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Advancing towards the right to time for everyone

Championing and debating time policies – Time Use Week 2024

21st-25th October 2024



Author

Ariadna Güell Sans, co-director of the Time Use Initiative.

Editorial support

Elena Tarifa Herrero, communications coordinator for the Time Use Initiative.

Marc Martorell Escofet, policy officer for the Time Use Initiative.

Marta Junqué Surià, co-director of the Time Use Initiative.

**Location**

C/ Ganduxer 10, 6º 2^a
08021 Barcelona

**Contact**

info@timeuse.barcelona
www.timeuse.barcelona

Social networks

[@TimeUseInit](#)
 [@timeuseinitiative](#)



Connect. Project. Empower.

**Location**

La Rambla 14, principal
08002 Barcelona

**Contact**

+34 93 640 5470
info@catinternacional.cat
www.catalunya-internacional.cat

Social networks

[@CataloniaIntl](#)
 [@CatalunyaInternacional](#)
 <https://www.linkedin.com/company/catalunya-internacional/>

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1. Introduction

Time Use Week is a benchmark international time-policy event. It brings together researchers, political institutions, social organisations and citizens from around the world who draw on their respective fields of knowledge and experience to participate in and encourage debates on the issue, with a view to achieving an improved social organisation of time. The tenth edition took place between 21st and 25th October 2024 in Barcelona and other locations in Catalonia, in both face-to-face and online formats, under the title "Advancing towards the right to time for everyone".

Time Use Week 2024 was co-organised by the Government of Catalonia, Barcelona City Council, the Barcelona Metropolitan Area, Barcelona Provincial Council and the Time Use Initiative. Since the 2021 edition, Catalonia International has collaborated in the organisation of Time Use Week, which brings together individuals from the field of research, public institutions, social organisations and citizens from around the world to promote knowledge and the exchange of

best practices on time policies. This edition focused on updating the Action Plan of the Barcelona Declaration on Time Policies, with a new joint plan for both the organisations that committed in 2021 and those that have joined since then. This new Action Plan defines specific commitments for the 2024-2026 period.

Emphasis was also placed on providing a holistic approach to the right to time by engaging both specialists from institutions, the social and productive networks and the research community, as well as committing to include activities and actions that will reach a non-specialist audience throughout Catalonia. The hope is that by fostering collaboration among institutional, social, cultural, and economic agents, their shared practices and contributions to the right to time will help the concept take root in more local contexts.

For the first time ever, the Time Use Week collaborating organisation seal was awarded to over 50 organisations that have implemented



transformative time-use initiatives in their field or region ([see annex with list of initiatives](#)).

The social organisation of time is a source of dissatisfaction for many, with negative impacts on health, equality, productivity, and sustainability. Clearly, there is a need for a more equitable and sustainable organisation of time use, as recommended by the International Labour Organisation (ILO). One of the most obvious consequences is time poverty, which exists in various forms across the globe and affects all social classes. However, the effects are far from uniform, as different forms of discrimination—such as gender, ethnicity, age, and ability—can intensify the issue for certain groups.

In Europe, around 20% of the population suffers from time poverty, with women being particularly affected, while in Latin America, the percentage can exceed 50%, depending on the country. In Asia, the phenomenon known as “karoshi”, or death from overwork, is one of the leading causes of death, according to the ILO. In Catalonia and Spain, between 20% and 34% of the population suffers from time poverty, depending on gender, family and care responsibilities and origin. Having less than two hours to ourselves, excluding time spent on paid work, caregiving, rest, and fulfilling basic physiological needs such as eating, is becoming an increasingly common phenomenon in all societies.

The Barcelona Declaration on Time Policies is the first international political declaration to acknowledge the importance of the right to time and the implementation of time policies. Approved in 2021 and updated as part of Time Use Week 2024, it proposes that the solution to this problem lies in the right to time, arguing that recognising this right is crucial to efforts to combat time malaise and poverty and promote more balanced and equitable uses of time.

In our quest to advance the right to time, the involvement of public institutions is essential. Since the early 2000s, municipalities have been at the forefront of this field. However, in today's global world, the implementation of new public policies also requires the intervention of metropolitan, supra-local, regional and international entities. Furthermore, public initiatives must go hand in hand with changes in the social and productive sectors. The organisation of decent working hours, for example, is a necessary complement to public policies on time.

Recognising the right to time as a new citizenship right is not just important—it's essential. But we must also ensure that no one is left behind. Every individual deserves the opportunity to live fully, enjoy life, and cultivate greater autonomy. In a world where time is a right, everyone stands to gain—people, organisations, society, and even our planet.

2. Present and future of the Barcelona Declaration on Time Policies

Time Use Week 2024 began on the 21st of October with a session on the present and future of the Barcelona Declaration on Time Policies, which aimed to introduce the new 2024-2026 Action Plan and welcome the new signatory organisations.

The event, which can be viewed [here](#), was attended by representatives of the key Catalan signatory institutions to the Barcelona Declaration: Eva Menor Cantador, minister for Equality and Feminism for the Government of Catalonia; Raquel Gil Eiroá, councillor for Economic Development, Employment, Feminism and Democratic Memory for Barcelona City Council;

Alba Barnusell Ortuño, president of the Department of Social Sustainability, Life Cycle and Community for Barcelona Provincial Council; Gemma Badia Cequier, councillor delegate for Social Policies and Equality for the Barcelona Metropolitan Area; and Marta Junqué Surià, co-director of the Time Use Initiative. The discussion was moderated by Vanessa Raja, a journalist with La Red de Comunicación Local (The Local Communication Network).

Currently, the right to time is unevenly distributed between citizens, and time poverty in its various forms exists in all countries and regions, as recognised

by the United Nations Economic Commission for Europe (UNECE). To improve this situation, in October 2021, 75 leading global institutions working in the area of time policies, including 15 Catalan organisations, signed the pioneering Barcelona Declaration on Time Policies. The initiative committed these institutions to collaborate in making the right to time a fundamental citizenship right, with the aim of enhancing health, sustainability, and equality for everyone by implementing a joint plan. Among the early signatories were the International Association for Time Use Research, the European Economic and Social Committee's Workers' Group in Strasbourg, Milan, and Montevideo, and fifteen leading Catalan organisations in the field, including Barcelona City Council, the Government of Catalonia, Barcelona Provincial Council, and the Barcelona Metropolitan Area.

Marta Junqué, co-director of the Time Use Initiative, was the first to speak. She explained that three years ago, achieving what has now been accomplished seemed impossible and that they were delighted that more and more organisations were coming on board. She also thanked the institutions for their trust in appointing them to act as the technical secretariat

for the Declaration, and to facilitate and monitor compliance with the commitments, as well as the agreed 2024-2026 Action Plan.

Next, Gemma Badia, councillor delegate for Social Policies and Equality in the Barcelona Metropolitan Area (AMB), explained that in this new phase of implementing the Barcelona Declaration, they will focus their efforts on promoting effective equality in the distribution of time between men and women, actively involving local councils and the metropolitan council in the right to time.

For her part, Raquel Gil, councillor for Economic Development, Employment, Feminism and Democratic Memory for Barcelona City Council, stated that the City Council's commitment aims to achieve a significant social and economic transformation, noting that such a transformation can only be achieved if all the various administrations, or at least the vast majority, are involved, and that it must be carried out with the collaboration of the productive sector and all the other economic and social stakeholders.

The president of Barcelona Provincial Council's Department of Social Sustainability, Life Cycle and Community, Alba Barnusell Ortúño, mentioned that



they are aware that municipalities have a key role to play in this challenge and, therefore, this year they have presented the Guide to Local Time Organisation Plans, a resource that will support the recognition, promotion, facilitation and implementation of planned, coordinated and effective time policies in the municipalities of the province of Barcelona. The hope is that this guide will also serve as a reference for promoting local time policies on a broader scale.

Finally, Eva Menor, minister of Equality and Feminism for the Government of Catalonia, concluded the session by reminding participants that, regardless of the time they have available, women spend more than twice as much time on unpaid work as men. For this reason, the ministry is backing policies that encourage shared responsibility for unpaid work, such as caregiving and household chores. According to the minister, co-education is vital for instilling the values of equality, challenging gender stereotypes, and thus achieving effective equality.

The inaugural session of Time Use Week 2024 was used to report on the progress made so far and introduce the new Action Plan for 2024-2026. The previous Action Plan for 2022-2023 committed to developing time policies and the right to time in two key areas—urban and regional on the one hand, and European on the other—and the measures included in that plan have been fully implemented.

In the urban and regional sphere, the concept of a World Capital of Time Policies was created, with Barcelona designated as the capital in 2022, Bozen in 2023, and Strasbourg in 2024. In addition, an urban and regional time agenda was developed, and best practices in time policies for work-life balance, mobility, night-time governance and democracy were published annually. As a result, fifteen new international institutions joined the Network, including institutions from Bogotá, Buenos Aires and the South Tyrol region.

At the European level, in 2022, a proposal to abolish seasonal time changes based on scientific evidence was submitted to the European Commission, and an international-scale working document on the balanced arrangement of decent working hours was prepared by experts and presented at Time Use Week 2023. This document is based on the Background Study for the Law on Time Use in Spain (Ministry of Labour and the Time Use Initiative, 2023)

and the Guide to Developing Balanced Working Time Arrangements (ILO, 2019). Progress has also been made in recognising the right to time in the context of equality, defining the issue of time poverty and exploring the potential benefits for citizens of having more time for themselves. Additionally, work has been undertaken to introduce the debate into both the United Nations system and other regional organisations in Latin America.

The new 2024-2026 Action Plan outlines objectives in four key areas. Firstly, ensuring local and regional authorities implement the right to time in order to improve equality and individual and collective well-being. Secondly, strengthening the ties between the world of research into time use and public time policies, especially as a new wave of results from the time-use surveys will soon be available. Thirdly, rolling out key measures to achieve a balance between working time and personal and family life. And fourthly, continuing the progress made in advancing the recognition of the right to time, particularly in the context of equality.

These commitments are supported by the more than 100 new organisations that have recently adhered to the pact, including the World Organisation of United Cities and Local Governments (UCLG), the leading global association campaigning to reduce working hours (4-Day Week Global), as well as other new cities, regions and pioneering organisations.

Resources

- ▶ [Updated Barcelona Declaration on Time Policies](#)

3. Time policies and the right to time: key solutions for 21st century challenges

The aim of the first roundtable of international experts, which can be viewed [here](#), was to discuss the issues that arise when talking about the right to time and how time policies can help address key 21st century challenges.

The participants included Marina Lafay, deputy mayor of Strasbourg City Council and metropolitan councillor for the Strasbourg Metropolitan Area; Petra Dzurovcinova, project manager in the Strategic Innovation Area of the United Nations Development Programme; Claes-Mikael Ståhl, deputy general secretary of the European Trade Union Confederation; and Ricardo Morón, director-general of Labour for the Spanish Government. The discussion was moderated by Vanessa Raja, journalist for La Red de Comunicación Local.

Marina Lafay was the first to speak on behalf of the city of Strasbourg, one of the pioneers in time policies and the current World Capital of Time Policies. She

explained how municipalities can better coordinate the way time is organised, for example, by creating time offices. She also emphasised the importance of addressing the accelerating pace of life in cities by promoting and valuing free time and incorporating an ecofeminist approach that takes into account both gender and environmental perspectives, noting that achieving this will require data, indicators, and, above all, political will.

Petra Dzurovcinova from the United Nations Development Programme then explained how international organisations view time policies as a means of addressing the significant challenges of our time, such as gender inequality and climate change. A good example of this approach can be seen in Bogotá's "care areas", which provide local care services and thereby address gender and resource inequalities in care.

Meanwhile, Claes-Mikael Ståhl, from the European



Trade Union Confederation, emphasised that working hours are one of the key areas to be addressed if we are to achieve a balance between the various needs in our lives and adopt a more holistic perspective. He also advocated for the debate on reducing working hours to be given centre stage, as it is an issue that is gaining increasing consensus in Europe.

Ricardo Morón then spoke about the challenges facing the Spanish government in terms of advancing towards the right to time. He noted that the distribution of working time is a pivotal factor in people's lives because it influences all other aspects related to time, and they have observed that the availability of measures such as leave or flexible working hours is highly dependent on specific and temporary situations. The Spanish government is currently pursuing two key measures. One is the transposition of the European Directive on Transparent and Predictable Working Conditions, which requires companies to provide advance information on working conditions, working patterns and any changes to them, particularly in relation to part-time work. The other is the reduction of the

working week from 40 to 37.5 hours with the same salary, accompanied by mechanisms to monitor working hours and the right to digital disconnection, which is currently under discussion with trade unions and employers' organisations.

The main ideas to emerge from this session were the concept of the need to slow down and become aware of the importance of pausing to achieve a more balanced life; the importance of a gender perspective; and mainstreaming time policies, which should encompass all areas of public management. It also became clear that the structure of 8 hours of rest, 8 hours of work and 8 hours of leisure is now obsolete and needs to be rethought, as one of the main challenges of the 21st century is to restructure working time to make it more productive and beneficial for society as a whole.

Resources

- ▶ [Background study for the Law on Time Use and Time Rationalisation](#)
- ▶ [Manzanas del Cuidado project- Bogotà](#)

4. From theory to practice

Time policies, tools for solving real problems

The last session held on the 21st of October and viewable [here](#), aimed to showcase specific examples of time policies that have been implemented to address real problems and that might serve as inspiration for other regions. It featured presentations from Saray Espejo Benito, director-general of Care, Time Organisation and Equity in the Workplace for the Government of Catalonia; Hélène Reveillard, time policy coordinator for Rennes City Council; and Jordi Nofre, associate research professor at the Foundation for Science and Technology at the New University of Lisbon and coordinator of the LXNIGHTS research group. Journalist Vanessa Raja from La Red de Comunicación Local moderated the discussion.

Saray Espejo Benito was the first to speak, presenting a pioneering project being rolled out in Catalonia

by her department. The project is called Temps x Cures (Time for Care), an initiative designed to free up time for carers, who are primarily women. It provides funding and support to local authorities to reinforce and promote new care services for children aged 0 to 16 outside of school hours throughout Catalonia. The aim is to consolidate children's right to care, free up time for families, particularly women, professionalise caregiving, create quality employment and promote shared responsibility. The programme has been successful from the outset, caring for 148,000 children and freeing up 21 million hours in 2023. It has also underlined the need for a long-term perspective to ensure that childcare policies are feminist, said Saray Espejo.

Next, Hélène Reveillard, from Rennes City Council, explained the municipality's commitment to reducing travel waiting times, tackling rush-hour traffic and promoting urban sustainability. One of the actions taken in this regard responded to congestion on one of the metro lines during rush hour, between 7:40

a.m. and 8:00 a.m., which was causing both safety and punctuality issues. One option was to increase the frequency of trains, but this was expensive. The Time Office collaborated with the stakeholders involved, primarily the university and students. It was decided that some students would start at 8.15 a.m. and others at 8.30 a.m., thus solving the problem and saving around €30 million. The idea is to create a dynamic in which all stakeholders feel involved and to experiment with various options to find a collective solution that benefits everyone, explained Reveillard.

Lastly, Jordi Nofre spoke about the concept of night-time mayors. The idea of a mechanism to govern nightlife in cities emerged in the 1990s in the United Kingdom, with the concept of a city that is active 24 hours a day. Years later, several cities around the world have implemented night governance systems, including London, which started with a night commission and a night mayor, and then moved on to a holistic night governance programme called "24-hour London". Another model can be found in Amsterdam and utilises private sector initiatives to promote the nightlife industry. Nofre analysed the proposal put forward for Barcelona, which will have two bodies to manage nightlife in the city: a Night Council and a Standing Committee, chaired by the night mayor or commissioner, the first of its kind in Spain. The expectation is that these two bodies will help to improve the organisation of the city's night-time activities, taking into account and harmonising the population's different activities and needs at night,

rather than just during the day. According to Nofre, the key to efficient night-time city governance lies in opening up the debate to all citizens and involving them in the process of designing new policies in this area.

In conclusion, the experiences shared during the session demonstrate that time policies can offer innovative solutions to 21st century challenges, such as providing an equitable response to care needs, promoting sustainable mobility in cities, and implementing holistic night-time governance policies that respect the diverse needs and practices of the citizenry.

Resources

- ▶ [Session presentation by Saray Espejo](#)
- ▶ [Session presentation by Jordi Nofre](#)
- ▶ [Temps x Cures programme](#)
- ▶ [Rennes Metropolis](#)
- ▶ [24 hour-London programme](#)
- ▶ [LRTA 4 Urban nighttime policies](#)
- ▶ [LRTA 3 Time, participation and democracy](#)



Designing time policies from a cross-cutting perspective

The 2nd workshop on time policies, viewable [here](#), took place on the 22nd of October with a focus on cross-cutting measures in the urban sphere, and concluded the sessions for that day. The participants included Ariadna Güell Sans, co-director of the Time Use Initiative, and Miriam Martínez Camacho, a specialist consultant for Barcelona City Council's Directorate of Feminism and LGBTI Affairs.

Güell described time policies as initiatives aimed at enhancing the social organisation of time, emphasising that time is a universal factor. Every time we take political action, it has an impact on people's time, which is why it is such a crucial policy area for the 21st century. According to the co-director of the Time Use Initiative, above all, time policies have an impact on health, equality, efficiency and sustainability. Local authorities have been pioneers in implementing time policies, as demonstrated by the more than 200 initiatives included in the four volumes of the Local and Regional Time Agenda.

Next, she introduced [a self-assessment tool](#)

designed to diagnose and improve the way in which [municipalities and other local entities](#) organise their time. The goal is to identify strengths and weaknesses in local public policies on time use. The representatives of local and regional authorities participating in the session then used the tool to conduct a self-assessment exercise, which highlighted the need for a more comprehensive plan for time policies.

Miriam Martínez Camacho explained how this cross-cutting approach has been incorporated into the time policies that Barcelona City Council has been implementing for more than twenty years. They began by creating the first Department for Social Uses of Time in Spain, and in 2022, they became the first World Capital of Time Policies. From the outset, Barcelona City Council has believed in establishing a dialogue and collaborating with the city's various social agents, as well as engaging the local productive sector, to design the necessary policies and bring about structural changes. Results of this approach include the Time Pact and the NUST Network, two key initiatives designed to promote more efficient, equitable and sustainable time arrangements in both the workplace and society at large. These initiatives seek to balance people's time needs with the demands of modern life, thereby fostering social consensus.



Martinez explained that the [Time Pact](#) is a city-wide agreement. It brings together more than 300 entities that collaborate to achieve a social organisation of time that provides an effective response to the wide range of interests inherent in a large, diverse and active city like Barcelona through the promotion of public policies (more than 75 initiatives in 2023) and measures implemented by the member entities.

She also explained that the [NUST Network](#) (Network of Companies for New Working Hours), comprising 130 companies, aims primarily to promote work time arrangements that meet both personal needs and competitiveness and productivity requirements, and to drive real change to advance work-life balance and time efficiency. In addition to offering training sessions and conferences to showcase new models and best practices, the NUST Network provides services to

companies, such as personalised advice and support on equality and time management.

Resources

- ▶ [Presentation by Ariadna Güell](#)
- ▶ [Presentation by Míriam Martínez](#)
- ▶ [LRTA 1: Life balance: work, care, rest, and personal time](#)
- ▶ [LRTA 2: Time, mobility, and sustainability: an opportunity to increase resilience](#)
- ▶ [Self-assessment tool for municipalities implementing a balanced organisation of time](#)
- ▶ [Uses of time - Barcelona City Council](#)

5. From global to local: experiences in Catalonia

Presentation of the Guide to Implementing a Local Plan for Time Organisation and the Role of the Time Chief Officer

One of the most eagerly anticipated events during the first day of Time Use Week was the presentation of the Guide to Implementing a Local Plan for Time Organisation (PLOT). This pioneering tool, developed by Barcelona County Council, aims to help local authorities achieve a more balanced use of time and realise citizens' right to time. The presentation can be viewed [here](#).

Taking part were Alba Barnusell Ortúñoz, president of Barcelona Provincial Council's Social Sustainability, Life Cycle and Community Department; Aina Calvo, Spain's secretary of state for Equality; Marta Junqué, co-director of the Time Use Initiative; Gemma Parera, also from Barcelona Provincial Council's Department of Social Sustainability, Life Cycle and Community;

Ivan Sanz, deputy mayor for Personal Support, Social Welfare, Education, Housing and Health in Badia del Vallès; Sensi Domínguez, councillor for Employment and Occupational Training, Gender Equality and Feminism, Working Hours Reform and People with Disabilities at Sant Boi de Llobregat Town Council; Isabel Sánchez Pulido, councillor for Feminism and LGBTI Affairs at Manresa Town Council. The discussion was moderated by Vanessa Raja, a journalist with La Red de Comunicación Local.

The first speaker was Alba Barnusell, Barcelona Provincial Council's representative for Social Sustainability, Life Cycle and Community, who explained that the guide is intended to be an innovative tool that will help transform municipalities in order to enhance well-being, sustainability and social cohesion. Barcelona Provincial Council, which forms part of the World Network of Local and Regional Governments on Time Policies, has set out to assist municipalities in implementing a local plan for time organisation, with agreed-upon measures based on an initial diagnosis and the establishment

of a roadmap in coordination with local councils and citizens. The ultimate goal is to develop time policies that contribute to the well-being of citizens from a cross-cutting perspective.

The document establishes two key figures in the PLOT's development process: the Political Leadership Group on Time Policies, which consists of City Council staff with a high level of responsibility in various areas, and the Time Chief Officer, who is responsible for the overall coordination of the project and may be a specialist from the City Council itself or an external consultant.

Given that time uses are cross-cutting, the guide proposes that the PLOT should cover up to seven areas of work: paid work time (including productive activities, trade, consumption and catering); time for domestic and care work; travel time; educational time; rest time and night-time services; free time in municipal services and facilities; and time for administrative tasks, municipal procedures and socio-political participation.

To draw up the plan, it establishes a methodology, with examples of strategic objective prioritisation. Some of these objectives include achieving more rational and conciliatory working hours in companies and shops; reducing time poverty in the municipality through care support services similar to programmes

like Respir; reducing travel time and improving urban mobility; extending and making municipal night services more flexible through measures such as creating the role of night-time mayor; and moving towards the 15-minute city in all neighbourhoods.

The document also provides a methodology for evaluating the results of the PLOT implementation and offers examples of questionnaires that can be used to diagnose the situation in each of the seven proposed areas and to self-assess the status of any time policies already in place in the municipality.

Aina Calvo, Spain's secretary of state for Equality, welcomed the launch of the PLOT Guide, describing it as a practical resource that focuses on the local arena but offers a cross-cutting perspective, an approach she feels is essential for time policies, which particularly affect the inequalities between men and women when it comes to their use of time.

Marta Junqué, co-director of the Time Use Initiative, explained the context in which the guide was developed, namely widespread time-related malaise, an increase in time poverty and the need for a new, healthier and more efficient way of organising time. In this respect, local councils are key, as they are the level of government closest to citizens and have the most scope to improve daily schedules and time use. However, to do this, they often rely on resources and



coordination with higher levels of government.

In her turn, Gemma Parera from Barcelona Provincial Council's Social Sustainability, Life Cycle and Community Department explained the methodology for implementing a PLOT, as per the guide, which is structured in five phases, beginning with a diagnosis of the area's times and schedules and ending with the implementation and evaluation of an action plan. Parera placed particular emphasis on the importance of creating a political leadership group for the plan and a Time Chief Officer role to drive the implementation of the PLOT and provide a cross-cutting and mediating vision of the different interests involved in the use of time.

Next, several Barcelona municipalities offered their time policy success stories. Sensi Domínguez, councillor for Employment and Occupational Training, Gender Equality and Feminism, Working Hours Reform and People with Disabilities at Sant Boi de Llobregat Town Council, explained how her municipality has been implementing time policies since 2007, placing them at the heart of municipal policy. A notable milestone was the Time Use Pact, in which more than 78 local stakeholders participated. She also announced a new programme to promote work-life balance by addressing the organisation of working time.

In his turn, Ivan Sanz, deputy mayor for Social Support, Social Welfare, Education, Housing and Health in Badia del Vallès, highlighted his council's closeness to citizens and its strategic approach based on listening to workers and residents. In terms of time policies, he cited three examples: flexible start and finish times for council staff; the organisation of the first summer club for children with disabilities; and the holding of municipal plenary sessions in the evening so that they fit around members' ordinary working days.

Isabel Sánchez Pulido, councillor for Feminism and LGBTI Affairs at Manresa City Council, explained that Manresa supports the right to time through various projects and services. Their flagship initiative is the Concilia Bus project, in which six schools and 135 pupils participate. It makes it easier for children in the municipality to travel to school by bus, bicycle, or on foot, with a monitoring service in place so they don't need to be accompanied by their parents. The benefits of this project are twofold: it promotes work-

life balance while also enhancing sustainability by reducing the number of vehicles on the road at peak times, she said.

The key idea to come out of the session was that the PLOT Guide is an innovative tool that can help municipalities achieve a more balanced use of time, setting them on a path towards enhanced well-being and improved sustainability and social cohesion, and ultimately helping to make the right to time a reality for all citizens. It constitutes a practical resource with a transformative cross-cutting perspective that focuses on local councils as the administrations closest to citizens and with the greatest capacity to make changes in people's daily lives. Many local councils in the province of Barcelona and throughout Catalonia are now setting an example by implementing programmes and services that influence how time is organised in cities and towns. Methodologies like the one provided in the PLOT guide, therefore, can lead to significant progress and give momentum to the idea that time use should play a central role in all municipal initiatives.

Resources

- ▶ [Presentations by Marta Junqué and Gemma Parera](#)
- ▶ [New uses of time](#) - Barcelona Provincial Council
- ▶ [Time policies](#) - Barcelona Provincial Council
- ▶ [The Respir Programme](#) - Barcelona Provincial Council
- ▶ [Presentation of the Guide to Implementing a Local Plan for Time Organisation](#)

Strategies to ensure time policies reach everyone

The aim of the first session of Time Use Week on the 21st of October was to share examples of time policies implemented in Barcelona and its metropolitan area to help ensure universal access to the right to time. Davide Malmusi, director of Health Services for Barcelona City Council, and Carme Esquirol Jiménez, director of Social Policy and Equality Services for the Barcelona Metropolitan Area (AMB), took the floor. The session was

moderated by Vanessa Raja, a journalist with La Red de Comunicación Local, and can be viewed [here](#).

Malmusi presented examples of health policies that also constitute time policies. He stated that time is a social determinant of health, a concept that becomes evident when looking at the impact of long working hours on health outcomes. According to Artazcoz and the Journal of Epidemiology and Community Health (2009), in Catalonia, working weeks of between 40 and 60 hours are associated with poorer health indicators. A similar pattern appears when analysing work-life balance, with worse health indicators among female manual workers, according to the European Journal of Public Health (2013).

One of the policies related to the democratisation of care and support for carers is the [Government Measure for the Democratisation of Care](#). Based on this measure, various initiatives have been launched, such as Espai Barcelona Cuida, which since 2019 has been a point of reference offering information and guidance to people who need care or who care for someone else. More than 13,000 people visited the centre in 2023. Malmusi also spoke about the Carer Card, which was created in 2022 and is now held by more than 7,000 people in Barcelona. The card offers various services, an event calendar, a 24-hour support chat service and targeted discounts at various

establishments, among other benefits.

He also presented the [Government Measure for Digital Well-being](#), aimed at addressing the issue of screens as a public health concern, within the framework of which many entities in the city are implementing initiatives to promote healthier alternatives for time use. Another example he gave was the [City Agreement on mental health at work](#), which was prepared in collaboration with the city's main trade union and employer organisations and has created a network of companies, organisations, and professionals working towards better mental health at work.

Carme Esquirol then shared the AMB's efforts in regard to time policies and the services and resources they offer to promote citizen well-being through better time organisation from a metropolitan perspective, given that a supra-municipal policy can yield more effective results than a purely local approach, and can help reduce inequality between municipalities.

Its cornerstone lines of action are the Metropolitan Action Plan, which implements the commitments set out in the [Metropolitan Pact for the Right to Time](#), to which a dozen local councils have already signed up, and the [Metropolitan Social Platform](#), which provides a forum for the dialogue, knowledge exchange and



collaborative work needed to carry out joint projects, including work on the right to time, in which 25 of the 36 municipalities in the AMB participate.

Carme Esquirol also highlighted the internationalisation of time policies and incorporating the metropolitan perspective to learn from other metropolitan areas through a dedicated project and participation in the World Network of Local and Regional Governments for Time Policies. This year, the AMB has concentrated on the labour market and the organisation of working hours, as the areas they believe are most susceptible to issues related to time dissatisfaction. Their efforts include providing subsidies to local councils and implementing a programme that offers advice and support on time policies for local authorities, engaging businesses, commercial entities, industrial sectors, and other productive aspects of the municipality. The initiatives have already been rolled out in Esplugues de Llobregat, Barberà del Vallés, Sant Boi de Llobregat, and Sant Adrià del Besòs, explained the director of Social Policy and Equality Services for the Barcelona Metropolitan Area.

The AMB has also produced [two guides](#) in this area to help implement measures that encourage a balanced and rational organisation of working time: the “Improvement Guide” and the “Ten-step Guide”, which are detailed in Chapter 10.1, which focuses on the session on “Tools for more rational and jointly responsible uses of time”.

The key takeaways from the session were that time must be understood as a social determinant of health: health policies can also be considered time policies, and time policies have a significant impact on both individual and collective health. Additionally, promoting time policies from a metropolitan perspective, as a supra-municipal policy, can yield better results and help reduce inequality between municipalities.

Resources

- ▶ [Presentation by Davide Malmusi](#)
- ▶ [Presentation by Carme Esquirol](#)
- ▶ [Government Measure for the Democratisation of Care](#) - Barcelona City Council
- ▶ [Government Measure for Digital Well-being](#) - Barcelona City Council

- ▶ [City Agreement on mental health at work](#) - Barcelona City Council
- ▶ [Mental health resources at work](#) - Barcelona City Council
- ▶ [Time policies](#) - Barcelona Metropolitan Area (AMB)
- ▶ [Metropolitan Social Platform](#) - Barcelona Metropolitan Area (AMB)
- ▶ [Company Resources and time](#) - Barcelona Metropolitan Area (AMB)

2nd Meeting of the Catalan Network for the Right to Time

Keeping the focus on the local sphere, on the morning of the 21st, the Second Meeting of the Catalan Network for the Right to Time took place, reporting on the work carried out to date and serving as a forum for the exchange of best practices among participating local and regional authorities.

Participating in the session, which can be viewed [here](#), were Saray Espejo Benito, director-general of Care, Time Organisation and Equity in the Workplace for the Government of Catalonia; Cristina Vargas Soria, sixth deputy mayor for Internal Services, Participation Policies, Equality and Commerce for the Santa Coloma de Gramenet City Council; Núria Ferré i Cardona, councillor for Social Rights, Citizenship and Health at Amposta City Council; Pedro Ejarque Guillamat, head of Guidance and Employment Mediation at CECOT; Júlia Vigó, head of Equality and Feminism for the Third Social Sector Platform; and Marta Campo, head of Strengthening Policies for the Third Social Sector Platform. The meeting was moderated by Vanessa Raja, a journalist with La Red de Comunicación Local.

Saray Espejo gave the official welcome and updated the participants on the work undertaken and current status of the Catalan Network for the Right to Time, which serves as a link between all the organisations working on time use in Catalonia. In 2024, the network's membership surpassed 300 entities, encompassing local authorities, associations, cooperatives, research groups, business organisations and others. In terms of collaboration between the

public and private sectors, training was offered and resources were shared to improve time management, with an ongoing focus on the gender perspective.

Next, some of the network's members presented their examples of best practices. The first to speak was Cristina Vargas Soria, who discussed Santa Coloma de Gramenet and the Menuda CIBA service, a babysitting and occasional childcare service for children aged 0 to 16, which features a co-educational dimension for children and their families.

Afterwards, Núria Ferré i Cardona explained the change in operating hours for all the social and citizen services provided by Amposta Town Council, which have been extended from 8 a.m. to 6 p.m. to enable all citizens to access them, using a shift system, staggered start times and one day of teleworking per week to facilitate time management.

Pere Ejarque Guillamat went on to explain how the Equality Office of the CECOT business community has launched a new awareness programme that targets their micro-enterprise and self-employed members. The programme focuses on new ways of using working time and includes educational audiovisual clips on topics such as teleworking, shared responsibility and flexible working hours, incorporating a gender and intersectional perspective.

Finally, Júlia Vigó and Marta Campo presented the

Feminist Transformation Plan adopted by the Third Sector Social Platform, which represents more than 3,000 social organisations in Catalonia. The plan links care duties with the right to time and incorporates measures that impact time management, such as recognising invisible reproductive work in the job definition process. It also includes measures for digital disconnection and work-life balance, taking time into account as an indicator of occupational health.

Resources

- ▶ [Catalan Network for the Right to Time](#)
- ▶ [Organisation of work time](#) - CECOT

2nd Catalan Research Meeting on Time Use

The morning of the 21st of October also saw the 2nd Catalan Research Meeting on Time Use, which focused on presenting the latest studies by the main research groups and demonstrating how research into time use helps to advance time policies.

The participants were Lidón Gasull, director of aFFaC; Eva Gajardo, representative of UGT Catalonia; Julia Quintana, analyst at Ivalua; and Adriana Gil Juárez, associate professor in the Department of Basic,



Evolutionary and Educational Psychology at the Autonomous University of Barcelona. The moderator once again was Vanessa Raja, journalist at La Red de Comunicación Local.

The session, which can be viewed [here](#), began with the presentation of a study entitled “The school day under debate, beyond the continuous-split dichotomy”, by Lidón Gasull. The study considers which type of school day structure would be most suitable for the Catalan education system, analysing the existing types of school day structures, the needs of the student body as a whole and the work-life balance requirements of a diverse range of family circumstances. One of the conclusions is that the continuous school day structure does not resolve work-life balance problems for parents with split working hours unless it is accompanied by early morning childcare services, school dinners, and the option for pupils to remain at school in the afternoons to take part in extra classes or extracurricular activities.

Eva Gajardo then presented an analysis of the registered equality plans and the measures and policies for reorganising working time that they include. The analysis of the 2021-2023 period highlights the need to promote joint responsibility measures—the use of measures to harmonise work and family life has been uneven, as evidenced by the fact that in 2019, 72.35% of leave and 93% of reduced working hours related to care were requested by women—and the fact that these

measures must be adapted to new family realities.

Júlia Quintana then shared the results of the “Needs assessment: care in Catalonia” study. In Catalonia, there are 2,257,187 people with first-degree physical care needs, representing 29% of the population. Yet, despite this, public support is limited and does nothing to reverse the feminisation of care, nor does it address lifelong care needs or unexpected or less intense needs. Some of the study’s recommendations include promoting measures to harmonise productive and reproductive time, encouraging men to share responsibility, and empowering women with regard to their right to personal time.

Lastly, Adriana Gil Juárez presented the conclusions of the “Gender Equitable Interactions Online (GeIO)” project, which looks at how household and work responsibilities were distributed between the genders while teleworking during the pandemic and includes an assessment by women from several European countries of how their interactions via video-conferencing were affected by the fact that they were combining their work with care duties and domestic tasks.

Resources

- ▶ [Presentation by Lidón Gasull](#)
- ▶ [Presentation by Eva Gajardo](#)
- ▶ [Presentation by Júlia Quintana](#)
- ▶ [Presentation by Adriana Gil](#)

6. Time in literature and philosophy

The opening session on the 22nd of October was a talk that aimed to reflect on time from the perspective of literature, philosophy and art. Xavier Bassas and Raquel Friera from the [Institute of Suspended Time](#) were charged with discussing “Time policy: regulations and diversity in culture”. Ariadna Güell, co-director of the Time Use Initiative, gave the presentation.

At the talk, which can be viewed [here](#), a selection of quotes, images, and references was used to encourage reflection on the politics of time from

three cultural perspectives: critical thinking and political philosophy; literature; and contemporary art.

The Institute of Suspended Time was created in response to the need to reclaim the time that is constantly and daily expropriated in capitalist societies. Its goal is to shift the mindset from “I don’t have time” to “I set my own pace in life”.

Resources

- ▶ [Presentation by Xavier Bassas](#)

7. Data in action

New time-use surveys for innovative policies

The second day of Time Use Week, on the 22nd of October, focused on time use data and how it plays a key role in driving innovative policies. The first conversation, on the usefulness and innovation of new time use surveys with an international perspective, can be viewed [here](#). The participants included Jessamyn Encarnación, interregional advisor on Gender Statistics at UN Women; Eniel Ninka, team leader for Health, Time Use, and Household Budget Surveys at Eurostat; Juha Haaramo, senior statistician at Statistics Finland; and Xavier Cuadras, director of the Statistical Institute of Catalonia. Ariadna Güell, co-director of the Time Use Initiative, moderated the discussion.

Jessamyn Encarnación explained that, within the framework of UN Women's "Women Count" programme, collecting time-use data is a crucial preliminary step when planning interventions. Thus, in the first phase of the programme, time-use surveys

were conducted in 12 countries worldwide, and a further 27 will be conducted in the second phase. In Bangladesh, Kenya and Senegal, for example, the data obtained has been key to the development of specific actions and programmes in the areas of care work and paid work for women.

Eniel Ninka then reported on the current status of the harmonised European time-use survey and plans for its future. The survey is conducted in approximately 20 European countries every 10 years, with the most recent one undertaken in 2020. Six of these countries have already submitted their data to Eurostat, and the others will do so in the forthcoming years. Ninka explained that it's a slow process because this type of survey requires considerable resources, but that time data is essential for the analysis, implementation and evaluation of public policies, and above all for achieving the Sustainable Development Goals (SDGs). He also explained that they are preparing new indicators for care tasks for the next edition of the survey in 2030, as well as a simplified base questionnaire that will allow it to be conducted in more countries.



Juha Haaramo was the next to speak, presenting the main findings of the latest time-use survey in Finland. Conducted in 2020-2021, this edition, when compared to previous surveys, shows that for the first time, total working time is equal for men and women. However, despite the fact that it has decreased overall for both, men still do more paid work, and women do more domestic work. He also explained that the data on changes in time use after COVID-19 shows that there has been an increase in free time for both men and women, time spent by men on caring for children, screen time and physical exercise, while time spent by women on domestic work and childcare, and paid work and reading for both sexes has decreased.

Lastly, Xavier Cuadras explained how the new Time Use Survey in Catalonia, conducted in 2023-2024 by Idescat, was coordinated. This third round of time use surveys in Catalonia, which is at an advanced stage of fieldwork, has been used to collect data based on a new territorial distribution and to incorporate the gender perspective and information on the household variable, expanding the sample to 5,752 households (+40%). The questions have been adapted to new indicator systems: gender equality, the SDGs, the 2030 Agenda and the household production satellite account, among others. Looking ahead, he pointed to the challenge of reflecting activities that take place

outside the market economy, such as unpaid domestic activities or learning activities, in order to achieve a more comprehensive accounting of time use.

Resources

- ▶ [Presentation by Jessamyn Encarnación](#)
- ▶ [Presentation by Juha Haaramo](#)
- ▶ [Presentation by Xavier Cuadras](#)

Optimising time-use surveys: funding, analysis and dissemination

On the 22nd of October, the debate on the importance of obtaining data on time use continued with a workshop on how to use the data obtained from the Time Use Survey in Catalonia and how to finance projects based on the exploitation of this data. The participants in the workshop, which was held in person only, were Cristina Rovira, deputy director-general of Production and Coordination at Idescat; Olga Alay, deputy director of Research for the Government of Catalonia; Mar Camarasa Casals, technician for the Department of Feminism and



LGBTI Affairs at Barcelona City Council; Joan Garcia, researcher at the Centre for Demographic Studies; and Pere Rovira, founding partner of OneTandem. The moderator was Marc Martorell Escofet, policy officer for the Time Use Initiative.

Cristina Rovira explained the current status of the new Survey on Time Use in Catalonia, which is already at an advanced stage of fieldwork. The survey was conducted among people living in their main family homes to measure the amount of time the population spends on their regular activities, covering the distribution, duration, and timing of these activities. It will also provide information on real working hours, the extent of non-market work, inter-household assistance, the population's leisure habits and the time spent on daily activities using a computer or the internet.

Olga Alay reported on the sources of funding offered by the [Government of Catalonia](#) for projects that make use of time use data, and Mar Camarasa did the same for those offered by [Barcelona City Council](#).

Joan Garcia then explained how the research must comply with certain requirements to ensure that the data from the Time Use Survey can be used. These requirements relate to the design, fieldwork, and data collection, as well as the details of the activity diary, the questions in the household and individual questionnaires, and the accessibility and dissemination of the extracted data.

Finally, Pere Rovira provided information about some intuitive apps that can be used for presenting and visualising the data obtained from the survey, making it accessible and visually appealing to different audiences.

Resources

- ▶ [Presentation by Olga Alay](#)
- ▶ [Presentation by Mar Camarasa](#)
- ▶ [Presentation by Joan García Roman](#)
- ▶ [Presentation by Pere Rovira](#)

8. Strengthening the World Network of Local and Regional Governments for Time Policies

General Assembly of the Network

On the 22nd, Time Use Week hosted the annual General Assembly of the World Network of Local and Regional Governments for Time Policies, with the aim of taking stock of the network's activities for 2023-24, renewing the Executive Board and electing the New World Capital.

The session, which can be viewed [here](#), featured Marina Lafay, deputy mayor of Strasbourg City Council and metropolitan councillor for the Strasbourg Metropolitan Area; Marta Junqué Surià, secretary general of the World Network of Local and Regional Governments for Time Policies; Pamela Quiñones Sánchez, advisor to Bogotá City Council's Department for Women; and Jean-Yves Boulin, vice-president of Tempo Territorial. Ariadna Güell, co-director of the Time Use Initiative, acted as moderator.

After Ariadna Güell's welcome speech, the first presentation was given by Marina Lafay, who outlined the main events that Strasbourg City Council is organising at the end of November in the European Parliament as the "World Capital of Time Policies" for 2024. Several representatives from the network are expected to participate in the two days of debates and meetings. The discussions will focus on the legitimacy of having time for oneself and how to overcome the challenges of care and the right to time in order to achieve a more social and equitable Europe. One of the goals is to convey to the European Institutions the main demands of the right-to-time campaign, which are compiled in the [Tick-tock Europe Manifesto](#) and include ending seasonal time changes, among other initiatives.

Marta Junqué then reviewed the network's activities in 2024 and outlined the plans for 2025. In 2024,

the network was recognised with awards such as the [World Government Summit Award](#), as well as mentions in the international press ([Bloomberg](#) and [Eurocities](#)), and more than 50 best practices were compiled in two new editions of the Local and Regional Time Agenda on [Participation and Democracy](#) and [Night-time Polices](#). She also spoke about Strasbourg's handover to Bolzano as the new World Capital of Time Policies and the holding of the first summer school on time in Barcelona and online. In addition, she explained that they have lobbied key supralocal actors, such as the European Parliament, to get them to commit to time policies through the [Barcelona Declaration on Time Policies](#) and the "[Tick-tock Europe" Manifesto](#). The main objectives for 2025 include attracting more local and regional members to the network, influencing key supralocal actors worldwide to put the right to time on the political and social agenda, continuing to learn and implement time policies to enhance well-being in cities and regions, and ensuring the sustainability of the network.

Next, a vote was held to determine the composition of the new executive board of the World Network of Local and Regional Governments for Time Policies, with Milan joining as a new strategic partner, along

with the South Tyrol-Trieste region, with the aim of incorporating more regions into the network.

The next speaker was Pamela Quiñones Sánchez, who presented Bogotá's candidacy to become the 2025 World Capital of Time Policies. The city has a long history of implementing gender equality and care policies, including the successful implementation of the District Care System and the so-called care blocks (*manzanas de cuidados*). The Colombian capital wants to internationalise the city with a focus on gender issues and to put the relationship between care, cultural transformation, violence against women and time use on the global public agenda, encouraging new members from Latin America to join the network. The subsequent vote confirmed their bid and Bogotá was selected as the new World Capital of Time Policies.

Lastly, Jean-Yves Boulin, vice-president of [Tempo Territorial](#), took the floor to review the 20-year history of the organisation he represents, a pioneering French national network created in 2004 to bring together scientific organisations, local authorities, associations, businesses and individuals with the aim of raising awareness, disseminating information and exchanging knowledge in the field of time policies.



Resources

- ▶ [World Network of Local and Regional Governments for Time Policies](#)
- ▶ [Presentation by Marina Lafay](#)
- ▶ [Presentation by Marta Junqué](#)
- ▶ [Presentation by Pamela Quiñones](#)

- ▶ [Presentation by Jean-Yves Boulin](#)
- ▶ [Online sessions from the Summer School on Time \(2024\)](#)
- ▶ [Conclusions from the Summer School on Time \(2024\)](#)
- ▶ [Local and Regional Time Agenda](#)

9. Rationalising working hours

Proposals and benefits of reducing working hours, the Law on Time Use for SMEs (“Plan PYME 375”), and reflections on the plan from the perspective of collective bargaining

The third day of Time Use Week took place on the 23rd of October in face-to-face format at the BizBarcelona Exhibition Hall and focused on the social and productive sectors, with the main theme being the rationalisation of working time.

The first session consisted of an introduction to the proposals and benefits of reducing working hours for SMEs, with a debate on collective bargaining in which Joan Sanchis i Muñoz, associate professor of Applied Economics at the University of Valencia; Eva M. Gajardo Rodríguez, secretary for Equality and Training at UGT Catalonia; Cristina Torre, secretary for Trade Union Action and Just Transitions at the Catalan Workers’ Commission; and Silvia Miró, director of the Labour Division at PIMEC, participated. Marta Junqué, co-director of the Time Use Initiative, moderated the session.

Joan Sanchis explained the current situation in regard to the reduction of working hours in Spain, where the proposal to reduce the working week to 37.5 hours is currently under discussion in social negotiations. He also explained the health and efficiency benefits that reducing working hours would bring to both workers and businesses. However, he emphasised that there

would be challenges, particularly noting that support and assistance measures would be necessary to help small and medium-sized enterprises implement this reduction. For example, the [PYME 375 plan](#) launched by Spain’s Ministry of Labour, which offers subsidies for hiring staff and training programs for companies with fewer than 10 employees if they reduce working hours.

Next, union representatives Eva M^a Gajardo Rodríguez and Cristina Torre, and Sílvia Miró, representing Catalan small and medium-sized enterprises, discussed how collective bargaining can contribute to the rationalisation of working time and, specifically, to the implementation of a shorter working week that benefits both workers and businesses. Although there was no agreement between the parties, it was observed that debating working hours and regarding them as an issue to be addressed allows entrenched positions in other areas of social debate to be brought closer together.

Strategies for an approach to time use based on rationality and shared responsibility

The second session on the 23rd of October saw the presentation of various tools and resources for rationalising working time offered by Barcelona City Council and the Barcelona Metropolitan Area to the productive sector. The speakers were Laura de Caralt, a specialist at Barcelona City Council’s Feminism and LGBTI Department, and Pedro Martín Cumplido, specialist in equality and time policies for

the Barcelona Metropolitan Area. Marta Junqué, co-director of the Time Use Initiative, continued to act as moderator.

Laura de Caralt highlighted the [Equality and Time Management Advisory Service](#), as well as the various time-related [grants](#), [studies](#) and [dossiers](#), among other resources, that Barcelona City Council makes available to organisations looking to improve their time management. She also mentioned the specific training for companies offered by [Barcelona Activa](#). However, above all, she highlighted the innovative [NUST Network](#), a local network of more than 130 companies and organisations of different sizes and from various sectors in Barcelona who are united by a shared goal: to promote new working practices and foster a new work culture by sharing information and knowledge about the measures, agreements and tools that can help achieve this objective. Subsequently, a session was held in which companies from the NUST Network presented their success stories in implementing time management measures (see the section “Inspiration and success in time organisation: how to implement improvement measures in organisations”).

Pedro Martín Cumplido then outlined the tools that

the AMB offers to local councils and the metropolitan productive sector. Firstly, there are subsidies for municipal initiatives aimed at facilitating social and territorial cohesion in the metropolitan area within the framework of the metropolitan programme to promote equal opportunities in the workplace. And secondly, advice and support are offered to local councils on policies that involve the business, commercial, industrial and productive sectors. He also highlighted the AMB's publication of specific materials that offer key tools to facilitate the implementation of measures that promote a balanced and rational organisation of working time, such as the “[55 suggestions for improving co-responsibility, work-life balance, productivity and sustainability in metropolitan companies](#)” and the “[Ten-step guide to a balanced and rational organisation of working time](#)”.

Resources

- ▶ [Presentation by Laura de Caralt](#)
- ▶ [Presentation by Pedro Martín Cumplido](#)
- ▶ [Uses of time](#) - Barcelona City Council
- ▶ [Time policies of the Barcelona Metropolitan Area](#)



The Labour Relations Council: a success story in advancing towards the right to time for the Catalan workforce

On the 23rd of October at midday, a roundtable discussion was held to present some of the latest developments in Catalan legislation regarding the management of working time, with key participation from the Catalan Labour Relations Council. Taking part were M. Àngels Pujols Muntada, secretary general of the Labour Relations Council; M. Àngels Cuadrada Basquens, deputy director-general of Labour Relations for the Government of Catalonia's Ministry of Business and Labour; Beatriz Fernández-Tubau Rodés, representative of Foment del Treball Nacional on the Equality and Working Hours Commission; Mentxu Gutiérrez Jiménez, secretary for Women and LGBTI Policies at CCOO de Catalunya; Ariadna Guixé Ors, head of Labour Relations and Collective Bargaining at PIMEC; Eva M. Gajardo Rodríguez, secretary for Equality and Training at UGT Catalonia, and Saray Espejo Benito, director-general of Care, Time Organisation and Equity in the Workplace for the Government of Catalonia.

[The Labour Relations Council's Equality and](#)

Working Time Committee, which is composed of representatives from some of the biggest trade unions and employers' associations in Catalonia, has been working alongside the Generalitat Administration for years to achieve consensus on time use and the rationalisation of working hours. In relation to promoting the right to digital disconnection, they presented the [guidelines to guarantee the Labour Relations Council's right to digital disconnection](#), as well as the project [DES-connectes?](#), which identifies practices inspired by this right and disseminates them to help formulate new proposals. In addition, [recommendations](#) for collective bargaining on equality plans were shared, demonstrating their potential to establish a new time culture.

The debate underscored the vital role of the Labour Relations Council's experience in consensus dialogue and the need for and importance of collective bargaining in efforts to uphold the right to digital disconnection and ensure shared responsibility for the organisation of working hours.

Resources

- ▶ [Digital disconnection in Catalan companies – Catalan Labour Relations Council](#)
- ▶ [Equality and working hours - Catalan Labour Relations Council](#)



Inspiration and success in time management: how to implement improvement measures in organisations (NUST Network)

This roundtable was held on the 23rd of October as part of the day dedicated to the rationalisation of working hours for the social and economic sector, to showcase success stories in the implementation of work time management measures by members of the [Network of Companies for New Working Hours](#) (NUST Network). Participating in the session were Marta Rodríguez Martín, director of Organisation, People and Culture at Mercabarna; Susana Pascual García, director of Continuous Improvement and Sustainability at ACEFAT; Ana Pérez Clemente, BPM consultant at Iterem; and María José Blanco, head of Strategic Employment Plans at Barcelona Activa.

The session began with an introduction by María José Blanco, head of Strategic Employment Plans at Barcelona Activa, who presented the [Barcelona Agreement for Quality Employment](#), a Barcelona City Council initiative that promotes measures to improve time management and job quality.

Next, representatives from three companies in the

NUST Network, Mercabarna, ACEFAT and Iterem, presented their success stories in implementing time management measures. The first to speak was Marta Rodríguez Martín, who outlined measures such as reduced working hours (37.5 hours per week) and compressed working hours, a bank of hours for workers, the option to work from home, and extended leave for childbirth, medical appointments and exams as examples of time management improvement measures implemented at Mercabarna.

Susana Pascual García shared the time management measures incorporated into ACEFAT's integrated personal and work life policy, highlighting its ten recommendations for digital disconnection and compressed working hours from 8 a.m. to 4 p.m. To conclude, Ana Pérez Clemente explained Iterem's best practices in terms of managing work and personal time, highlighting what has become the "star" measure: the 32.5-hour working week. She also explained how, in her organisation, employees have access to other measures such as flexible start and finish times, unlimited lunch breaks, and holidays tailored to their needs.

All three stressed the importance of adapting working time management measures to the specific characteristics of the company and the specific needs of workers, avoiding a one-size-fits-all approach to the design and implementation of working time



organisation measures. They also highlighted the importance of being part of the NUST Network, a city project that provides a shared space for companies to exchange experiences and best practices, as well as challenges and difficulties.

Resources

- ▶ [Presentation by ABOQ](#)
- ▶ [Presentation by Iterem](#)
- ▶ [Presentation by Mercabarna](#)
- ▶ [Presentation by Susana Pascual](#)
- ▶ [Time Pact and NUST Network leaflet](#)
- ▶ [Barcelona Agreement on Quality Employment](#)

Time-use tools for the self-employed

The final session of the day for social and productive stakeholders on the 23rd of October sought to highlight the importance of implementing working time organisation measures for the self-employed, led

by Elisabet Bach Oller, president of PIMEC's division for the self-employed.

Bach presented the conclusions of a study on "The organisation and management of working time among self-employed women in Catalonia", carried out by PIMEC and the Government of Catalonia's Ministry of Equality and Feminism, which reveal that the primary concerns for self-employed women include time management, work-life balance, financial difficulties and maternity. She also explained that self-employed women tend to have very long working hours: most exceed 40 hours per week, and a significant proportion exceed 50 hours, especially those with dependent family members. As such, self-employed women face difficulties in balancing their work and personal lives, and report problems in finding enough time without increasing their working pace or hours. Furthermore, this difficulty is even more pronounced in single-parent families or among women who live alone.

Consequently, the study proposes a number of measures to improve the work-life balance of self-employed women, such as providing grants or incentives for hiring workers to facilitate the organisation of business activities, promoting training



on resources for improving the organisation and management of self-employment, and developing new support tools for self-employed women to facilitate the management of activities or project planning, among others.

10. Conclusions

Time Use Week 2024 marked a new milestone in the progress towards consolidating the right to time. With record participation and global impact, the event consolidated Barcelona and Catalonia as epicentres of the debate on time policies. This edition saw the highest level of participation of the 10 editions held to date:

- » More than 1,000 people registered (in person and online), demonstrating growing social interest in time policies.
- » Forty key international and local speakers from organisations such as the United Nations, the Global Care Alliance and the European Economic and Social Council shared valuable experiences.
- » Over 40 activities for the general public organised by the various companies, entities and municipalities across Catalonia that committed to organising initiatives within their entity or local area.

Expansion of the global commitment to the right to time

The first day of the event on the 21st of October saw the renewal of the Barcelona Declaration on Time Policies, a global agreement that seeks to guarantee the right to time. A new Action Plan for the 2024-2026 period was approved, which focuses on promoting time policies at a global level and placing the right to time at the centre of both the global and Catalan political agendas.

The renewed Barcelona Declaration agreement was updated to include 200 key players who have committed to working over the next two years to

Resources

- » [Study on the work time arrangements of self-employed women](#)

advance the right to time for all citizens. Among the new members are the World Organisation of United Cities and Local Governments (UCLG), the leading global association campaigning for a reduction in working hours (4-Day Week Global), as well as new cities and regions and other pioneering organisations in the field of the right to time.

The events on the 21st highlighted Catalonia and Barcelona's continued leadership in advocating for the right to time, a position they have held for four years, as well as the groundbreaking role played by Catalan municipalities in promoting the right to time at the local level and actively contributing to TUW by sharing their best practices in time policies designed to address real-world problems.

Thus, Time Use Week 2024 served as a platform for Catalan institutions to present pioneering tools for implementing time policies at the local level, such as:

- » The PLOT Guide – Barcelona Provincial Council's Guide to Implementing a Local Plan for Time Organisation.
- » The Ten-step Guide and 55 suggestions for improving time management in the metropolitan area, from the Barcelona Metropolitan Area.

Also shared was the success of public-private partnerships and collaboration with different social and economic stakeholders in the region, such as the Catalan Network for the Right to Time, which, together with the Barcelona Time Pact and Barcelona City Council's NUST Network, have established themselves as innovative examples of networking in the field of time management.

Consolidation of the World Network of Local and Regional Governments for the Right to Time Policies and demonstration that having access to data on time use is key to effective policy-making

The second day of Time Use Week (22nd October) saw the consolidation of the World Network of Local and Regional Governments for Time Policies: the executive committee was expanded to include Milan as a strategic partner, enhancing the European network; a new regional entity, South Tyrol-Trieste, was incorporated with the goal of adding more regions to the Network, and Bogotá was named the new 2025 World Capital of Time, drawing attention to the right to time campaign in Latin America.

The second day also highlighted the importance of time-use data in implementing effective policies, drawing lessons from success stories like that of the United Nations, which utilises data from time-use surveys conducted in several countries worldwide. Additionally, data from the new wave of time-use surveys in Europe was shared, including results from Finland, which show that shared responsibility between men and women has increased. At a local level, the Catalan research community took advantage of Time Use Week to meet and coordinate the use of data from the Catalan time-use survey, which will be available in 2025.

Consensus on the urgent need to rationalise working hours

The third day of the official Time Use Week programme was held on the 23rd of October at the BIZBarcelona Exhibition Hall, the setting for a groundbreaking discussion between the major trade unions and PIMEC, who engaged for the first time in a public debate on the effects of reduced working hours and how to implement them in small and medium-sized enterprises (SMEs), as well as on other methods

for rationalising work time. Although the best way to achieve this remains a matter of debate, there was consensus on the need to rationalise working hours.

During the event, which was aimed at the social and economic sectors, Barcelona City Council and the Barcelona Metropolitan Area presented their portfolio of services and new tools for improved, more equitable and jointly responsible time management for the productive sector, such as Barcelona City Council's Equality and Time Organisation Support Service for businesses and the compilation of 55 best practices for work time organisation.

Moreover, the events organised by the Labour Relations Council and the NUST Network showcased the successful implementation of best practices and highlighted the importance of having spaces for consensus and exchange when it comes to making progress with the rationalisation of working hours.

More than 45 organisations launched transformative initiatives during TUW

Time Use Week 2024 achieved its goal of reaching a wider non-specialist audience thanks to the substantial involvement of organisations and local authorities throughout Catalonia, which implemented more than 45 transformative time-use initiatives in parallel with the official TUW programme. While the social and productive sectors led the way by implementing numerous pilot measures within their organisations, local authorities and research bodies also seized the opportunity to raise awareness and convey the importance of time use through events designed for the general public.

Annexes

Signatory entities to the Barcelona Declaration on Time Policies (as of 28th November 2024)

In alphabetical order.

- 4 Day Week Global
- Accent Social, SI
- Aificc
- Barcelona City Council
- Girona City Council
- Lleida Council
- Palafrugell Town Hall
- Sant Boi De Llobregat Town Hall
- Terrassa Town Hall
- Tarragona City Council
- Vilassar De Mar Town Hall
- Santa Coloma De Gramenet Town Hall
- Aliamos Gmbh
- Valle de Aburrá Metropolitan Area
- Barcelona Metropolitan Area
- Arhoe National Commission for the Rationalisation of Spanish Working Hours
- Arl-Academy for Territorial Development in the Leibniz Association
- Cultura Tretze Association
- Ibero-American Association of Time Banks
- Association for the Development of Time Banks
- Health and Family Association
- Catalan Association of Municipalities
- Entrehomes Association
- Viu Lleure Educational Association
- Association for the United Nations in Spain
- Svs Association (Sitges Voluntarissocials - Acció En Blau / Observatoricat)
- Verificat Association
- Associazione Nazionale Banche del Tempo
- Autonomy
- Avantebre Sccl
- B-Society
- Barcelona Time Use Initiative for a Healthy Society
- Betere Tijden
- Bettertimes - For Healthy Social Times
- Biow
- Bündnis 90/ Die Grünen Schleswig-Holsteiner
- Camins, Escola Pia Social Foundation
- Calendersign.Com
- CECOT
- Center For Metropolitan Studies, Tu Berlin
- Centre for European Women's Studies
- Centre for Demographic Studies
- Sociological Research Centre on Everyday Life and Work
- Centre for Time Use Research, Ucl
- Centre for Economics and Social Policy
- Centre for Advanced Studies in Exercise Physiology
- Centre for Research and Advocacy for Development and Substantive Equality (Ciidis)
- Città Metropolitana di Milano
- City Resilience Global Programme
- Col·lectiuCpnL Iac-Catac
- Professional Association of Industrial Technical Engineers of Girona
- Professional Association of Dietitians-Nutritionists of Catalonia (Codinucat)
- Committee for Research into the Sociology of Time
- Catalan Workers' Commission
- Comune di Bergamo
- Comune di Bolzano
- Comune di Milano
- Catalan Economic and Social Council
- Catalan Consortium for Continuous Training
- Copolis.
- Research Group in Sociology (Ub)
- Corporación Contigo Colombia

- Doble Columna Sl
- Deutsche Akademie Für Städtebau Und Landesplanung
- Deutsche Gesellschaft Für Zeitpolitik / German Society For Time Policy
- Deutsches Institut Für Urbanistik Gmbh
- Barcelona Provincial Council
- Eina Activa Ei
- Electrosistemas Bach, Sa - Electrans
- European Biological Rhythms Society
- European Medical Association - Ema
- Evangelische Akademie Tutzing
- Fanoc, Associació de Famílies Nombroses de Catalunya.
- Federation of Municipal Local Authorities in Catalonia
- Foment del Treball
- Andi Foundation
- Esquel Foundation
- Estivill Sueño Foundation
- Llar Enric D'ossó Foundation
- Platoniq Foundation
- Astres Private Foundation
- Catalan Private Foundation for Cerebral Palsy
- El 7 Private Foundation
- Gentis Private Foundation
- Childhood and Family Private Foundation
- Resilis Private Foundation
- Utopía Private Foundation
- Children's Social Action Foundation (Fasi)
- Surt Foundation
- Viver de Bell Lloc Foundation
- Graal (Portugal Time Banks)
- Genera Innovació Sccl
- Barcelona Provincial Furniture Trade Guild
- Educational Platform Group
- Hungarian Sleep Association
- Idària Cooperative
- Ingecal, Ingeniería de la Calidad y el Medio Ambiente, SI
- Metrópolis Institute
- Institute of Geography and Geoeconomy (Kit)
- Montevideo City Council
- Jawaharlal Nehru Centre for Advanced Scientific Research
- Legislature of the Autonomous City of Buenos Aires
- La Troca: Community School for Continuing Education
- Ludik Concilia
- Make Mothers Matter
- Meritxell Beltrán Vallés
- Metropole Européenne de Lille
- Montpellier Metropole
- Murgibé
- Münchner Forum - Diskussionsforum Für Entwicklungsfragen E.V.
- Ndavant, SI
- Nagual Alimentacion, SI
- PIMEC
- Barcelona Strategic Metropolitan Plan
- Regione Autonoma Trentino
- Alto Adige/Südtirol
- Rennes Metropole
- São Paulo City Hall
- Save Standard Time
- Sowitra
- Take Back Your Time
- Third Sector Social Platform of Catalonia
- Tempo Territorial
- Temporal Belongings
- Textil Planas Oliveras Sau
- The Human Imagination Project
- In-house qualification (University of València)
- Training Consortium Union
- Anoia Business Association
- Workers' Trade Union of Catalonia
- University of California Berkeley
- University of Hamburg
- University de Barcelona. Grup Psicotemps+
- Catalan General Workers' Union (UGT)
- Ville de Rennes
- Ville de Strasbourg (City of Strasbourg)
- Waiting Times Project
- Workers' Group of the European Economic and Social Committee (Eesc)
- Zbra
- Zentralkomitee Der Deutschen Katholiken (Zdk)

List of transformative initiatives

Transformative initiatives – social and productive sectors

Implement a pilot scheme for a 37.5-hour working week

- Catalan Association of Large Families (FANOC)

Implement a pilot scheme for a 32-hour week (4-day week)

- Barcelona Metropolitan Strategic Plan
- aFFaC

Implement a self-assessment tool for time policies

- Catalan Association of Care Resources (ACRA)
- Catalan Federation of Worker Cooperatives
- Marinva
- Espai Ambiental SCCL
- Association of Self-Employed Professionals and Companies (APAE)
- Hospital del Mar

Implement synchronous and asynchronous working hours across teams (to ensure that meetings, for example, are held at a time that facilitates work-life balance; allow for extended start and finish times to facilitate work-life balance, etc.)

- Audiovisual Producers of Catalonia (PAC)
- Catalan Labour, Economic and Social Council
- Health and Family Association
- OneTandem

Implement a pilot scheme for measures or leave arrangements, beyond those established by legislation, that facilitate work-life balance and shared responsibility

- Spanish Federation of Pro-Breastfeeding Associations (FEDALMA)
- Spanish National Women's Council

Implement a pilot scheme to increase autonomy in the management of working time (time banks, recuperable flexibility, etc.)

- Archive and Memory Cultural Association

Allow employees to shorten their lunch break in order to leave work earlier, thereby facilitating work-life balance

- Confederation of Self-Employed Workers of Catalonia (CTAC)

End the working day before 7 p.m.

- Catalan Association of Female Executives and Entrepreneurs – Women for the Future

Presentations of studies, debates or talks on time use in the workplace

- SlowShop Lleida: Time Reform Day (earlier closing of shops, among other actions).
- PIMEC: a study on how self-employed people use their time.
- Catalan Labour Relations Council: DES-CONNECTES. More information.
- Ibero-American Association of Time Banks: “Books that talk about time” project

Transformative initiatives - local and regional entities

Coordinate awareness campaigns (talks, communication campaigns, etc.)

- Hospitalet de Llobregat Town Council
- Manresa City Council
- Sant Joan Despí Town Council
- Oliana Town Council
- Tarragona City Council
- Osona County Council
- San Javier Public Library, Murcia

Conduct an evaluation of in-house time policies

- Sant Martí Sesgueioles Town Council
- The Basque Government

Transformative initiatives – research sphere

Publish results that analyse time use

- University of Barcelona
- University of San Andrés, Argentina

Presentation of studies, debates or talks on time use

- Autonomous University of Barcelona
- Open University of Catalonia

Awareness campaigns

- Open University of Catalonia

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

