actually drives your specific workforce.

This guide covers nine practical strategies for lifting morale, what causes it to tank in the first place, how to measure whether your efforts are working, and the mistakes that quietly undo good intentions.

What Causes Low Employee Morale?

Low morale rarely comes from one problem. It's usually a mix of poor leadership, missing recognition, unclear expectations, and few paths for growth, all compounding at once.

The cost of ignoring these signals is steep. According to Gallup's State of the Global Workplace 2026 report, low employee engagement cost the global economy roughly $10 trillion in lost productivity in 2025, equal to 9% of global GDP.

That's engagement data specifically, but morale and engagement feed off each other closely enough that the warning applies either way.

Other common culprits include:

- Toxic culture or interpersonal conflict that goes unaddressed
- Chronic work overload without added support or staffing
- Job insecurity following layoffs, restructuring, or vague communication about company direction
- Managers who don't recognize burnout signs until someone's already checked out

Catching these issues early through surveys and honest feedback is what makes any morale strategy worth trying. Skip that step, and you're just guessing.

9 Ways to Boost Employee Morale and Motivation

These strategies work best combined and tailored to what your employees actually tell you they need, not rolled out as a generic checklist.

Recognize and Reward Achievements Consistently

Recognition can't wait for an annual review. It needs to be frequent, specific, and visible. Gallup research found that only one in three U.S. workers strongly agree they received recognition or praise for good work in the past seven days. That gap is where a lot of morale problems quietly start.

Structured reward programs formalize appreciation so it doesn't depend on a manager remembering to say thanks. Options include:

- Points-based rewards redeemable across large merchandise catalogs
- Digital gift cards for instant, flexible recognition
- Travel incentives for milestone achievements or top performance
- Digital punch cards for tracking smaller, ongoing wins

Calusa Marketing, for example, helps businesses launch these programs through cloud-based platforms that require no app downloads or IT integrations, so recognition scales without adding administrative work. Mixing peer-to-peer shoutouts with manager-led recognition reinforces the message from every direction.

Encourage Open, Two-Way Communication

Small frustrations become big morale problems when nobody's listening. Regular check-ins, pulse surveys, and "you said, we did" follow-ups build the trust that stops that from happening.

Give managers simple, repeatable tools:

- Weekly team huddles for quick alignment
- Anonymous feedback channels for issues people won't raise directly
- Monthly one-on-ones focused on more than task status

Consistency matters more than complexity here. A five-minute weekly check-in done every week beats an elaborate quarterly survey nobody trusts.

Prioritize Work-Life Balance and Flexible Work Options

Flexibility isn't a nice-to-have anymore. A 2025 Gallup study of over 10,000 U.S. employees found 59% rated work-life balance and personal wellbeing as very important when considering a new job, compared to 54% who said the same about higher pay or better benefits.

Practical ways to support this include:

- Flexible hours instead of rigid start and end times
- Remote or hybrid arrangements where the role allows it
- Genuinely respecting PTO, not just approving it on paper
- Setting real boundaries around after-hours emails and messages

Trusting employees with schedule autonomy signals respect. It's also one of the simplest ways to reduce burnout-driven disengagement before it turns into a resignation.

Invest in Professional Development and Career Growth

Employees who see no path forward eventually look elsewhere. Lack of advancement opportunity consistently ranks among the top reasons people voluntarily quit, right alongside pay.

Build growth into the culture, not just the org chart:

- Offer mentorship pairing newer employees with experienced team members
- Fund training budgets for courses, certifications, or conferences
- Make promotion paths visible so people know what's next and how to get there
- Tie recognition to skill milestones so growth feels noticed, not invisible

This kind of investment builds loyalty that short-term perks alone can't match.

Foster a Positive, Inclusive Workplace Culture

Psychological safety lets employees bring their full selves to work. That directly supports both morale and retention, since people stay where they feel they genuinely belong.

Concrete steps matter more than mission statements:

- Run inclusive meetings where every voice gets airtime, not just the loudest
- Support employee resource groups with real budget and visibility
- Hold leaders accountable for modeling the values the company claims to have

Employees notice what leadership tolerates day to day far more than what gets said in an all-hands meeting.

Empower Managers to Lead with Empathy

Managers shape day-to-day morale more than any company-wide initiative ever will. Yet many are never trained in recognition, feedback delivery, or spotting early burnout signs.

Equip them with:

- Clear recognition goals and expectations, not vague encouragement
- Coaching resources for tough conversations
- Reporting that tracks whether they're actually following through on morale initiatives

A manager who doesn't know how to deliver feedback well can undo months of culture work in a single bad conversation.

Celebrate Milestones, Anniversaries, and Life Moments

Performance wins aren't the only thing worth celebrating. Work anniversaries, promotions, and personal milestones show employees they're valued as people, not just output.

Personalized rewards tend to land better than one-size-fits-all gestures:

- Let employees choose between merchandise, gift cards, or an experience
- Recognize five- and ten-year anniversaries with something memorable, not routine
- Acknowledge personal moments like weddings or new babies, where appropriate

Choice increases perceived value. A reward someone actually wants means more than a generic plaque.

Encourage Team Bonding and Social Connection

Shared experiences build the relationships that make work enjoyable. Gallup's engagement research highlights having "a best friend at work" as one factor linked to stronger retention and performance.

Ways to build this without forcing it:

- Team outings or lunch-and-learns that aren't mandatory
- Virtual games or casual check-ins for remote teams
- Occasionally letting employees lead the planning themselves

Keep activities optional and inclusive. Employees bond naturally when participation feels optional; forcing it kills the goodwill you're trying to build.

Give Employees Autonomy and Ownership

Micromanagement erodes morale faster than almost anything else on this list. Trust and ownership, on the other hand, build intrinsic motivation that doesn't need constant external pushing.

Practical ways to hand over more control:

- Focus on outcomes rather than tracking hours or logging in times
- Involve employees in decisions that affect their own work
- Recognize initiative when someone takes ownership without being asked

People who feel trusted tend to rise to that trust, taking more ownership over their work.

How to Measure the Impact of Your Morale-Boosting Efforts

You can't improve what you don't track. Pulse surveys, eNPS (Employee Net Promoter Score), and recognition participation rates are the most direct ways to monitor morale changes over time. Platforms like Calusa Marketing's often track participation rates automatically, saving you a manual step.

A few practical notes on measurement:

- Compare eNPS scores using the same scale and population each time, since methods vary by platform and don't translate well to outside benchmarks
- Pair quantitative data (survey scores, turnover rates) with qualitative signals like exit interview themes and manager feedback
- Set a morale baseline before rolling out new strategies, so improvements can actually be attributed to specific changes

Without a baseline, you're left guessing whether morale genuinely improved or you just got lucky with a good quarter.

Common Mistakes to Avoid When Boosting Morale

Even well-intentioned morale efforts fail when they're inconsistent or performative. Watch for these patterns:

- One-off perks or annual events that generate a short spike but nothing sustained between occurrences
- Rolling out initiatives without employee input, which reads as forced rather than genuine
- Inconsistent follow-through, like launching a survey, reward program, or flexibility policy and then failing to hold managers accountable for using it

You'll lose employee trust fastest when you ask for feedback and then visibly ignore it.

Conclusion

Morale improves fastest when recognition, communication, growth, and flexibility work together, not as isolated initiatives bolted onto an existing culture.

Measuring and adjusting based on real feedback is what separates lasting culture change from a short-lived morale bump that fades by next quarter.

That kind of ongoing measurement takes time and resources many HR teams don't have. Businesses looking to formalize recognition and reward efforts without adding administrative overhead can simplify the process by working with an experienced incentive marketing partner like Calusa Marketing. Their managed platforms handle fulfillment, reporting, and customer service, freeing internal teams to focus on people instead of logistics.

Frequently Asked Questions

What are 5 ways to improve workplace morale?

Consistent recognition, open two-way communication, flexible work options, clear growth opportunities, and an inclusive culture form the core of most effective morale strategies. Combining several at once works better than relying on just one.

What ca uses low employee morale?

Poor leadership, lack of recognition, unclear expectations, and limited growth opportunities are the most common causes. These issues usually combine rather than appear in isolation.

How is employee morale different from employee engagement?

Morale is the emotional state employees have about their work environment. Engagement adds behavioral commitment, meaning active involvement and enthusiasm toward organizational goals.

How do you measure employee morale?

Pulse surveys, eNPS scores, and turnover rates provide quantitative data, while exit interviews and manager feedback add qualitative context. Combining both gives the clearest picture.

Who is responsible for employee morale in an organization?

It's shared across leadership, managers, and employees themselves. Leadership sets the culture, managers execute it daily, and employees shape it through peer interactions.

How does recognition impact employee morale?

Timely, specific recognition builds trust and reinforces that an employee's work is genuinely valued. It also reduces the disengagement risk that comes from feeling overlooked.

Source: https://calusamarketing.com

BEF EVENTS

Capacity-Building Training on "Understanding the Legal Framework of BLA and ILS: Integrating Responsible Business Conduct and Human Rights Due Diligence"

The Labour Law and Regulatory Affairs Cell of the BEF, with technical assistance from the ILO Country Office for Bangladesh, organized a two-day capacity-building training on "Understanding the Legal Framework of BLA and ILS: Integrating Responsible Business Conduct and Human Rights Due Diligence" during 24–25 August 2026 at the MCCI Conference Hall, Dhaka. Supported under the Team Europe Initiative on Decent Work in Bangladesh, the training covered the Bangladesh Labour Act (BLA), International Labour Standards (ILS), Responsible Business Conduct (RBC), and Human Rights Due Diligence (HRDD). BEF Secretary-General and CEO Farooq Ahmed delivered the welcome address, while senior BEF officials led sessions on labor law, ILS, RBC and HRDD. Nineteen participants from HR, administration and compliance functions of 11 pharmaceutical companies and other enterprises, attended the training.

Training on Tailor-Made Toolkit for Social Dialogue Mechanisms

The BEF, with technical assistance from the International Labour Organization (ILO), organized a two-day training on Tailor-Made Toolkit for Social Dialogue Mechanisms on 16–17 August 2026 at the MCCI Conference Hall, Motijheel, Dhaka. The training focused on strengthening workplace social dialogue, industrial relations, collective bargaining, negotiation, communication, and conflict prevention, with practical guidance from the Handbook on Social Dialogue in Bangladesh: A Toolkit for Employers. Mr. Md. Saidul Islam, Additional Secretary-General, BEF, delivered the welcome address. Ms. Rukshana Yasmin Arzoo, Senior Programme Officer, ILO Country Office for Bangladesh, conducted the training and presented the toolkit modules. The training was attended by 27 HR, compliance, industrial relations, legal, and management professionals from BEF member organizations.

BEF Holds Training on Gender Equality, Dhaka

BEF, in collaboration with the ILO Country Office for Bangladesh's ProGRESS Project, organized a two-day Training of Trainers (ToT) on the Gender Equality Guidelines for Employers and Operational Manual for Employers and Business on August 24–25, 2026, at the MCCI Gulshan Office in Dhaka. The training equipped industry leaders and HR professionals with practical tools, policy frameworks, templates, and monitoring mechanisms to promote gender-responsive workplace practices. BEF Additional Secretary-General Mr. Saidul Islam inaugurated the program, highlighting gender equality as a driver of business innovation and growth. ILO ProGRESS Chief Technical Advisor Mr. Pedro Jr. Bellen underscored its importance for business competitiveness amid Bangladesh's post-LDC graduation transition, while Ms. Masreka Khan, Senior Programme Officer (Gender and Skills Policy), shared ILO's vision for advancing gender equality in business. Around 23 representatives from businesses, employers' organizations, HR and management, entrepreneurship, and Industry Skills Councils participated.

BEF Holds Training on Gender Equality, Chittagong

BEF, in collaboration with the ProGRESS Project of the International Labour Organization (ILO) Country Office for Bangladesh, organized a two-day Training of Trainers (TOT) on Gender Equality Guidelines for Employers and Operational Manual for Employers and Business on 12–13 August 2026 at the Chittagong Women Chamber of Commerce and Industry (CWCCI), Agrabad, Chattogram. The training aimed to strengthen participants' capacity to mainstream gender equality in workplace policies and practices. Participants reviewed national and international commitments and gained practical knowledge of gender-responsive policies, tools, templates, checklists, and monitoring mechanisms. Mr. Joha Jamilur Rahman, Head of Training, BEF, facilitated the sessions, while Ms. Masreka Khan, Senior Programme Officer–Gender and Skills Policy, ProGRESS Project, ILO, chaired the inaugural session. Around 19 representatives from businesses, HR, NGOs, entrepreneurs, and industry associations participated in the training.

Knowledge Sharing Workshop on Green Financing

BEF, in collaboration with the ProGRESS Project of the International Labour Organization (ILO) Country Office for Bangladesh, organized a day-long Knowledge Sharing Workshop on Green Financing on 17 August 2026 at the MCCI Gulshan Office, Dhaka. The workshop focused on strengthening stakeholders' understanding of green financing concepts, frameworks and instruments, while highlighting Bangladesh Bank's sustainable finance initiatives and exploring challenges and opportunities in accessing green finance. Mr. Chowdhury Liakat Ali, Director, Sustainable Finance Department, Bangladesh Bank, and Mr. Muhammad Nazrul Islam, Deputy Managing Director, AB Bank PLC, delivered keynote presentations on green financing in Bangladesh, including green banking policies and sustainable finance initiatives. The session was moderated by Mr. Joha Jamilur Rahman, Head of Training, BEF, and Mr. Tanjel Ahsan, Senior Programme Officer, ProGRESS Project, ILO. Mr. Saidul Islam, Additional Secretary-General, BEF, outlined the key takeaways and way forward. Around 22 representatives from industry, business, banking, and financial and non-financial institutions participated in the workshop.

BEF Organized a Knowledge and Consultation Session in Sylhet

BEF, in collaboration with the ProGRESS Project of the International Labour Organization (ILO) Country Office for Bangladesh, organized a day-long Knowledge Sharing Workshop on Green Financing on 17 August 2026 at the MCCI Gulshan Office, Dhaka. The workshop focused on strengthening stakeholders' understanding of green financing concepts, frameworks and instruments, while highlighting Bangladesh Bank's sustainable finance initiatives and exploring challenges and opportunities in accessing green finance. Mr. Chowdhury Liakat Ali, Director, Sustainable Finance Department, Bangladesh Bank, and Mr. Muhammad Nazrul Islam, Deputy Managing Director, AB Bank PLC, delivered keynote presentations on green financing in Bangladesh, including green banking policies and sustainable finance initiatives. The session was moderated by Mr. Joha Jamilur Rahman, Head of Training, BEF, and Mr. Tanjel Ahsan, Senior Programme Officer, ProGRESS Project, ILO. Mr. Saidul Islam, Additional Secretary-General, BEF, outlined the key takeaways and way forward. Around 22 representatives from industry, business, banking, and financial and non-financial institutions participated in the workshop.

HOME

Inflow of Remittances Rose 17.34% in FY26

According to Bangladesh Bank (BB), the inflow of remittances reached US$35.59 billion in FY26 reflecting a 17.34% increase over US$30.33 billion received in FY25.

Top 10 Source Countries *(In million US$)*

Countries	2024-25 Jul–June	2025-26 Jul–June	% Change
Saudi Arabia	4264.4	5849.1	37.2
UK	3168.6	5072.0	60.1
UAE	4168.2	4583.9	10.0
Malaysia	2804.8	3403.7	21.4
USA	4733.1	3013.1	-36.3
Italy	1652.6	2051.5	24.1
Oman	1634.7	2048.1	25.3
Kuwait	1623.9	1763.7	8.6
Qatar	1205.4	1558.5	29.3
Singapore	980.3	1493.9	52.4
Others	4092.9	4751.7	16.1
Total	30328.8	35589.4	17.3

Source: Statistics Department, Bangladesh Bank

National Action Plan for Safe, Orderly Migration Launched

Bangladesh has launched a five-year National Action Plan (2026–2030) to promote safe, orderly and regular migration and strengthen the protection of migrant workers. Developed in line with the objectives of the Global Compact for Safe, Orderly and Regular Migration (GCM), the plan was launched in Dhaka by the government in partnership with the International Organization for Migration (IOM).

The initiative is jointly led by the Ministry of Foreign Affairs and the Ministry of Expatriates' Welfare and Overseas Employment through the Bangladesh Migration Compact Taskforce (BMCT), with technical support from the IOM. The plan was developed with support from the European Union under the EU-funded Prottasha II project.

Approved by the Cabinet on May 21, 2026, the action plan provides a framework for implementing Bangladesh's GCM commitments and coordinating migration-related policies across government institutions. The launch also reviewed Bangladesh's participation in the International Migration Review Forum (IMRF) 2026, which emphasized stronger international cooperation to ensure safer migration pathways and better protection for migrant workers.

Central Bank, PKSF Sign Tk 50 billion Deal to Create 200,000 jobs

Bangladesh Bank and the Palli Karma-Sahayak Foundation (PKSF) have signed a Tk 50 billion agreement to expand financing for targeted microenterprises and create 200,000 jobs across the country. Under the program, PKSF will provide greater access to finance alongside business and skills development support.

The initiative has three components: financial services, business-cluster-based value chain development, and skills development for entrepreneurs. It will focus on promising business clusters that have emerged in different parts of the country, aiming to strengthen grassroots economic activity and expand employment opportunities. The Tk 50 billion fund will operate as a revolving facility to meet growing demand for financing and ensure its continued use. The arrangement is expected to maintain a sustained flow of funds to microenterprises rather than serve as a one-off financing intervention.

ILO

ILO Study Highlights Opportunities and Challenges for Cambodia's Digital Platform Workers

A new ILO study finds that Cambodia's rapidly expanding digital labor platforms are creating new income opportunities, while workers in ride-hailing and delivery services continue to face long working hours, income uncertainty and limited social protection.

The report, Diagnostic Review of Working Conditions and Social Security Coverage of Digital Platform Workers in Cambodia, draws on surveys and interviews with platform workers and key stakeholders, found that workers typically work 6.7–6.8 days a week and 11–12 hours a day, including unpaid waiting time.

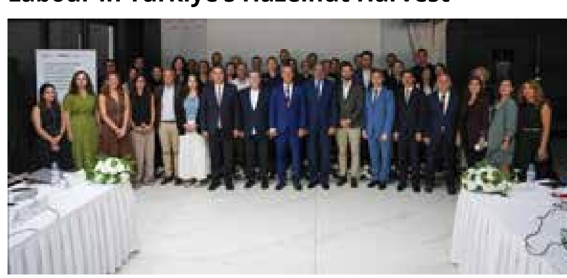
Average gross monthly earnings were reported at US$581 for taxi drivers, US$501 for food delivery riders and US$477 for tuk-tuk drivers, although operating costs significantly affected take-home income. Around half of surveyed workers had some form of social security coverage.

The study also highlighted the growing role of automated management systems, with customer ratings influencing earnings and task allocation. Nearly half of workers reported penalties for refusing or cancelling orders, while one-third of delivery riders reported work-related injuries. The ILO noted that stronger social protection, representation and workplace safeguards are needed to ensure that digital platform growth delivers decent work alongside new economic opportunities.

Jordan Moves Towards Unified Mechanism to Boost Women's Labor Force Participation

Jordan is moving to establish a unified national mechanism to monitor and increase women's labour force participation, shifting from fragmented initiatives towards a coordinated framework for data sharing, results monitoring and impact assessment. Led by the Ministry of Labour in partnership with the ILO, and with support from GIZ and other national institutions, the initiative aligns with Jordan's Economic Modernisation Vision, which prioritizes women's economic participation. A national workshop brought together government institutions, international organizations and development partners to advance the process. Consultations have identified initiatives by more than 30 institutions covering employment, skills, social protection, transport, care, entrepreneurship, legislation and digital transformation. The process will establish a national team and clarify institutional roles and coordination mechanisms.

ILO Sustains 13 Years of Action Against Child Labour in Türkiye's Hazelnut Harvest



The ILO brought together government institutions, employers' and workers' organizations, Association of Chocolate, Biscuits and Confectionery Industries of Europe (CAOBISCO) and hazelnut-sector companies in Ordu and Giresun on 19–20 August 2026 to discuss sustaining efforts to prevent and eliminate child labor in seasonal hazelnut harvesting. The multi-stakeholder field visit linked policy, field activities and supply-chain engagement through consultations on the project's Exit Strategy, visits to intervention sites and a suppliers' roundtable. Since 2013, the ILO Office for Türkiye and CAOBISCO have partnered with the Ministry of Labour and Social Security and other stakeholders to address the worst forms of child labor in hazelnut production. As the current project phase ends in December 2026, participants focused on strengthening national and local ownership to sustain 13 years of progress.

Nepal Local Governments Step Up Action Against Child La bor

Local governments and stakeholders in Nepal's Sudurpashchim and Karnali provinces have strengthened efforts to eliminate child labor through review and interaction programs organized by the Ministry of Youth, Labour and Employment, with ILO support. Held in Dhangadhi, Dadeldhura and Surkhet on 19, 21 and 24 August 2026, the programs reviewed implementation of Nepal's National Master Plan on Child Labour Elimination and the Child Labour Free Local Level Declaration Programme. More than 64 local governments in the two provinces have received conditional grants to support the declaration process, although only one has so far been declared child labor-free. Discussions focused on strengthening local capacity, coordination and implementation, with seasonal migration of children to India identified as a key protection concern.

ILO Launches Project to Link Trade and Investment with Better Jobs in Lebanon

The ILO, with funding from the European Union, has launched the Mainstreaming Employment into Trade and Investment (METI) project in Lebanon to help ensure trade and investment generate more productive employment and decent work. The initiative will support government institutions, employers' and workers' organizations to assess the employment impacts of economic policies, strengthen coordination and use evidence to improve job outcomes. The project was launched in Beirut with representatives from the Ministries of Labour, Economy and Trade, and Industry, along with employers' and workers' organizations and research partners. The meeting also established a Policy Working Group to guide implementation. ILO Deputy Regional Director Claire Courteille-Mulder stressed the need to place employment at the center of economic policymaking as Lebanon pursues economic recovery and structural transformation.

Uzbekistan Boosts Labour Inspection Ahead of Cotton Harvest

The ILO has strengthened labor inspection capacity in Uzbekistan ahead of the 2026 cotton harvest through a three-day training in Tashkent from 24–26 August.

Organized under the ILO RISE for Impact project at the request of the Ministry of Employment and Poverty Reduction, the training brought together state labor inspectors, trade union representatives and civil society activists. Participants focused on practical approaches to monitoring labor rights, with particular attention to forced and child labor.

The program featured case studies, role-play and group exercises on effective, ethical and victim-centered interviewing, as well as labour inspectors' powers and responsibilities. Participants also explored how inspections can identify potential forced labor, protect workers and trigger appropriate responses. Uzbekistan has ratified all ten ILO fundamental Conventions.

Turkmenistan Steps Up Efforts to Prevent Child, Forced Labor

The ILO, with EU funding and national partners, has reached around 1,500 people across 35 districts of Turkmenistan through a three-month campaign to prevent child and forced labor, particularly during the cotton harvest.

Held from World Day Against Child Labour during 12 June to 12 August 2026, the initiative included 15 national and local events across the country. Participants included local authorities, government agencies, education and health institutions, farmers, employers' and workers' organizations and other stakeholders. The sessions focused on identifying and preventing child and forced labor, clarifying the distinction between permissible light work and prohibited child labor. They also highlighted Turkmenistan's legal ban on involving children in the annual cotton harvest and government measures to prevent forced mobilization of workers.

Childcare Gaps Hold Back Women's Employment in Ukraine

A new ILO-UNICEF study finds that inadequate childcare is keeping many Ukrainian mothers out of work and widening gender inequality as the country faces war and reconstruction.

Only 35% of mothers with children aged 0–6 are employed, compared with 94% of fathers. The rate drops to just 13% for mothers with children under two. Many working mothers are pushed into insecure arrangements, with 40% of employed mothers with babies working fewer than four hours a day and nearly half working from home, often without contracts or social protection.

Ukraine's childcare system was already under pressure before the war, with coverage for children under three at just 18%, compared with an OECD average of 36%. The conflict has further reduced access: enrolment in early childhood education and care has fallen by one third since 2021, while thousands of kindergartens still need shelter repairs or construction.

The study estimates that every dollar invested in closing Ukraine's childcare gap could generate US$6.52 in returns through higher lifetime earnings for mothers and create nearly 177,600 jobs by 2030.

The report calls for an integrated care economy combining childcare, paid parental leave, family-friendly and flexible work, stronger anti-discrimination measures and greater involvement of fathers. It argues that Ukraine's reconstruction offers an opportunity to build a more inclusive care system—and unlock women's economic potential at a time of severe labor shortages.

Consumer Price Index: National
(Base: 2021-22=100)

Period	General Index	1. Food	2. Non-Food	Index by expenditure group						
				I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Health	V. Transportation	VI. Recreation and Culture	VIII. Mise. Goods & Services
FY 2024-25										
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
May	**133.08**	**131.85**	**134.09**	136.51	132.29	137.97	128.94	127.26	137.29	145.99
June	**133.85**	**133.10**	**134.45**	136.67	132.67	138.18	129.02	127.16	138.23	148.14
FY 2025-26										
January	**142.77**	**141.84**	**143.53**	143.55	141.62	144.37	132.17	134.72	145.77	171.85
February	**143.28**	**142.18**	**144.18**	143.81	141.83	144.48	132.29	135.07	146.19	177.51
March	**144.56**	**143.25**	**145.62**	148.29	143.17	145.44	133.45	136.67	148.99	175.01
April	**145.57**	**144.39**	**146.54**	148.50	144.22	145.85	133.77	139.17	150.04	174.67
May	**145.61**	**143.79**	**147.10**	149.56	144.54	146.81	134.33	139.80	151.14	173.64
June	**146.11**	**144.54**	**147.38**	149.85	145.44	147.05	134.54	140.00	151.77	170.33

Source: Bangladesh Bureau of Statistics

Consumer Price Index: Rural
(Base: 2021-22=100)

Period	General Index	1. Food	2. Non-Food	Index by expenditure group						
				I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Health	V. Transportation	VI. Recreation and Culture	VIII. Mise. Goods & Services
FY 2024-25										
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
May	**133.32**	**132.02**	**134.56**	130.82	137.08	138.39	130.89	129.37	136.65	143.02
June	**134.04**	**133.02**	**135.01**	130.94	137.66	138.67	130.98	129.25	137.18	145.28
FY 2025-26										
January	**143.18**	**141.71**	**144.58**	137.93	149.19	144.96	133.17	137.12	143.85	167.94
February	**143.71**	**142.02**	**145.31**	138.20	149.37	145.10	133.34	137.59	144.42	174.08
March	**144.90**	**143.28**	**146.43**	141.65	150.79	145.77	134.91	138.66	146.54	171.26
April	**145.94**	**144.47**	**147.32**	141.82	152.07	146.32	135.30	141.15	147.47	170.95
May	**145.97**	**143.83**	**147.99**	143.21	152.51	147.40	135.75	141.89	148.76	169.87
June	**146.42**	**144.36**	**148.36**	143.39	153.93	147.63	135.98	142.16	149.36	166.54

Source: Bangladesh Bureau of Statistics

Consumer Price Index: Urban
(Base: 2021-22=100)

Period	General Index	1. Food	2. Non-Food	Index by expenditure group						
				I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Health	V. Transportation	VI. Recreation and Culture	VIII. Mise. Goods & Services
FY 2024-25										
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	138.49	147.31
April	**133.28**	**132.69**	**133.64**	147.52	126.57	136.534	124.53	128.20	138.63	147.42
May	**133.05**	**131.62**	**133.94**	147.35	126.66	137.20	125.09	128.15	138.70	149.80
June	**133.88**	**133.41**	**134.17**	147.59	126.82	137.27	125.17	128.08	139.23	151.72
FY 2025-26										
January	**142.41**	**142.29**	**142.49**	154.24	132.75	143.28	130.19	135.27	132.00	176.56
February	**142.89**	**142.67**	**143.02**	154.48	133.00	143.35	130.23	135.50	132.81	181.31
March	**144.32**	**143.34**	**144.93**	160.93	134.24	144.84	130.58	137.69	149.62	179.40
April	**145.29**	**144.37**	**145.87**	161.19	135.01	144.99	130.74	140.19	149.90	179.05
May	**145.36**	**143.84**	**146.30**	161.62	135.20	145.74	131.53	140.82	151.07	178.14
June	**145.94**	**145.10**	**146.46**	162.13	135.50	146.00	131.72	141.00	151.91	175.05

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: National
(Base: 2021-22 = 100)

Sector	2022-23	2023-24	2024-25	April '26	May '26	June '26
General	205.30	115.33	124.68	138.32	138.86	139.12
percentage change (Point to Point)	7.04	7.74	*8.10*	*8.16*	*8.21*	*8.18*
percentage change (over previous month)				*0.28*	*0.39*	*0.19*
1. Agriculture	**205.69**	**115.66**	**125.31**	**139.21**	**139.70**	**139.83**
percentage change (Point to Point)	7.01	8.08	*8.35*	*8.19*	*8.22*	*8.21*
percentage change (over previous month)				*0.27*	*0.35*	*0.09*
i) Agriculture	205.98	115.81	125.56	139.77	140.28	140.37
percentage change (Point to Point)	7.06	8.17	*8.41*	*8.33*	*8.36*	*8.35*
percentage change (over previous month)				*0.27*	*0.36*	*0.07*
ii) Fish	191.07	113.09	121.26	129.80	130.08	130.74
percentage change (Point to Point)	4.37	8.35	*7.22*	*5.70*	*5.76*	*5.75*
percentage change (over previous month)				*0.38*	*0.21*	*0.51*
2. Industry	**201.01**	**114.72**	**123.60**	**136.85**	**137.41**	**137.78**
	6.97	7.24	*7.74*	*8.098*	*8.15*	*8.11*
				0.28	*0.41*	*0.27*
i) Construction	184.35	114.29	123.12	136.19	136.71	137.11
percentage change (Point to Point)	5.57	8.26	*7.71*	*8.08*	*8.13*	*8.09*
percentage change (over previous month)				*0.28*	*0.38*	*0.29*
ii) Production	234.79	117.69	127.03	141.51	142.33	142.45
percentage change (Point to Point)	9.28	7.70	*7.94*	*8.17*	*8.23*	*8.24*
percentage change (over previous month)				*0.28*	*0.58*	*0.08*
3. Service	**212.23**	**116.22**	**125.95**	**139.98**	**140.70**	**141.14**
percentage change (Point to Point)	7.31	8.29	*8.38*	*8.31*	*8.36*	*8.34*
percentage change (over previous month)				*0.29*	*0.51*	*0.31*

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: Dhaka Division
(Base: 2021-22=100)

Sector	2022-23	2023-24	2024-25	April '26	May '26	June '26
General	199.93	112.92	122.02	135.90	139.39	136.65
percentage change (Point to Point)	5.54	6.98	*8.05*	*8.64*	*8.69*	*8.66*
percentage change (over previous month)				*0.21*	*0.36*	*0.19*
1. Agriculture	**201.3**	**112.51**	**121.77**	**135.99**	**136.55**	**136.59**
percentage change (Point to Point)	5.51	6.6	*8.23*	*8.58*	*8.61*	*8.60*
percentage change (over previous month)				*0.18*	*0.41*	*0.03*
i) Agriculture	201.36	112.5	121.76	136.01	136.57	136.62
percentage change (Point to Point)	5.53	6.58	*8.23*	*8.60*	*8.62*	*8.61*
percentage change (over previous month)				*0.18*	*0.41*	*0.03*
ii) Fish	193.85	113.66	123.21	131.00	131.22	131.43
percentage change (Point to Point)	3.47	9.85	*8.40*	*5.16*	*5.18*	*5.19*
percentage change (over previous month)				*0.18*	*0.17*	*0.16*
2. Industry	**193.18**	**113.41**	**122.33**	**135.85**	**136.33**	**136.69**
percentage change (Point to Point)	5.6	7.39	*7.85*	*8.58*	*8.64*	*8.59*
percentage change (over previous month)				*0.23*	*0.35*	*0.27*
i) Construction	181.65	113.12	121.98	135.58	136.06	136.45
percentage change (Point to Point)	4.5	8.24	*7.83*	*8.69*	*8.74*	*8.70*
percentage change (over previous month)				*0.22*	*0.36*	*0.29*
ii) Production	217.53	115.97	125.36	138.31	138.76	138.86
percentage change (Point to Point)	7.63	7.76	*8.10*	*7.64*	*7.71*	*7.65*
percentage change (over previous month)				*0.27*	*0.33*	*0.07*
3. Service	**211.37**	**111.75**	**121.30**	**135.90**	**136.32**	**136.56**
percentage change (Point to Point)	5.54	5.87	*8.54*	*9.01*	*9.07*	*9.09*
percentage change (over previous month)				*0.21*	*0.31*	*0.17*

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: Chattogram Division (Base Index: 2021-22=100)

Sector	2022-23	2023-24	2024-25	April '26	May '26	June '26
General	202.76	113.92	122.57	135.39	135.97	136.41
percentage change (Point to Point)	*6.99*	*6.48*	*7.59*	*7.97*	*8.01*	*7.94*
Percentage change (over previous month)				*0.25*	*0.42*	*0.32*
1. Agriculture	**202.96**	**113.08**	**122.04**	**134.47**	**135.04**	**135.27**
percentage change (Point to Point)	*6.51*	*6.16*	*7.92*	*7.75*	*7.81*	*7.79*
Percentage change (over previous month)				*0.31*	*0.43*	*0.17*
I. Agriculture	203.31	113.32	122.74	136.94	137.65	137.71
percentage change (Point to Point)	*6.59*	*6.3*	*8.32*	*8.64*	*8.68*	*8.67*
percentage change (over previous month)				*0.26*	*0.52*	*0.05*
II. Fish	193.62	112.47	120.25	128.27	128.50	129.15
percentage change (Point to Point)	*4.44*	*7.69*	*6.92*	*5.44*	*5.51*	*5.49*
percentage change (over previous month)				*0.43*	*0.18*	*0.51*
2. Industry	**198.01**	**114.28**	**122.50**	**135.10**	**135.61**	**136.10**
percentage change (Point to Point)	*7.3*	*6.51*	*7.19*	*7.86*	*7.90*	*7.81*
percentage change (over previous month)				*0.23*	*0.38*	*0.36*
I. Construction	195.63	114.18	122.31	134.78	135.29	135.77
percentage change (Point to Point)	*7.23*	*6.49*	*7.12*	*7.81*	*7.85*	*7.76*
percentage change (over previous month)				*0.22*	*0.37*	*0.36*
II. Production	206.68	116.37	126.45	141.74	142.37	142.77
percentage change (Point to Point)	*7.57*	*8.16*	*8.66*	*8.80*	*8.88*	*8.87*
Percentage change (over previous month)				*0.36*	*0.44*	*0.28*
3. Service	**210.68**	**115.12**	**124.83**	**140.27**	**141.20**	**142.13**
percentage change (Point to Point)	*8.37*	*6.22*	*8.43*	*9.27*	*9.29*	*9.08*
percentage change (over previous month)				*0.17*	*0.66*	*0.66*

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: Rajshahi Division
(Base: 2021-22=100)

Sector	2022-23	2023-24	2024-25	April '26	May'26	June '26
General	204.22	114.45	123.88	137.47	138.00	138.23
percentage change (Point to Point)	6.78	7.18	8.23	8.18	8.23	8.24
percentage change (over previous month)				0.31	0.39	0.17
1. Agriculture	**203.89**	**113.68**	**123.28**	**137.06**	**137.56**	**137.71**
percentage change (Point to Point)	6.52	6.72	8.44	8.40	8.43	8.44
percentage change (over previous month)				0.34	0.37	0.11
I. Agriculture & Livestock	203.91	113.68	123.28	137.22	137.73	137.87
percentage change (Point to Point)	6.52	6.71	8.45	8.48	8.52	8.53
percentage change (over previous month)				0.34	0.37	0.10
II. Fisheries	197.51	113.68	123.14	132.07	132.35	132.92
percentage change (Point to Point)	5.17	8.1	8.32	5.67	5.70	5.73
percentage change (over previous month)				0.24	0.21	0.44
2. Industry	**202.06**	**114.87**	**123.99**	**137.40**	**137.88**	**138.18**
percentage change (Point to Point)	7.2	7.16	7.94	8.02	8.09	8.08
percentage change (over previous month)				0.27	0.35	0.22
I. Construction	178.01	113.95	122.80	135.73	136.21	136.63
percentage change (Point to Point)	5.23	8.28	7.76	7.95	8.01	7.98
percentage change (over previous month)				0.30	0.36	0.31
II. Production	225.66	116.49	126.41	140.80	141.27	141.33
percentage change (Point to Point)	8.79	7.33	8.27	8.16	8.23	8.27
percentage change (over previous month)				0.23	0.33	0.04
3. Service	**214.96**	**117.17**	**126.89**	**140.13**	**141.06**	**141.46**
percentage change (Point to Point)	8.33	8.16	8.29	7.64	7.74	7.80
percentage change (over previous month)				0.31	0.66	0.29

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: Rangpur Division (Base Index: 2021-22=100)

Sector	2022-23	2023-24	2024-25	April '26	May '26	June '26
General	226.4	120.92	131.25	146.08	146.60	146.79
percentage change (Point to Point)	10.98	8.98	8.54	8.08	8.11	8.10
percentage change (over previous month)				0.29	0.35	0.13
1. Agriculture	**222.67**	**120.72**	**131.18**	**146.36**	**146.72**	**146.83**
percentage change (Point to Point)	10.95	8.83	8.67	8.25	8.26	8.25
percentage change (over previous month)				0.24	0.25	0.08
I. Agriculture & Livestock	222.73	120.73	131.20	146.38	146.74	146.86
percentage change (Point to Point)	10.96	8.83	8.67	8.25	8.27	8.26
percentage change (over previous month)				0.24	0.25	0.08
II. Fisheries	189.84	115.32	124.41	132.00	132.73	132.91
percentage change (Point to Point)	5.42	9.4	7.88	4.90	4.94	4.95
percentage change (over previous month)				0.48	0.55	0.14
2. Industry	234.37	120.28	130.16	143.87	144.70	145.05
percentage change (Point to Point)	10.21	9.15	8.21	7.55	7.62	7.60
percentage change (over previous month)				0.37	0.58	0.25
I. Construction	186.69	119.79	130.19	143.53	144.06	144.47
percentage change (Point to Point)	7.22	11.72	8.68	7.43	7.50	7.48
percentage change (over previous month)				0.36	0.37	0.29
II. Production	300.82	122.46	130.00	145.36	147.50	147.60
percentage change (Point to Point)	13.75	7.63	6.20	8.04	8.11	8.09
percentage change (over previous month)				0.40	1.48	0.06
3. Service	**259.15**	**125.08**	**135.54**	**150.61**	**151.66**	**152.13**
percentage change (Point to Point)	14.37	9.44	8.36	8.19	8.23	8.25
percentage change (over previous month)				0.56	0.70	0.31

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: Khulna Division
(Base Index: 2021-22=100)

Sector	2022-23	2023-24	2024-25	April '26	May '26	June '26
General	204.62	114.63	123.76	137.14	137.77	138.00
percentage change (Point to Point)	6.9	7.22	7.97	8.09	8.14	8.12
percentage change (over previous month)				0.27	0.46	0.17
1. Agriculture	**206.3**	**114.43**	**123.63**	**136.72**	**137.40**	**137.44**
percentage change (Point to Point)	6.65	7.28	8.05	7.93	7.97	7.96
percentage change (over previous month)				0.25	0.49	0.03
I. Agriculture & Livestock	207.06	114.41	123.62	136.91	137.60	137.62
percentage change (Point to Point)	6.72	7.19	8.05	8.05	8.09	8.07
percentage change (over previous month)				0.25	0.50	0.01
II. Fisheries	185.07	114.82	123.91	131.89	132.16	132.76
percentage change (Point to Point)	4.53	9.85	7.91	5.05	5.10	5.11
percentage change (over previous month)				0.28	0.21	0.45
2. Industry	**192.09**	**113.83**	**122.71**	**136.35**	**136.89**	**137.33**
percentage change (Point to Point)	6.6	6.77	7.80	8.36	8.43	8.41
percentage change (over previous month)				0.29	0.40	0.32
I. Construction	178.81	113.27	122.01	135.39	135.89	136.34
percentage change (Point to Point)	5.49	7.36	7.70	8.31	8.37	8.35
percentage change (over previous month)				0.29	0.37	0.33
II. Production	244.03	119.48	129.86	146.07	147.06	147.31
percentage change (Point to Point)	9.17	8.68	8.70	8.91	8.95	8.96
percentage change (over previous month)				0.32	0.67	0.17
3. Service	**223.51**	**118.16**	**127.85**	**141.68**	**142.39**	**142.80**
percentage change (Point to Point)	9.64	7.82	8.19	7.88	7.93	7.92
percentage change (over previous month)				0.24	0.50	0.29

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: Barishal Division
(Base Index: 2021-22=100)

Sector	2022-23	2023-24	2024-25	April '26	May '26	June '26
General	208.2	123.04	124.46	137.67	138.25	138.59
percentage change (Point to Point)	7.87	7.07	7.83	8.04	8.08	8.03
percentage change (over previous month)				0.22	0.42	0.25
1. Agriculture	**211.56**	**122.33**	**123.10**	**135.36**	**135.81**	**136.11**
percentage change (Point to Point)	7.59	6.44	7.60	7.52	7.56	7.55
percentage change (over previous month)				0.23	0.34	0.22
I. Agriculture & Livestock	212.26	122.69	123.70	136.74	137.22	137.29
percentage change (Point to Point)	7.72	6.59	7.83	7.76	7.79	7.80
percentage change (over previous month)				0.17	0.35	0.05
II. Fisheries	197.75	120.43	121.58	131.89	132.29	133.13
percentage change (Point to Point)	4.82	8.15	7.02	6.88	6.94	6.93
percentage change (over previous month)				0.38	0.30	0.64
2. Industry	**191.23**	**121.92**	**124.84**	**138.76**	**139.31**	**139.58**
percentage change (Point to Point)	7.74	7.38	7.93	8.40	8.45	8.39
percentage change (over previous month)				0.22	0.39	0.20
I. Construction	184.04	121.28	124.75	138.63	139.15	139.43
percentage change (Point to Point)	7.8	7.42	7.91	8.38	8.43	8.37
percentage change (over previous month)				0.22	0.38	0.20
II. Production	227.41	126.68	127.69	143.15	144.35	144.64
percentage change (Point to Point)	8.2	8.69	8.55	9.09	9.15	9.08
percentage change (over previous month)				0.27	0.84	0.20
3. Service	**227.66**	**127.42**	**128.09**	**141.12**	**142.35**	**143.26**
percentage change (Point to Point)	9.65	8.09	8.22	8.02	8.05	7.94
percentage change (over previous month)				0.13	0.87	0.64

Source: Bangladesh Bureau of Statistics

Wage Rate Index By Sectors: Sylhet Division
(Base Index: 2021-22=100)

Sector	2022-23	2023-24	2024-25	April '26	May '26	June '26
General	202.88	113.43	122.67	135.70	136.04	136.23
percentage change (Point to Point)	6.57	6.43	8.15	7.92	7.96	7.96
percentage change (over previous month)				0.35	0.25	0.14
1. Agriculture	**203.72**	**114.03**	**123.33**	**136.20**	**136.58**	**136.62**
percentage change (Point to Point)	6.69	6.86	8.16	7.65	7.70	7.72
percentage change (over previous month)				0.33	0.28	0.03
I. Agriculture & Livestock	203.93	114.03	123.33	136.23	136.60	136.64
percentage change (Point to Point)	6.74	6.82	8.15	7.66	7.71	7.73
percentage change (over previous month)				0.33	0.28	0.03
II. Fisheries	190.48	114.2	123.60	131.25	131.53	131.65
percentage change (Point to Point)	3.81	10.01	8.23	4.92	4.97	5.03
percentage change (over previous month)				0.31	0.23	0.08
2. Industry	**194.88**	**112.88**	**121.79**	**134.56**	**134.89**	**135.30**
percentage change (Point to Point)	5.71	6.77	7.89	7.93	7.97	7.95
percentage change (over previous month)				0.36	0.25	0.30
I. Construction	190.88	112.82	121.76	134.52	134.85	135.26
percentage change (Point to Point)	5.07	7.38	7.92	7.92	7.97	7.95
percentage change (over previous month)				0.36	0.24	0.30
II. Production	222.43	117.21	123.84	138.28	139.21	139.31
percentage change (Point to Point)	7.9	6.84	5.70	8.06	8.09	8.06
percentage change (over previous month)				0.45	0.67	0.08
3. Service	**212.51**	**113.43**	**123.11**	**136.80**	**137.07**	**137.16**
percentage change (Point to Point)	7.23	5.77	8.53	8.32	8.35	8.33
percentage change (over previous month)				0.35	0.20	0.07

Source: Bangladesh Bureau of Statistics

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 relations, enterprise efficiency, competitiveness, etc.

BEF's activities cover a wide range of issues besides industrial relations. Training and skill development is a major activity along with enterprise level programs for productivity 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.

BEF

Bangladesh Employers' Federation