INFOGRAPHIC

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VACATION GEOGRAPHY: WHY TIME OFF DEPENDS ON WHERE YOU WORK

A vacation means the same thing everywhere: a chance to pause, recharge and put work aside for a while. But how much time employees get to do that depends heavily on where they work.

In some countries, paid annual leave is clearly protected by law. In others, it depends on length of service, company policy or even how well an employee negotiates with their employer. These differences are shaped by local legislation, workplace culture, social standards and the way each country approaches work-life balance.

Europe stands out as one of the most generous regions for time off, with employees usually entitled to at least 20–25 working days of annual leave per year. In other part of the world, however, the picture looks very different. In the United States, for example, there is no statutory minimum for paid vacation days – so the amount of time an employee gets to rest is often left up to the employer.

Minimum number of paid annual leave days in different countries

0 d.

USA

The only developed country with no statutory minimum – everything depends on the employer.

5–15 d.

CHINA

The number of days depends on length of service – employees with longer tenure receive more annual leave days.

10 d.

JAPAN

The law provides for 10 days, but due to prevailing workplace culture, employees often do not use all of them.

20 d.

LITHUANIA

The EU minimum for annual leave days.

20 d.

LATVIA

The EU minimum for annual leave days.

20-25 d.

POLAND

The number of days depends on length of service – employees with longer tenure receive more annual leave days.

20-26 d.

GERMANY

The EU minimum for annual leave days, although employers often provide additional days.

20 d.

ESTONIA

28 calendar days, equivalent to 20 working days.

25 d.

SWEDEN

Employees are granted five weeks of annual leave.

25 d.

FINLAND

Companies often provide more than the statutory minimum.

25 d.

FRANCE

Additional days may be granted for overtime.

25 d.

AUSTRIA

After 25 years of service, employees are entitled to as many as 30 days per year.

30 d.

BRAZIL

The country stands out for having a more employee-friendly annual leave policy.

Sources:

- Balancing the clock: How Europe works and rests
- European statistical data
- Employment, Social Affairs and Inclusion
- OECD, „Employment", 2026 m.
- Productivity and decent work

A NOSTALGIC JOURNEY THROUGH LITHUANIAN OFFICES 20 YEARS AGO

In 2004–2005, Lithuania's job market still reflected the legacy of the previous system – in workplace culture, in how employee benefits were understood and in organizational habits. Although Lithuania had already joined the European Union, some workplace practices of that time still did not meet the standards we now associate with a modern, employee-focused environment built around wellbeing and flexibility.

Some facts from that period may seem surprising or difficult to understand today. They clearly show how much Lithuania's work culture has changed over the past two decades. Do you remember any of them?

Smoking breaks

Officially tolerated and, in some workplaces, even 'included' in working time.

Tea and coffee

Kept in a shared thermos and described by employees as a major perk.

Christmas gifts

Buckwheat, cooking oil, or canned goods were among the most common forms of employee reward.

Vouchers to trade union holiday homes

Gave employees the opportunity to take an affordable family holiday.

Fax machine

The main tool used to send official documents.

Everything on paper

Applications, reports, timesheets, and other documents were filled in by hand.

Landline phone

The main means of workplace communication.

Data storage

Information was stored on floppy disks or printed out and filed in folders.

One printer for the entire floor

Employees often had to queue to use it.

Lunch break

Lunch at 1:00 p.m. was considered a mandatory shared team activity, while spending the break separately from colleagues was viewed unfavorably.

Office life in Lithuania 20 years ago

Vertical management culture

When the manager spoke, everyone was expected to listen without interrupting.

Strict dress code

Suits were required even for ordinary employees.

Mobile phone at work

Not available to every employee and used very rarely.

Salary

Considered private information, making discussions about pay a taboo.

CV

Written by hand or typed and printed by someone with access to a computer.

Over the past 20 years, however, Lithuania's job market has changed significantly. A workplace environment once shaped by hierarchy and paper-based documentation has been replaced by a more digitalized, flexible and employee-focused culture. Many practices that used to be common would today be seen as inefficient or no longer in line with modern workplace standards and legal requirements.

Sources:

State data agency | European statistical data | OECD platform, 2026 y. | Eurofound platform, 2026 y. | Employment, Social Affairs and Inclusion

Maternity leave

Women were encouraged to stay at home with children for a long time, while returning to work earlier was seen as shameful.

"Envelope wages"

Part of the salary was paid unofficially in cash, allowing companies to avoid taxes.

WORK BENEFITS 2.0: WHAT THE NEW GENERATION EXPECTS

Gen Z is paying more attention not just to individual benefits, but to the overall work experience, flexibility and wellbeing. This means employers need to offer more than a competitive compensation package – they also need to create an environment that meets the changing expectations of employees.

Benefits Gen Z is talking about more

Family-building benefits

Fertility, adoption and family-forming reimbursements are becoming increasingly relevant and can offer a competitive advantage in the talent market.

Menstrual leave

A growing trend that provides women with additional day's off.

Grandparental leave

Designed to help employees care for their grandchildren, expanding family support within the organization.

Meeting-free Fridays

An increasingly common practice that helps reduce workload and improve focus.

Pet bereavement leave

A benefit based on employees' psychological well-being, increasingly seen in practice.

Top 3 benefits most important to gen Z:

1. Competitive salary
2. Health insurance
3. Work-life balance

For Gen Z, it is not only about what is included in the benefits package, but also about how work feels day to day. A comfortable work environment, spaces to take a break or meet with the team, learning opportunities and genuine employer attention to health are becoming an increasingly important part of the overall employee experience.

Free snacks, showers, meal allowances or additional days off are nice extras, but on their own, they are usually no longer enough. In other words, a fruit basket in the office is no longer enough to improve the work experience.

In 2026, employee benefits are moving away from standardized packages towards flexibility, wellbeing and more personalized solutions. The focus is increasingly shifting to practical benefits that genuinely improve everyday work, rather than symbolic perks.

Sources:

Employee Benefits Survey 2025 | Solutions for a Thriving Workplace | Health Benefit Strategies for 2025 | From AI Talent to Rising Healthcare Costs | The Top 4 Employee Benefits Trends Defining 2026 | Key Employee-Benefit Trends for 2026 | Employers continue to invest in leave programs | 2026 Workplace Benefits Report | Workis pranešimas „Personalo paieškos strategijos seminare", 2026 m.

YOUNG AND IN CHARGE: HOW TO EARN THE TEAM'S TRUST?

A management title does not always equal authority. Especially when there are people on the team who have worked in the same field for longer than the new manager has been in the workforce.

In situations like this, tension is often not expressed out loud. It shows up more quietly: in delayed decisions, ignored recommendations, cautious looks during meetings, or in a phrase that may never actually be said out loud: "I've been working here longer than he's been alive."

So where does tension usually arise?

Age is equated with competence

A younger manager is sometimes judged not by the quality of their decisions, arguments or ability to bring the team together, but by how old they are.

Silent agreement

Employees may agree with the manager's decisions in theory, but in practice, implementation stalls. Tasks are delayed, recommendations are ignored, and support is sought from other colleagues or informal team leaders.

A promotion becomes a personal disappointment

Older employees or those who have been with the organization longer may feel overlooked. The appointment of a younger colleague as manager may seem not only like an organizational decision, but also like a loss of their own status or a lack of recognition for their loyalty and effort.

Excessive control from the young manager

The desire to quickly prove they deserve the role can turn into over-controlling behavior, an unwillingness to admit mistakes or an attempt to build authority through the job title. In such cases, the relationship between the employee and the manager only becomes weaker.

Silent withdrawal

On the surface, everything may look fine: meetings are taking place, decisions are being made, tasks are being assigned. But employees become increasingly cautious, keep more distance and start questioning whether the manager can truly be trusted.

Where should a young manager start?

First, it is important to recognise and value the experience already built within the team, and to show that it will play a role in decision-making. Asking for advice, listening to the arguments of more experienced colleagues, and understanding what has worked for the team so far — as well as what has caused tension — are among the most important steps towards earning authority.

It is also important not to rush into building authority through control. Excessive checking, hiding mistakes or constantly reminding others of one's position usually only increases the distance between the team and the manager. Trust begins to form when a person in a leadership position acts consistently and respectfully, and is not afraid to admit that they do not know everything.

Ultimately, a young manager builds authority not by declaring it, but by consistently proving it through their actions. The team's trust is earned by someone who can bring people together, make well-reasoned decisions and build a respectful relationship — even when authority has to be earned from scratch.

Sources:

The challenge of being a young manager

How Do Millennial Managers Lead Older Employees?

Age Influences on the Leadership Styles and Behaviour of Managers

Age Stereotypes in the Workplace

Leadership and Aging Workforces

An Inconvenienced Youth?

Organizational Performance Consequences of Age Diversity

EMPLOYEE TURNOVER: THE HIDDEN COST ORGANISATIONS CANNOT IGNORE

Employee turnover costs an organization much more than simply finding a replacement. When an employee leaves, the organization also loses knowledge, experience, work rhythm and part of the team's stability. That is why the impact of turnover is often visible not only in financial figures, but also in the team's everyday morale.

Global trends: how much does it really cost to replace an employee?

Research shows that the cost of replacing higher-level employees can amount to several times their annual salary. However, direct recruitment costs are only one part of the total. The overall cost of turnover also includes job advertisements, recruitment specialists or agency fees, candidate assessments, interviews, and the time spent by managers and HR professionals.

Another important part is onboarding and training. A new employee needs to become familiar with the company's processes, culture, team and the specific nature of the role. This requires not only financial resources, but also valuable time from other team members.

Employee turnover cost by position level

The higher the employee's position and level of expertise, the higher the cost of replacing them. This includes not only recruitment costs, but also onboarding, training, lost productivity and the knowledge gap left within the team.

Position level	Cost of employee turnover (% of annual salary)
Entry-level or lower-skilled employees	30–50 %
Administrative positions	50–75 %
Specialists	100 -150 %

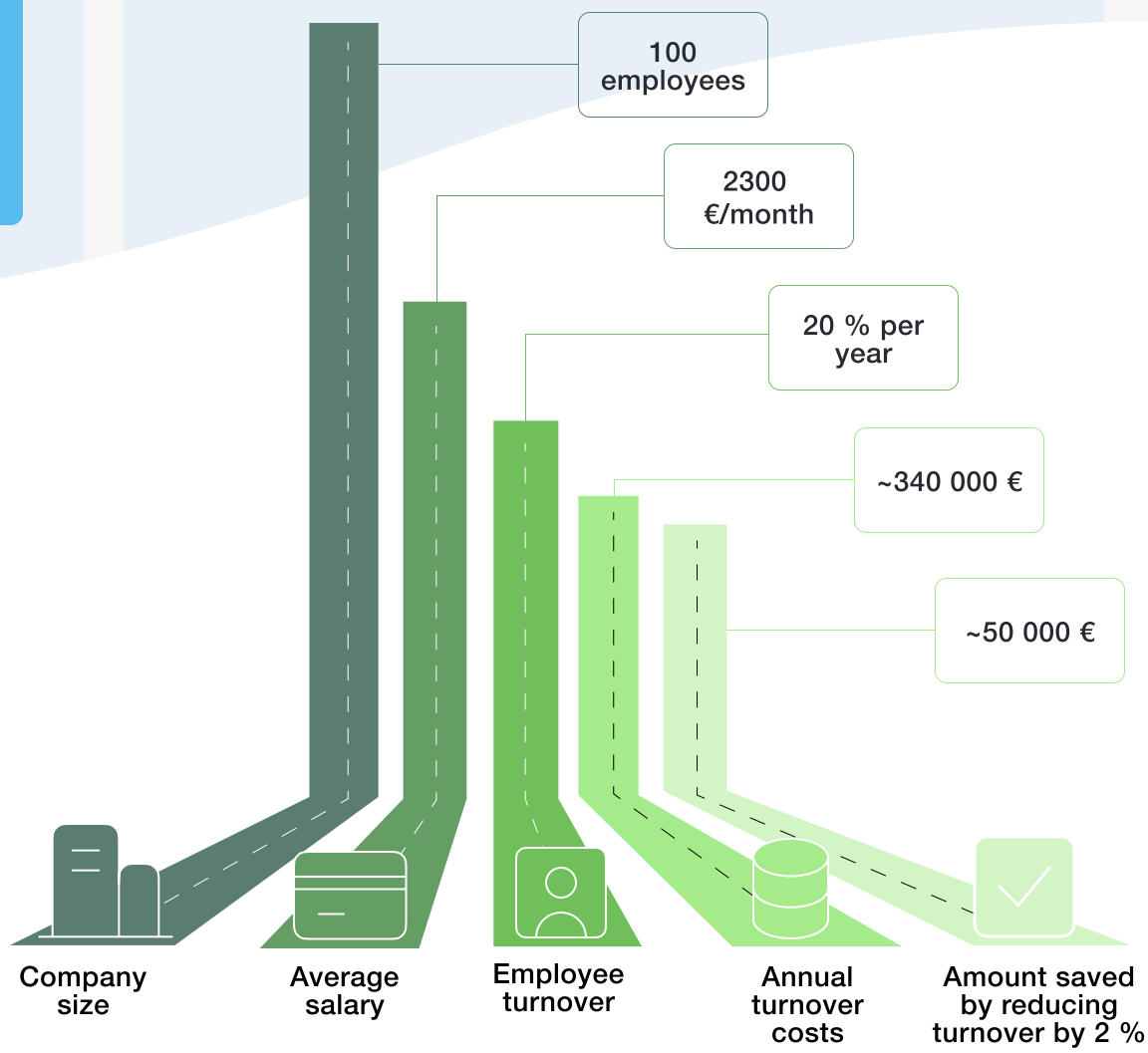
A significant share of turnover costs also comes from temporary productivity loss. A new employee does not reach full efficiency immediately, so for a while, work may move more slowly, more mistakes may occur, and the team may need to spend additional time providing support and onboarding. Indirect costs also include the loss of knowledge, lower motivation among remaining employees and possible disruptions to customer service.

Middle managers or experienced specialists	150 - 200 %

Employee Turnover in Lithuania: A Moving Market with a Real Cost

Lithuania does not have a single official indicator that precisely measures employee turnover across the entire job market. However, general 2026 data from the Employment Service shows that employee mobility remains high: around 20,000 people find employment every month, while about 274,000 unemployed people are registered over the course of a year.

This means the job market is constantly moving – people are changing jobs, looking for better conditions, higher pay, more flexibility or a more stable environment. For organizations, this is no longer just a recruitment issue, but an ongoing challenge: how do you retain employees when they have more and more options?



The highest employee turnover is usually seen in sectors where the pace of work is intense, competition is high and rotation has already become part of everyday reality:

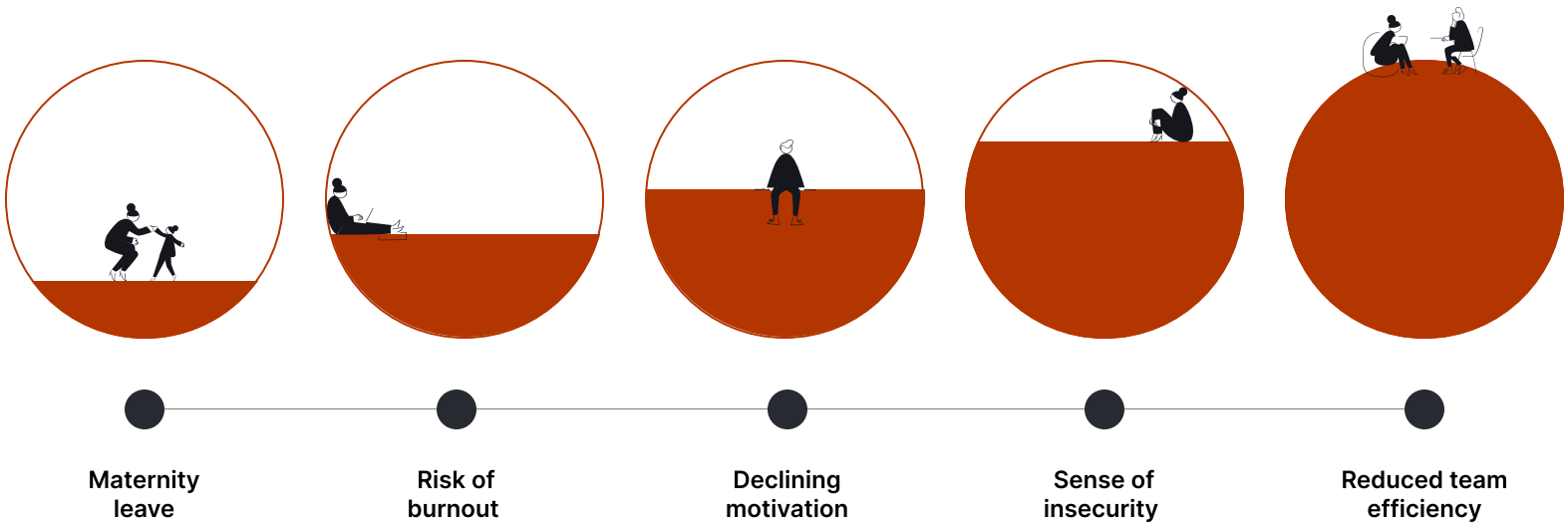
- accommodation and food service;
- retail;
- transport and logistics;
- manufacturing.

According to calculations by “WitMind”, a company that measures employer competitiveness, in Lithuania, a company with 100 employees has an average salary of EUR 2,300 per month, while annual employee turnover reaches 20 %. In this case, total annual costs can amount to around EUR 340,000.

According to “WitMind” data, this example shows that even a small reduction in employee turnover can have a significant financial impact. By reducing turnover by just 2%, an organisation could save around EUR 50,000 per year.

Risks and challenges

High employee turnover affects not only the budget, but also the people who remain in the organization. When employees leave, their responsibilities are often temporarily redistributed across the team, increasing workload, pressure and fatigue. Key challenges for remaining employees:



The team must take over the responsibilities of colleagues who have left, which increases fatigue and reduces employees' ability to focus on their core responsibilities;

Constant pressure and a heavier workload can eventually lead to emotional and physical exhaustion;

Frequent departures of colleagues reduce engagement, trust and loyalty to the organization

High turnover creates an atmosphere of instability and uncertainty;

Constant rotation disrupts the team's rhythm, while onboarding new employees can take several months or longer.

Sources:

Impact of Staff Turnover on Organizational Culture

The True Cost of Employee Turnover

How Much Does Employee Turnover Really Cost?

Situacija darbo rinkoje: naujausia apžvalga

Darbuotojų kaitos kaina: iš ko susideda bei kaip ją sumažinti

Continue discussion:

lt.sales.manpower@manpower.lt

+370 6491 6109

+370 6850 2424

https://manpower.lt/insights/