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# The right to time in the age of artificial intelligence

## Promotion and debate on the right to time – 12th Time Use Week

13-15 October 2025

Catalonia International

TIME USE INITIATIVE

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# 1. Introduction to Time Use Week 2025

Time is a central part of our daily lives. The way societies organise and live the 24 hours in a day – what we do, when we do it and how much time we spend on it – has a direct impact on our well-being. However, the way society is currently organised is marked by a lack of time for ourselves and difficulties in managing it, which is generating growing social unrest. The United Nations has defined part of this situation through the concept of *time poverty*, i.e. lack of personal time after satisfying basic needs and to meet work, domestic and care needs.

The figures are quite clear on this. In Europe, the average time poverty rate is around 20%, while in some Latin American countries it can exceed 50%, with a higher incidence among women. In the case of Barcelona, in 2024, 32% of women and 25% of men experienced time poverty, and 55% of the population reported living with constant anxiety because they were unable to get everything they needed or wanted to do done. Compared with the European average, Catalonia has other structural sources of time-related strain: We sleep 20 minutes less per day, the working day ends later, and working people have less freedom in organising their work hours. Furthermore, the perception of work-life balance is lower: 60% of sick leave is caused by stress, 30% of people have difficulty switching off, and 6.6 million overtime hours are worked each week, 44% of which are unpaid.

This reality negatively affects people's physical and mental health, productivity, quality of life and happiness, but it can be improved through political and social action. In this regard, it is essential to demand the right to time, meaning the genuine possibility of having time for oneself and managing it according to one's life needs. This requires time policies that coordinate people's daily needs with the rhythms of work, caregiving, public and private services, and urban schedules. Improving public transport infrastructure, setting up free public

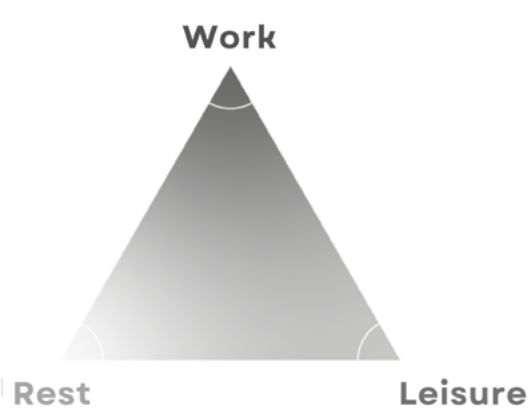
babysitting services or reducing working hours are examples of time policies that can transform the way we live. Ultimately, these are measures to build a healthier, fairer, more efficient and sustainable society, in which the right to time is a shared reality and not a privilege.

To understand the context of time-related strain and time poverty, one has to bear in mind that societies are undergoing major transformations. We live in a globalised world, which is experiencing a crisis in birth rates and a long-term care (the UN warns that, by 2050, 25% of the population will be over 65, increasing the need for specialised care), and most women are tied to a double shift (since they are active in the labour market, but also carry out most of the unpaid reproductive tasks). It should also be noted that advances in artificial intelligence and digitalisation have irreversibly disrupted our lives. Currently, around 30% of workers in the European Union work remotely part-time, although Eurostat warns that 8% of European households still do not have internet access, and according to the OECD, around 27% of jobs in developed countries are highly automatable. These changes, while posing new challenges, provide a great opportunity to reconsider how we use our time and how we could modify it to increase people's quality of life.

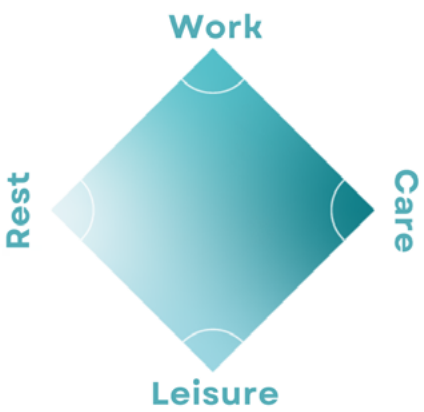
As a result of these economic, socio-demographic and environmental changes and the increase in time poverty, one of the issues currently being reconsidered is how Western society is organised into what is known as the 8-hour triangle. This model establishes 8 hours for work, 8 for rest and 8 for leisure, and stems from a social pact dating over 100 years ago that arose out of the industrial labour movement. It is based on the ideal of an independent male worker, who is the head of the family and has no domestic or care responsibilities. Given the obsolescence of this system, the alternative provided by the life-balance diamond is essential for correcting imbalances in time management. This model, depicted as a rhombus, takes into account the time spent on paid work, rest and leisure, but also the time spent on domestic and care work.

In this context of transformation, from 13 to 15 October 2025, Barcelona became the centre of the debate on the right to time and time policies during the 11th Time Use Week. This is an international event where political institutions, social organisations, companies, researchers and citizens from all over the world share experiences and knowledge to move towards a better social organisation of time. The 2025 Week, entitled "The Right to Time in the Age of Artificial Intelligence", explored the challenges and opportunities in time management posed by digitalisation and artificial intelligence (AI). The Government of Catalonia, Barcelona City Council, Barcelona Metropolitan Area (AMB), Barcelona Provincial Council and the Time Use Initiative promoted and co-organised Time Use Week 2025, with collaboration from Catalonia International and with co-funding from the European Union, as part of the Time4All project.

The main events were held on 13 and 15 October at the Industrial School of the Barcelona Provincial Council and the BIZBarcelona trade show. On 14 October, an exclusive programme was held for members of the Local and Regional Time Network and for participants




"Eight-hour triangle"
(Robert Owen, 1817)




"Life-balance diamond"
Future society

from the International Visitors Programme. During the day, visits were organised to various programmes and services that are now implementing time policies, such as the Government of Catalonia Administrative District, Mercabarna, CIBA and Canòdrom. The aim was to showcase Catalonia's leading role and publicise innovative initiatives that could inspire future actions in other cities and countries. On the 14th, the General Assembly of the Local and Regional Time Network and the General Assembly of the Time4All project, which promotes the Network's activities, were also held.

With the aim of ensuring Time Use Week reached the widest possible audience, between September and November organisations and entities from around the world held over 80 parallel events on time (film screenings, talks and workshops) and transformative actions (aligning public events with circadian rhythms, shortening lunch breaks and implementing digital disconnection), thereby reinforcing the days of international debate and collaboration on the right to time.

# 2. The answers to the three key questions in Time Use Week 2025

In response to collective unease about time and global transformations, Time Use Week 2025 posed three big questions on the future, as a guide for the debates, conversations and workshops:

A. Will technological innovation be the lever for eradicating time poverty and guaranteeing the right to time?

B. What will our daily lives be like in terms of time distribution in 2050?

C. What solutions can be proposed to ensure that the right to time is a reality by 2050, taking advantage of technological advances?

## A. Will technological innovation be the lever for eradicating time poverty and guaranteeing the right to time?

Technological innovation, particularly AI, is presented today with the promises of saving time, optimising processes and making everyday life easier. But are these promises real? Is it a genuine lever for democratising time?

Historically, such promises are not new. As Marta Galceran Vercher, senior researcher in Global Cities at CIDOB, pointed out, technological advances have always been accompanied by a promise of time optimisation, yet the reality is we have more tools and more time poverty than ever before. Although technological innovations do offer small time savings, these do not solve structural time poverty, and very often even more time is lost through monitoring errors or repairing poorly automated processes. This paradox, whereby more technological innovation equals less time, is part of what Ramon López de Mántaras Badia, emeritus research professor at the Spanish National Research Council (CSIC) Institute of Artificial Intelligence Research (IIIA), called the culture of speed. A culture that pushes us to live, produce and consume in a hurry. This logic has been accentuated by digitalisation and constant connectivity, which often entail greater haste and pressure, but not necessarily greater well-being. Thus, the assertion that new technologies will save us time must be approached with a broad perspective on "techno-solutionism", remembering that we, as a society, can guide digitalisation and AI to achieve the time use to which we aspire.

### New forms of time poverty and intentionality as a key factor

Many experts agree that current technological innovation does not usually eliminate time poverty; in fact it modifies or redistributes it unequally, often by reinforcing existing inequalities. As Marta Galceran explained from a global perspective, many AI applications and systems require people

to spend hours manually managing data under conditions of severe time and labour poverty. Amazon's Just Walk Out system is paradigmatic: although it seemingly eliminates cashiers and saves customers' time, it actually outsources the time and shifts the work to people in Asia who have to manually supervise every recorded action.

If technology promises to save time but fails to reduce time poverty, one has to wonder why this is happening. As Giulio Quaggiotto, former Director of Strategic Innovation at the United Nations Development Programme (UNDP), pointed out, the problem is not so much technological as intentional. The intention behind most AI development today is to increase economic efficiency and control, hence it tends to be indifferent, if not directly opposed to, the idea of the right to time. As evidenced by Joanna Maciejewska's famous quote, contrary to what many of us would wish, AI is not being designed for us to spend more time on activities that make us happy, such as art, and less on others such as unpaid work. Thus, the problem is not AI itself, but the framework in which it is being designed. As long as innovation remains geared exclusively towards profits and not social justice and collective well-being, it is highly unlikely that its emancipatory potential will be able to act as a lever to guarantee the right to time.

## Guaranteeing the right to time, a shared priority among Catalan institutions

Despite the difficulties, there are reasons for hope. The main Catalan public institutions confirmed their commitment to and alignment with ensuring the right to time reaches everyone in the digital age. Javier Silva Pérez, Deputy Delegate for Life Cycle and Community with Barcelona Provincial Council, stated the need to seize the opportunity to make technological progress a tool to democratise time, care and building fairer, more sustainable and more cohesive communities. Olga Morales Segura, CEO of Social Policies and Equality for the AMB (Barcelona Metropolitan Area), stressed the commitment to continue promoting policies that reduce women's time poverty and foster more equitable social organisation, where having time is a guarantee of equality and well-being. Raquel Gil Eiroá, Deputy Mayor for Social Rights, Economic Promotion, Employment, Feminism and Democratic Memory with Barcelona City Council, stated that technologies play a central role in time management in the professional environment and will continue do so, and stressed the need for promoting public policies that facilitate digital democratisation and the use of AI for individuals' well-being. Eva Menor Cantador, Minister for Equality and Feminism of the Government of Catalonia, explained the Catalan Government's intention to promote the Catalan Agenda for Reconciliation and Co-responsibility, with the aim of ensuring that everyone can reconcile their work, personal and family life. Finally, Marta Junqué Surià, director of the Time Use Initiative, argued that technological progress should translate into more quality time for life and not more time poverty.

## Conclusions

Reducing time-related strain and time poverty should be a priority in the digital age, but this is still not the case. Technology, as it is designed today, will not eliminate time poverty on its own; it needs to be accompanied by organisational changes in both the public and private spheres. Technological innovation can become a real lever for guaranteeing the right to time if it is developed with a clear intention: to improve collective well-being, advance social justice and reduce existing time inequality. Time Use Week has played an essential role in putting time at the centre of the debate and getting public authorities, organisations in the social and production spheres, and the research community to recognise intentionality as a key factor in the digital age and to work towards ensuring technological progress truly serves to democratise time in the coming years.

# B. What will our days be like in terms of time distribution in the year 2050?

The introduction sets out the need to rethink a new organisation of time based on the life-balance diamond. This rhombus includes four stages: paid working time, including travel and mobility; time spent on domestic and care work; rest time; and leisure time, which also includes socio-political and community participation. Time Use Week used this life balance model to analyse the nature of future societies and time in the digital age. The key conclusions are presented below.

## Paid working time: we will work differently, but for the same number of hours

Although it is often suggested that new technologies will drastically reduce paid working hours, experts who participated in Time Use Week warn that the reality is more complex. AI may well be automating simple and repetitive tasks, thus freeing up time for people to carry out more strategic or higher-value activities, but such gains in terms of time require new skills and time to review and correct often erroneous results. In practice, this redistributes, rather than reduces, total working hours: Time is saved on some tasks while more is allocated to others. Roger Galdón Bartoll, Chief Strategy Officer at both Interfice Internet Services and Soolvers, stated that AI is not here to replace people, but to reduce low value-added tasks and make processes more efficient. If this is achieved, the ultimate value generated by companies or organisations can be boosted, but AI by itself does not exponentially raise business productivity. Along these lines, Ramon López pointed out that the Nobel Prize Winner for Economics, Daron Acemoglu, has shown that the macroeconomic gains of AI, as it is currently deployed, are somewhat modest: the cumulative impact on global productivity over 10 years could be as little as between 0.7% and 0.8%.

Meanwhile, automation processes aimed solely at increasing efficiency tend to intensify and fragment working hours. A growing number of studies warn of the emergence of *work slop*, a new form of quickly produced, superficial and lower-quality work. According to Anna Ginès i Fabrelles, professor of Labour Law at URL-Esade and director of the Esade Institute for Labour Studies (IEL), these new dynamics can harm workers' health and well-being and are generating psychosocial risks that need to be addressed. Given the current evidence, she also stressed the importance of avoiding technological determinism. When we ask what working time might be like in 2050, we cannot assume technology will inevitably determine the outcome. The future of work will depend on what we decide as a society, since influencing the regulation of work is still in our hands. These ideas were taken up by the testimonies from Carme Porta, representative of the Surt Foundation, which has implemented a 36.5-hour working week, and Laura Camprubí, representative of the consultancy firm El Risell SCCL, which has implemented a 35-hour working week. Camprubí explained that the reduction in working hours is linked to a process of improving internal organisation and solidarity between teams. Both experiences show that we can influence how we work and that there is a will in society to improve work-life balance.

## Mobility time: time spent will be shorter and mobility better

With regards to mobility, AI and real-time data management are beginning to redefine how and for how long we move. As mobility is one of the areas where AI and digitalisation have been most intensively applied, cities are becoming actual innovation laboratories. According to Görsev Argın Uz, director of Training and Projects at the Marmara Municipalities Union, Istanbul has managed to

drastically reduce traffic congestion thanks to a real-time AI platform, which collects data from sensors and cameras and uses predictive algorithms to optimise traffic lights, bus routes and immediate responses. In just three years, Istanbul has gone from being the most congested city in the world, according to the TomTom index, to climbing 140 places in the ranking.

Artificial intelligence is not only optimising travel time in large cities, but also being used to improve mobility in general. As Giulio Quaggiotto explained, in many developing countries, how fast a pregnant woman can reach a hospital is a matter of life or death. Initiatives such as On Time (which uses algorithms to optimise routes and reduce access times to medical services) and projects such as the MIT Atlas of Popular Transport (which maps citizens' informal journeys to understand mobility patterns and real needs) exemplify how technology can improve daily mobility and save lives. The Local and Regional Time Network will shortly be presenting the fifth edition of the Local and Regional Time Agenda, which provides an analysis of good practices around the world.

## Time spent on domestic and care work: increasingly equitable from a gender perspective

Ana Maria Tribin Uribe, senior economist in the Women, Business and the Law project at the World Bank, explained, from a gender perspective, that digitalisation can increase the efficiency of unpaid domestic tasks. Thanks to technology and AI, many women are able to perform household chores more quickly and optimise time spent on budgeting, organising children's school information and managing medical appointments or family tasks, among other activities. It is not surprising, then, that the new report from OpenAI concludes that nearly 70% of queries to ChatGPT are related to the organisation of daily life rather than paid work. However, Tribin warned that this technology-driven efficiency has not always translated into a more equitable distribution of domestic and care work. In other words, technology permits faster and more efficient execution of tasks, but it does not in itself question or modify the sexual division of labour. However, technology can also provide an opportunity to promote co-responsibility and change. As the researcher herself pointed out, many couples seek to coordinate and divide time equally, and that is where AI tools could provide significant value, using data to help achieve a fairer and more efficient balance.

As Oriel Sullivan, co-director of the Centre for Time Use Research (CTUR), stated, time use surveys are a fundamental tool for understanding how time is organised and whether progress is being made

towards a more equitable distribution. Tribin explained that the most recent data from surveys worldwide continue to show a significant gap: women spend an average of 4 hours and 28 minutes a day on unpaid work, while men only spend 1 hour and 48 minutes. Despite this inequality, Sullivan noted that there are positive changes in Europe in terms of equality, as men are spending more time on both housework and caregiving. However, despite spending less time on housework, women are now spending more time on caring for dependent people. Thus the gender gap in time spent on reproductive work has not narrowed, although a gradual process of equity in time use is noticeable. Sara Moreno Colom and Vicent Borràs Català, researchers at the Sociological Research Centre on Everyday Life and Work (QUIT) and the Institute for Labor Studies, stressed that achieving time equality is a slow process, due to powerful cultural and social resistance caused by traditional gender roles. The researchers noted that, in addition to implementing public policies that consider the diversity of masculinity models, encouraging a greater presence of men in the private sphere and women in the public sphere is the key to reversing this resistance.

## Rest time: we can improve rest if we spend more essential time on well-being

Rest time is an integral aspect of quality of life, at both the individual and collective levels. Despite its critical importance for health, research reveals causes for concern in the current situation: we are sleeping and resting less and less, which directly impacts on well-being, productivity, and physical and mental health. However, as highlighted by Diego Golombek, PhD in Biological Sciences from the University of Buenos Aires and specialist in chronobiology, during the Time Use Week citizens' campaign it became clear that, in the age of AI, there is a greater social awareness and recognition of rest as a basic need, not a luxury. It is in this context that technology has significant potential to improve sleep quality and rest time. According to Golombek, if innovation and AI manage to free us from repetitive or meaningless tasks in paid and unpaid work and reduce the total time spent on them, we can use this time for leisure, recreation, self-care and, above all, rest. We therefore need to open a discussion on how new technologies can help us sleep better, rest more, be happier and, ultimately, live healthier lives.

## Time spent on socio-political participation: broader, more accessible and more representative

As recognised by the European Economic and Social Committee, socio-political and community participation is one of the dimensions most seriously affected by time poverty. The figures confirm it: according to the HETUS surveys, in Spain, people spend only 7 to 10 minutes a day on volunteering, working in associations or political participation, and the United Nations concluded that 20% of the European population does not do voluntary work because they do not have enough time. This lack of time reduces the capacity for citizen participation and creates a less inclusive or representative democracy, especially for groups such as women, with caregiving responsibilities, or people on lower incomes.

In this context, digitalisation provides a window of opportunity. An increasing number of cities are incorporating tools to allow flexible and accessible involvement in socio-political participation. These include: digitised municipal procedures and information, hybrid participatory processes, online public consultations and digital platforms such as DECIDIM. Natalia Olson-Urtecho, former innovation advisor to Barack Obama and member of the Forum for Technological Humanism, reiterated that the first online public survey conducted by the US Government demonstrated the extent to which technology can simplify processes and improve their efficiency, increase participation and obtain more representative answers. The positive potential of these tools is undeniable and needs to be supported by time policies that genuinely ensure more time for participation and give greater social value to time spent on socio-political participation. Ensuring no one is left behind also requires addressing the digital divide and designing clear, simple and easy-to-use processes. If we advance in this direction, by 2050, participation could cease to be residual and become an everyday practice accessible to all.

As Xosé Carlos Arias Moreira, professor of Economic Policy at the University of Vigo, pointed out, it is also important to understand that current society suffers from desynchronisation, a term coined by Hartmut Rosa, in which everything is accelerating, but not at the same pace or the same intensity. The rapid

digital acceleration we are experiencing, whereby everything moves at breakneck speed and operates in nanoseconds, is beginning to challenge the rhythms and timescales of democracy, which requires the slow pace inherent in discussion and consensus-building processes. According to Arias Moreira, the key to preventing the negative impact of accelerationism on democratic timescales is to regulate and design mechanisms that allow aspects that require deliberation to slow down, while speeding up what needs to be changed.

### Conclusions

Ultimately, the challenge is not so much technological as collective: by 2050, the future of our age must be shaped not only by technology, but also by the decisions we make as a society. That is why we need to agree on how we want to reduce and redistribute working time; develop tools that facilitate greater co-responsibility and efficiency in the distribution of time spent on domestic work and care; continue to promote intelligent mechanisms that make mobility more coordinated, flexible and better quality; and discuss how we can improve sleep quality and rest time in the digital age. We also need to digitise socio-political participation to make it more accessible and representative, and to narrow the digital divide. The key is to advance in all these directions while simultaneously guaranteeing health, equity, efficiency, well-being, sustainability and the right to time.

## C. What solutions can be proposed to ensure that the right to time is a reality by 2050, taking advantage of technological advances?

### Maintaining and consolidating existing time policies

One idea shared during Time Use Week was the importance of preserving and strengthening existing time policies, using them as the benchmark for the future of the digital age. The transformative value of time policies was evidenced by the testimonies of Beatrice Ganassin and Rosana Real, users of the Concilia programme in Barcelona City Council's Neighbourhood Plan, and Mercedes Aguilera and Valentina Rios, users of the MenudaCiba service of the Government of Catalonia's Corresponsables a Catalunya (Co-responsibility in Catalonia) Plan. Both programmes offer a free public babysitting service for children and all four users highlighted how this service gives them time to balance work and family life, rest, study, work, self-care and strengthening support networks, thus moving out of time poverty. Real expressed her gratitude for the Concilia programme for having "given her a life", as it has allowed her to truly achieve work-life balance and breathe freely again. For her part, Rios explained how, as an immigrant woman with caregiving responsibilities, MenudaCiba has not only made it easier for her to achieve work-life balance, but also to be "reborn", especially at a time when there was no one who could offer her support.

During the Week, a workshop was also organised in which the Government of Catalonia, Barcelona City Council, the AMB, Barcelona Provincial Council and the Time Use Initiative presented key resources on the right to time, aimed at municipalities, companies and research. The following actions were highlighted: the Catalan Right to Time Network, the inclusion of questions on time poverty in the Òmnibus Survey, a 10-point plan for the rational organisation of time in metropolitan companies, the caring municipality strategy and new sources of funding for research on time use. A further two workshops were also held to promote new time uses in metropolitan companies, where the Local Time Organisation Plan (PLOT) and the ConciliAcció project were presented. PLOT is an instrument developed by Barcelona Provincial Council to guide municipalities in their implementation of time policies. It is now being implemented in a pilot scheme in the town councils of Sant Adrià de Besòs and El Prat de Llobregat. In addition, the ConciliAcció project is being implemented by Sant Boi de Llobregat City Council, with funding from Barcelona Provincial Council and the AMB, and technical support from the Time Use Initiative, to create a public-private network that promotes work-life balance and a pioneering tool to measure it.

Due to its long history in time policies, it is worth noting that Sant Boi de Llobregat was named World Capital of Time Policies 2026 at the General Assembly of the Local and Regional Time Network,

held on 14 October as part of the Time4All 2.0 project. The project has received an award from the European Commission and provides an exchange space for the Network, which is a pioneer in promoting the right to time. Currently, this is the only such worldwide network that brings together different municipal, metropolis and regional governments, 49 institutions in total, that are promoting or seeking to implement time policies, with Barcelona, Bogotá, Buenos Aires, Strasbourg and Milan among them. Both the Time4All project and the Network are essential for exchanging learning and good practices between government authorities. They also contribute to raising awareness about the right to time among the public and civil organisations, while promoting exchanges and activities among the member municipalities.

## Changing the intentions of artificial intelligence and including the right to time

As mentioned earlier, technology can help us improve our time use and free up more personal time if its application is based on social and ethical criteria. One of the most significant proposals of Time Use Week was to modify the current intentions behind developing artificial intelligence by incorporating a perspective of the right to time and social well-being. The workshop by Nicholas You, CEO of the Guangzhou Urban Innovation Institute, and Ramon Gras Aloma, co-founder of Aretian Urban Analytics, was particularly illustrative, as it showed how the time perspective could be incorporated into the advanced technologies already being applied, such as digital twins, which are digital representations of a physical object or process.

As Giulio Quaggioto pointed out, efficiency cannot be the only criterion, and cities need to collect data and design algorithms that improve time use for those who need it most. According to Marta Galceran, before adopting an algorithmic tool, one should ask who benefits from it and who is harmed by it in terms of time, and what the human, environmental and social cost is. This deeper perspective requires carefully thought-out decisions that go beyond the immediate goal of saving a few minutes. Along these lines, Sandra Ruiz Peralta, Director-General for Digital Economy and Society with the Government of Catalonia, stated that the great challenge of the digital age is not technological, but social, and that guaranteeing the right to time also involves narrowing the digital divide.

In paid working time, according to Anna Ginès i Fabrellas, it is important to regulate digitalisation and excessive acceleration in order to protect fundamental rights. Collective bargaining and trade unions play a key role here, given their ability to translate regulations into business practice and ensure

a true balance between flexibility and labour rights. The Government of Catalonia's Labour Relations Council, with representatives from the trade unions CCOO and UGT, Foment del Treball (Entrepreneurs association), Pimec (Association of Micro-, Small and Medium-Sized Enterprises of Catalonia) and the Catalan Government itself, stated that, in the age of AI, guaranteeing the right to digital disconnection must be a shared obligation in terms of occupational health and safety. Olivia Blanchard, a consultant specialising in the impact of technology on society, stressed that it is important to ensure AI does not take over the more reflective tasks in our working time, to prevent it from replacing human interaction and creativity. As Joanna Maciejewski pointed out, AI should take over tasks that do not require human ingenuity, freeing up time for creative, personal and socially meaningful activities. Regarding the reduction of working hours, Joan Sanchis Muñoz, economist and associate professor of Applied Economics at the University of Valencia, stated that government has to play a key role in ensuring this does not negatively affect small and medium-sized businesses.

### Implementing a new time culture and going on a digital diet

Finally, Ramon Lopez and Marta Galceran proposed the need to praise slowness and recover the quality of time. The emphasis should be on doing things faster, but on doing them better. Confronted with a relentless that drains us, aggravated by the constant presence of mobile phones and various apps, named "tools of mass distraction" by Cathy O'Neil, we need to go on a digital diet, adopting simple practices such as leaving the mobile phone at home when going out shopping or socialising, reading on paper, walking without headphones and writing by hand. Indeed, in the digital age, time slips away from us without us even realising it. Not only do we need to adopt a digital diet, but also a new time culture that reconnects us with human rhythms and improves daily life. The technological revolution must therefore be accompanied by a revolution in the organisation and management of time.

### Conclusions

To ensure the right to time is a reality by 2050, government authorities, businesses and the citizens need to move in the same direction: placing time well-being at the centre of decision-making. This means redirecting technological innovation to incorporate a perspective of the right to time, equity, health and sustainability, not just efficiency. It is also essential to consolidate and expand existing time policies, which have a real, proven impact on people's daily lives, and extend them to more municipalities, companies and areas of governance. Finally, digital transformation must be accompanied by a cultural transformation: a new way of organising and valuing time that restores human rhythms and guarantees a more balanced life. In short: combining technological innovation, public policies and a people-centred time culture can ensure the right to time by 2050.

# 3. Ten key conclusions from Time Use Week 2025

Time Use Week 2025 closed its 11th edition by restating the role of the right to time and time policies as key tools for ensuring well-being and equality for all in the digital age. Specifically, the following 10 key conclusions can be drawn:

Reducing time-related strain and time poverty should be a priority in the digital age, but this is still not the case.

AI must not seek efficiency only; it must also incorporate criteria and intentions aimed at promoting greater well-being, better quality of life and more equitable use of time.

AI should take over tasks that do not require human ingenuity, thereby freeing up time for creative, personal and socially meaningful activities.

AI does not exponentially increase business productivity. When performing complex tasks, we often waste a lot of time detecting and correcting errors, adding the "human touch".

In the digital age, regulation and collective bargaining are essential for healthy and equitable organisation of working time.

The digital acceleration we are experiencing is challenging the timescales and pace of democratic processes, such as discussion and consensus-building, which require a slower pace.

We need to celebrate slowness and put the brakes on the hurried pace of our times. A digital diet is necessary to curb the excessive pace that is wearing down society.

Time policies are key tools to ensuring well-being and equality in the digital age. Resources have been offered to Catalan municipalities and time-use research teams to encourage to promote the creation of such tools.

Time policies improve the lives of the people who benefit from them. This is reflected in the testimonies from users of babysitting services, such as Concilia and MenudaCiba, which facilitate work-life balance and offer respite.

Sant Boi de Llobregat has been chosen as the World Capital of Time Policies 2026 for its long and innovative history in this field, dating back to 2011.

# 4. Time Use Week 2025 in numbers

With its unprecedented participation and major international impact, Time Use Week 2025 has positioned Catalonia as a benchmark in the time policy debate:

- More than 4,900 people from 49 countries around the world registered and participated either in person or on line. This record participation confirms the growing public interest in reconsidering how we organise our time.
- Over three days, the Week brought together more than 40 international and local experts, including representatives from the World Bank, the United Nations, CIDOB and the Centre for Time Use Research, who have promoted innovation in and social awareness of time policies.
- Alongside the main events, over 85 parallel events and transformational actions were organised, designed to ensure that the right to time is available to all and improve internal time management, organised by entities, local councils and companies from around the world that wanted to join Time Use Week.
- Time Use Week 2025 appeared in 31 media outlets, receiving over 200 interactions on social media under the hashtag #TUW2025, demonstrating its significant media impact and visibility.
- The events in Time Use Week, broadcast live and later disseminated in Catalan, Spanish and English, have received over 1,000 views.
- Time Use Week 2025 received a very positive and satisfactory response from attendees, who gave it an overall rating of 4.5 out of 5.

# Annexes

## Parallel events held during Time Use Week

- **22nd Meeting of El Prat "Temps per a tu" (Time for You) Women**
  20 September
  El Prat de Llobregat Town Council
- **Library exhibition on time use**
  October–November
  District 2 Library
- **Library exhibition on time use**
  1 - 17 October
  Can Baratau Library
- **Presentation of the "ConciliAcció" project**
  8 October
  Sant Boi de Llobregat Town Council
- **3rd Meeting of the Catalan Right to Time Network**
  8 October
  Catalan Right to Time Network
- **Experimental session on boredom**
  9 October
  RECREO
- **Debate on the contemporary conditions of hyper-acceleration of society and culture**
  10 October
  Czech Academy of Sciences
- **Library exhibition**
  10 - 25 October
  L'Escorxador Library Sant Celoni
- **Library exhibition on time use**
  13 - 17 October
  Tarragona Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Torreforta, Tarragona and Reus libraries
- **But do we really have time to write or read? On women writers, books and time use**
  13 October
  Ibero-American Association of Time Banks, TIMELAB and RECREO
- **Library exhibition on time use**
  13 - 17 October
  Girona Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Carles Rahola Public Library of Girona
- **Book and film exhibition**
  13 -18 October
  Santiago Rusiñol Library
- **Lecture: The right to time in the era of artificial intelligence**
  14 October
  Girona Territorial Services of the Government of Catalonia Ministry of Equality and Feminism
- **Documentary forum "Els horaris impossibles" (Impossible hours)**
  14 October
  Catalunya Central Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Centelles Town Council
- **Workshop: "Tinc 24h al dia: com m'organitzo per viure millor" (I have 24 hours a day: How I organise myself to live better)**
  14 October
  Girona Territorial Services of the Government of Catalonia Ministry of Equality and Feminism
- **Girona Creant Futur awards ceremony**
  14 October
  Girona City Council
- **"Urbanize! 2025. It's about time". Rhythms, cycles and time systems of the city**
  14 - 19 October
  Social Design – Arts as Urban Innovation
- **Cultural exhibition on time use**
  14 - 31 October
  Montserrat Roig Library
- **Lecture: "Mòbil i gestió del temps a casa: aliat o infiltrat?" (Mobile and time management at home: Ally or infiltrator?) and a library exhibition on time use**
  15 October
  Tarragona Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Tarragona City Council
- **Talk "Fes les paus amb el temps" (Make peace with time)**
  15 October
  Slow Shop Lleida
- **Workshop: "Tinc 24h al dia: com m'organitzo per viure millor" (I have 24 hours a day: How I organise myself to live better)**
  15 October
  El Penedès Territorial Services of the Government of Catalonia Ministry of Equality and Feminism

- **Strategies to promote digital disconnection and increase productivity**
  16 October
  Pimec
- **Workshop: "Tinc 24h al dia: com m'organitzo per viure millor" (I have 24 hours a day: How I organise myself to live better)**
  16 October
  L'Alt Pirineu i Aran Territorial Services of the Government of Catalonia Ministry of Equality and Feminism
- **Workshop: "Tinc 24h al dia: com m'organitzo per viure millor" (I have 24 hours a day: How I organise myself to live better) (Genera Cooperativa)**
  16 October
  Lleida Territorial Services of the Government of Catalonia Ministry of Equality and Feminism
- **Lecture: "Mòbil i gestió del temps a casa: aliat o infiltrat?" (Mobile and time management at home: Ally or infiltrator?)**
  16 October
  Tarragona Territorial Services of the Government of Catalonia Ministry of Equality and Feminism
- **"El temps: un lladre per a les dones" (Time: A thief for women)**
  17 October
  Intercol·legial Commission on Women and Equality
- **Lecture and screening of the documentary *Els horaris impossibles* (Impossible hours), with children's storytelling**
  17 October
  Terres de L'Ebre Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Gandesa Library
- **Workshop: "24 hores sostenibles: el dia conscient" (24 sustainable hours: The conscious day) (self-managed workshop in the territory)**
  18 October
  El Penedès Territorial Services of the Government of Catalonia Ministry of Equality and Feminism
- **Workshop: "Gestió del temps: una qüestió de rellotge o de brúixola?" (Time management: A question of clock or compass?)**
  20 October
  Cornellà de Llobregat Town Council, Central Library
- **Display of recommended books on time use**
  20 - 26 October
  El Penedès Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Cubelles Library
- **Workshop: "Tinc 24h al dia: com m'organitzo per viure millor" (I have 24 hours a day: How I organise myself to live better)**
  21 October
  Associació Ecoserveis
- **Screening of the documentary *Els horaris impossibles* (Impossible hours) and discussion**
  22 October
  El Penedès Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Cubelles Library
- **Screening of the documentary *Els horaris impossibles* (Impossible hours) and presentation of a time use and co-responsibility app**
  22 October
  Lleida Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, University of Lleida
- **Conference: "Com dormen els adolescents de Tarragona? Una anàlisi amb perspectiva de gènere" (How do teenagers in Tarragona sleep? An analysis from a gender perspective) and library exhibition on time use**
  23 October
  Tarragona Territorial Services of the Government of Catalonia Ministry of Equality and Feminism, Tarragona Public Library
- **"El valor del temps. Quan el temps esdevé qualitat de vida" (The value of time. When time becomes quality of life)**
  23 October
  Lleida City Council Department of Feminist Policies and the COELL
- **Talk-workshop: "La gana emocional" (Emotional desire)**
  23 October
  Lolita Milà Library
- **"El temps és estrany ara" (Time is strange now)**
  23 October
  Meredith Lewis
- **5th Forum of Municipalities Committed to Equality**
  24 October
  Forgender Seal Association
- **"La Ruta del Temps" (The Route of Time)**
  24 - 25 October, 1, 2, 7, 8, 14, 22 - 28 November, and 17 January
  Barcelona City Council Directorate of Feminism and LGBTQ Services
- **Rest time and health in older people**
  27 October

Tarragona Territorial Services of the Government of Catalonia
Ministry of Equality and Feminism, Rovira i Virgili University

- **Discussion: "El temps i la vida" (Time and life)**
  29 October
  Sara Carmona
- ***Teatre del temps* (Time Theatre)**
  October
  Viu Lleure Educational Association
- ***La pelussa del darrere de l'armari* (The dust behind the wardrobe)**
  October
  Viu Lleure Educational Association
- ***La virtut del temps* (The virtue of time)**
  October
  Viu Lleure Educational Association
- **Library exhibition on time use**
  October
  El Castillo Library of Vacarisses
- ***Un minut per repensar el nostre temps de vida* (A minute to rethink our time in life)**
  October
  Barcelona Metropolitan Area
- **Book club: "L'Insòlit, relats fantàstics: Així es perd la guerra del temps" (The unusual, fantastic stories: This is how to lose the time war)**
  3 November
  Cornellà de Llobregat Town Council
- **Webinar: "Un dia a la llum del dia: perspectives d'un estudi col·laboratiu mundial sobre l'exposició a la llum" (A day in the light of day: Perspectives from a global collaborative study on exposure to light)**
  3 November
  Technical University of Munich
- **(Non) ho tempo fest - Più lento: presentation of the book *Progettare la lentezza***
  6 November
  Banca del Tempo Bolzano
- **(Non) ho tempo fest - Più profondo: screening of experimental documentaries**
  7 November
  Banca del Tempo Bolzano
- **(Non) Ho Tempo fest – Più dolce: open doors at Time Banks and Nuevo Duo**
  8 November
  Banca del Tempo Bolzano
- **Workshop: "Compartir les cures per a gaudir del temps" (Sharing care to enjoy time)**
  16 November
  Sant Joan Despí Town Council
- **Training session: "Parar per pensar. Eines pràctiques de millora de l'organització del teu temps laboral" (Stop to think. Practical tools for improving the organisation of your working time)**
  27 November
  Time Use Initiative
- **Book presentation, *Daylight Saving Time: A Plague and a Calamity for Humanity***
  Erick Labrousse

For more information, visit the website timeuseweek.com.

# Transformational actions implemented during the Week

- **Finish work earlier** (close the company/ organisation at 7 pm).
  L'Esberla SCC
  Aigües de Barcelona
- **Shorten lunch time** (take 30 or 45 minutes for lunch and leave work early).
  Factoria F5 Association
- **Implement teleworking**
  Cataliza
  Factoria F5 Association
  Erick Labrousse (writer)
  L'Esberla SCC
- **Implement a pilot scheme for a 37.5-hour working week** (if this goal has already been achieved, make further reductions to a 35- or 32-hour working week).
  Surt Foundation (36.5-hour working week).
  L'Esberla SCC
- **Digital disconnection** (implement a digital disconnection protocol and/or specific measures to do so, such as turning off notifications after a certain time, turning off the company mobile phone at the end of the working day, etc.).
  Cataliza
  Factoria F5 Association
  Federated Associations of Families of Students of Catalonia (aFFaC)
  L'Esberla SCC

- **Change public event times to match circadian rhythms** Have meals at healthy times (lunch at 1 pm and dinner at 8 pm) and do not finish them later than 10 pm

  Cataliza

  Factoria F5 Association

  Erick Labrousse (writer)

- **Implement a pilot scheme of measures to increase autonomy in managing working time** (such as time banking, flexible and recoverable hours, etc).

  Cataliza

  Factoria F5 Association

  Erick Labrousse (writer)

  L'Esberla SCC

- **Learning spaces** (offering tools, resources and spaces for discussion to reflect on and improve the time use in different areas of life).

  Catalan Association of Welfare Resources - At the internal level

  Barcelona Metropolitan Area - Raising awareness of the right to time in the AMB (Barcelona Metropolitan Area) newsletter. In the Library, creation of a section of materials, publications and books on the uses and right to time.

- **Others**

  Hungarian Sleep Association – Health Press.

  Els Solets (All by their lonesome) – Minnilandia SCCL – Offering preferential self-care spaces for working mothers.

- **Advance prime time in local media** (advance prime time to earlier than 10 pm in local television for one day).

  Municipality of San Luis Potosí

# Media review

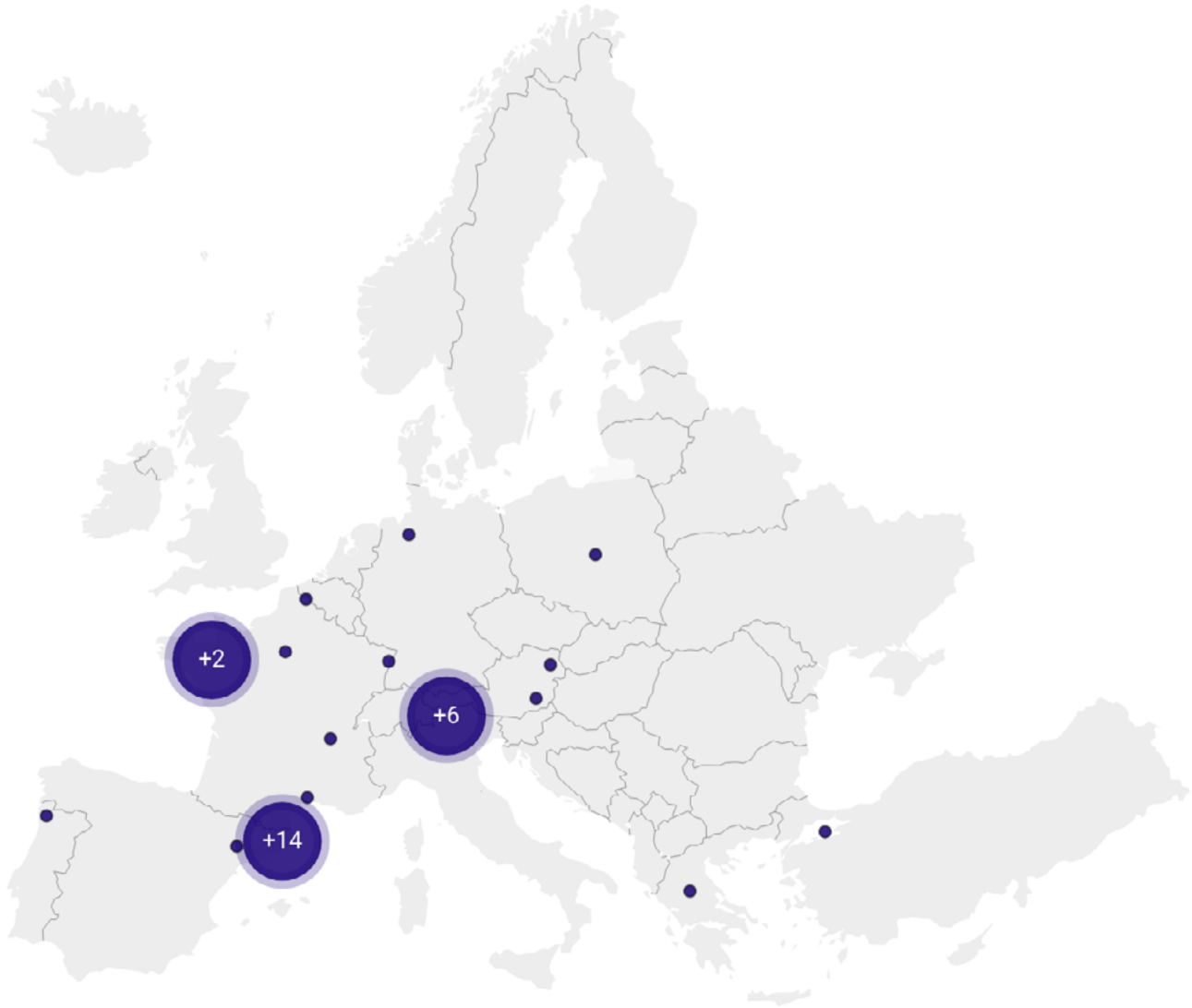
| Name | Outlet type | Title + link |
|---|---|---|
| TV3 | Audiovisual media | Els Matins |
| Inèdit | News agency | Treballar menys per viure millor |
| *El Periódico* | Written media | Un 32% de mujeres y un 25% de hombres residentes en ciudades tienen pobreza de tiempo en España |
| Catalan News | News agency | Can AI give us back our time? Experts debate at Barcelona's Time Use Week |
| *El Far.cat* | Written media | La Time Use Week tractarà com la Intel·ligència Artificial pot erradicar la pobresa de temps |
| *Catalunyapress* | Written media | Barcelona tanca una nova edició de la Time Use Week 2025 |
| Europa Press | News agency | La Time Use Week tratará cómo la IA puede impulsar una organización del tiempo más "saludable" |
| *La Ciutat* | Written media | Arranca en Barcelona la Time Use Week con el foco puesto en el derecho al tiempo en la era de la IA |
| *MetaData* | Written media | La intel·ligència artificial, protagonista de la Time Use Week 2025 |
| *aldia.cat* | Written media | La Time Use Week tractarà com la IA pot impulsar una organització del temps més "saludable" |
| *La Vanguardia* | Written media | El Govern impulsa una estratègia per "garantir" el dret al temps i avançar cap a una societat "més igualitària" |
| *Revista INNS* | Written media | Time Use Week 2025: Barcelona se convierte en el epicentro del debate sobre el derecho al tiempo |

| Name | Outlet type | Title + link |
|---|---|---|
| VilaPress | Written media | Sant Boi de Llobregat elegida Capital Mundial de las Políticas del Tiempo 2026 |
| *El Far.cat* | Written media | La ciutat és escollida Capital Mundial de les Polítiques del Temps per a l'any 2026 |
| *Sant Boi Diari* | Written media | Sant Boi serà la Capital Mundial de Polítiques del Temps el 2026 |
| *La Ciutat* | Written media | Sant Boi de Llobregat se convierte en Capital Mundial de las Políticas del Tiempo 2026 |
| *El Periódico* | Written media | Sant Boi de Llobregat, Capital Mundial de las Políticas del Tiempo 2026 |
| *Aldia.cat* | Written media | Sant Boi de Llobregat (Barcelona), Capital Mundial de les Polítiques del Temps 2026 |
| *El Punt Avui* | Written media | "El 80% de la població no està satisfeta amb els seus horaris" |
| *Diari Ara* | Written media | El dret a tenir temps |
| *The New Barcelona Post* | Written media | Recursos y 'networking' en un Bizbarcelona para propulsar a pymes y autónomos |
| *Espai.media* | Written media | Barcelona acollirà la Time Use Week 2025 amb la missió de debatre sobre la revolució tecnològica |
| *Diari de Barcelona* | Written media | El derecho al tiempo en la era de la inteligencia artificial: conclusiones de la Time Use Week 2025 |
| *La Independent* | Written media | Agenda Catalana per a la Conciliació i la Corresponsabilitat |
| Europa Press | News agency | El Govern impulsa la Agenda Catalana per a la Conciliació para "garantizar el derecho al tiempo" |
| *La Vanguardia* | Written media | El Govern impulsa una estratègia per "garantir" el dret al temps i avançar cap a una societat "més igualitària" |
| RTVE.es | Radio media | Conclusions de la Time Use Week |
| Ser Catalunya | Radio media | Ser Catalunya (minute 08:00) |
| Ràdio 4 | Radio media | En marxa la Time Use Week 2025, l'esdeveniment internacional de referència en matèria d'usos del temps |
| Onda Cero Catalunya | Radio media | La Brúixola (minute 38:40) |
| Blog Zhang J. | Written media | The Power of Time in the AI Era (Day 38) |

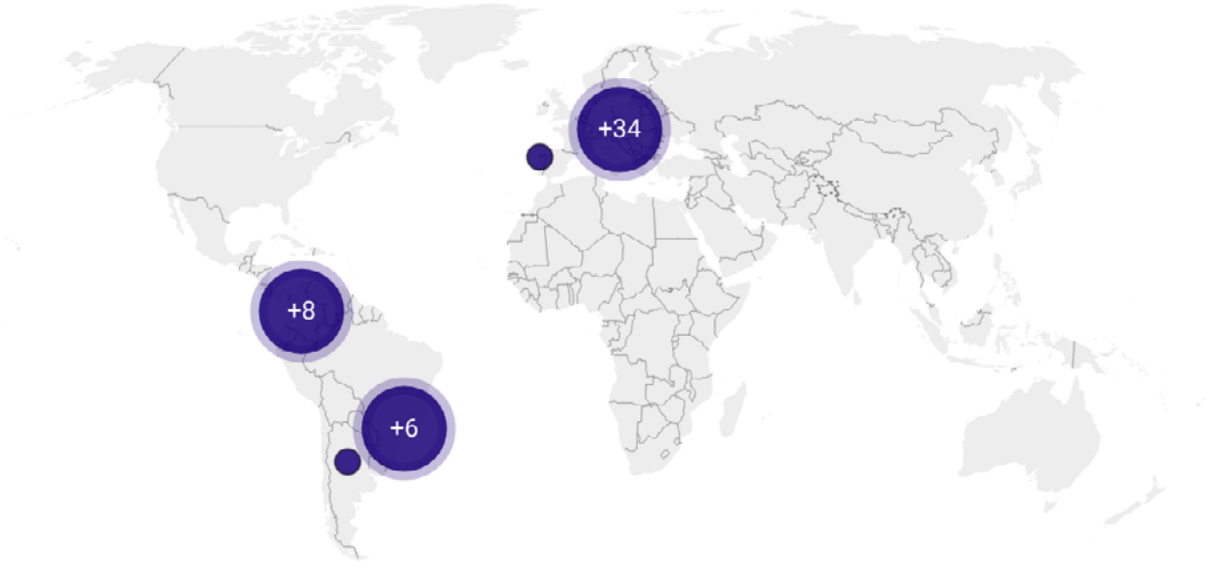
# Members of the Local and Regional Time Network

The Local and Regional Time Network is the only global network of cities and regions that promotes and implements time-related policies. The Network currently has 49 member institutions that include cities, metropolises and regions from around the world, such as Barcelona, Bogotá, Buenos Aires, Strasbourg or Milan, representing a total of 90 million inhabitants worldwide. All the member institutions are committed to promoting time policies, the right to time and knowledge exchange to foster mutual improvement.

**Visual representation of members from across Europe**




**Visual representation of members worldwide**



## List of member institutions

- Barcelona City Council
- Girona City Council
- Lleida City Council
- Palafrugell Town Council
- Sant Boi de Llobregat Town Council
- Santa Coloma de Gramenet Town Council
- Tarragona City Council
- Terrassa Town Council
- Vilassar de Mar Town Council
- Mayor's Office of Cali
- Mayor's Office of Medellín
- Mayor's Office of Popayán
- Mayor's Office of Bogotá
- Barcelona Metropolitan Area
- Metropolitan Area of the Aburrá Valley
- Catalan Association of Municipalities
- Metropolitan City of Milan
- Municipality of Bergamo
- Municipality of Bolzano
- Municipality of Cremona
- Municipality of Milan
- Deutsche Gesellschaft für Zeitpolitik
- Barcelona Provincial Council
- Federation of Municipalities of Catalonia
- Government of Catalonia
- Government of the Autonomous City of Buenos Aires
- Gmina Sosnowiec
- Greater Lyon
- Montevideo City Government
- Legislature of the Autonomous City of Buenos Aires
- Marmara Municipalities Union
- Métropole Européenne de Lille
- Montpellier Métropole
- Municipality of Córdoba
- Municipality of Tornquist
- Municipality of Braga
- Imbabura Citizen Prefecture
- Guayas City Prefecture
- Pichincha Prefecture
- Municipal Government of Niterói
- Municipal Government of São Paulo
- Autonomous Region of Trentino-Alto Adige/ South Tyrol
- Rennes Métropole
- Stadt Wien
- Tempo Territorial
- Time Use Initiative
- Ville de Rennes
- Ville et Eurométropole de Strasbourg
- Δήμου Τρικκαίων — Municipality of Trikala

# The member entities of the Consortium Catalonia International

### Public institutions and associative entities in the local sphere

- Government of Catalonia
- Barcelona City Council
- Tarragona City Council
- Girona City Council
- Lleida City Council
- Vielha e Mijaran City Council
- Barcelona Provincial Council
- Tarragona Provincial Council
- Girona Provincial Council
- Lleida Provincial Council
- General Council of Aran
- Catalan Association of Municipalities and Counties (ACM)
- Federation of Municipalities of Catalonia (FMC)

### Universities, business schools and university research institutes

- University of Barcelona (UB)
- Autonomous University of Barcelona (UAB)
- Technical University of Catalonia (UPC)
- Pompeu Fabra University (UPF)
- University of Lleida (UdL)
- University of Girona (UdG)
- Rovira i Virgili University (URV)
- Ramon Llull University (URL)
- Open University of Catalonia (UOC)
- University of Vic - Central University of Catalonia (UVic-UCC)
- International University of Catalonia (UIC)
- Abat Oliba CEU University (UAO CEU)
- Barcelona Institute of International Studies (IBEI)
- EADA Business School
- Barcelona School of Economics (BSE)

### Entities from the economic, business, trade union and social sectors

- General Council of the Official Chambers of Commerce, Industry and Navigation of Catalonia
- Entrepreneurs association Foment del Treball Nacional
- Association of Micro-, Small and Medium-Sized Enterprises of Catalonia (PIMEC)
- Confederation of Cooperatives of Catalonia
- Multi-Sector Business Association (AMEC)
- Private Foundation of Entrepreneurs (FemCAT)
- Trade union Unió General de Treballadors (UGT)
- Trade union Comissions Obreres (CCOO)
- Third Sector Platform of Catalonia
- Football Club Barcelona