

Bollettino



RESILIENCE — Leading the transformation, adapting to overcome the challenges and reimagining our future.

1-20

Bollettino



Generali Group Magazine since 1893

Resilience is strategic to relaunch the economy and face the new global challenges that have arisen as a result of the pandemic.

BY PHILIPPE DONNET



There is no concept more relevant to our times than resilience—it is a powerful quality that impacts individuals, political organisations and businesses.

In our current circumstances, resilience has become strategic. It provides us with the courage to face a devastating and previously unthinkable pandemic such as COVID-19—an event that has put our daily lives under significant strain and has threatened the economic and social foundations of nations.

Yet achieving resilience is not always easy. And more importantly, it cannot be done alone. If we were to look at the European institutions, for example, the Recovery Fund was an extraordinary demonstration of collaboration and cooperation in solidarity. It also provided a once-in-a-lifetime opportunity to restore the vision of integration across our continent.

The place of the business sector is equally important. I believe that by widening its goals and seeking to generate shared value for an increasingly wide circle of stakeholders, the capitalism of global markets will be given renewed vigour. This is a path that Generali itself took some time ago.

As insurers, we can do our share by offering our experience in enhancing the collective safety and protection of people and businesses.

From an insurance standpoint, the current crisis has offered a clear picture of a significant protection gap on the one hand, while also demonstrating that it is impossible for the sector to stand alone in covering material damages related to the pandemic and the measures taken to contain it. There is a need to find innovative and—it bears repeating—shared solutions. These solutions include, for example, the anti-pandemic fund in which Generali is an active participant. This fund would once again bring together European

The insurance sector can encourage the economic revival, but the solutions will have to be pan-European

institutions, EU member states, and the most relevant partners in Europe to create forms of public-private partnerships and future risk protection mechanisms.

This pandemic has also underlined the importance of sustainability. COVID-19 has widened inequality and redrawn the map of vulnerability. It is my belief, therefore, that resilience is also and above all the following: the ability and the

responsibility to leave nobody behind, putting in place targeted strategies, creating the right partnerships and adopting a socially innovative approach. With this view, three years after its start, The Human Safety Net program, launched by Generali, has proven to be an effective and scalable initiative producing a tangible impact on people's lives with the power to unlock their potential.

**It falls to all of us
to transform these
devastating events
into an opportunity
for a more
sustainable future**

Last but not least, all of this must go hand in hand with an unwavering commitment to a greener economy, boosting investment in sustainable infrastructure, incentivizing practices and products with a reduced environmental impact, thereby encouraging truly sustainable long-term growth and development.

The COVID-19 pandemic had a beginning, and thanks to scientific research, it will have an end. It is our responsibility to transform what is the most devastating event of the postwar era into an opportunity to start over and not turn back to where we were before.

The Cover Story: resilience

ORIGINAL ILLUSTRATION BY MARIA CORTE

The resilience depicted by Maria Corte for this Bollettino is a butterfly—the universally recognised symbol of metamorphosis. The butterfly transforms and changes, taking on different attributes and becoming the symbol of a new whole, one where multiple perspectives and contributions come together in a shared objective: evolving into a more beautiful, sustainable and just world. The fragility of the butterfly is reversed here through the solidity of its powerful elements. The representation of Nature is provided by a life-form that stands in contrast to the creatures that populate the skies—a fish, the symbol of rebirth and deliverance. Also represented is Sustainability—a plant that, through its slow but steady growth towards the light, recalls an evolution into higher forms. Yet all of this is made possible by the Desire of the human being, with the hand guiding and overseeing this transformation, observing things and through them imagining and planning for a better Future, one which offers a life of harmony.

María Corte

María Corte (Barcelona, Spain, 1983) studied Illustration at the Escola Massana in Barcelona, where she graduated in 2009.

Her work is dominated by an interest in the disruption of space through a creative handling of geometric shapes and the breakdown of all classical conventions in the representation of the human body. Her formal search is combined with a singular chromatic sensibility, characterized by the greatest care in the application of singular textures. Her creations cover a wide range of fields: book covers, posters, press, advertising, animation, children's and pedagogical illustration and diverse personal projects. She has collaborated with The New York Times, The Wall Street Journal, The Times, Playboy, Adobe, Apple, Vanity Fair, Icon magazine among others.





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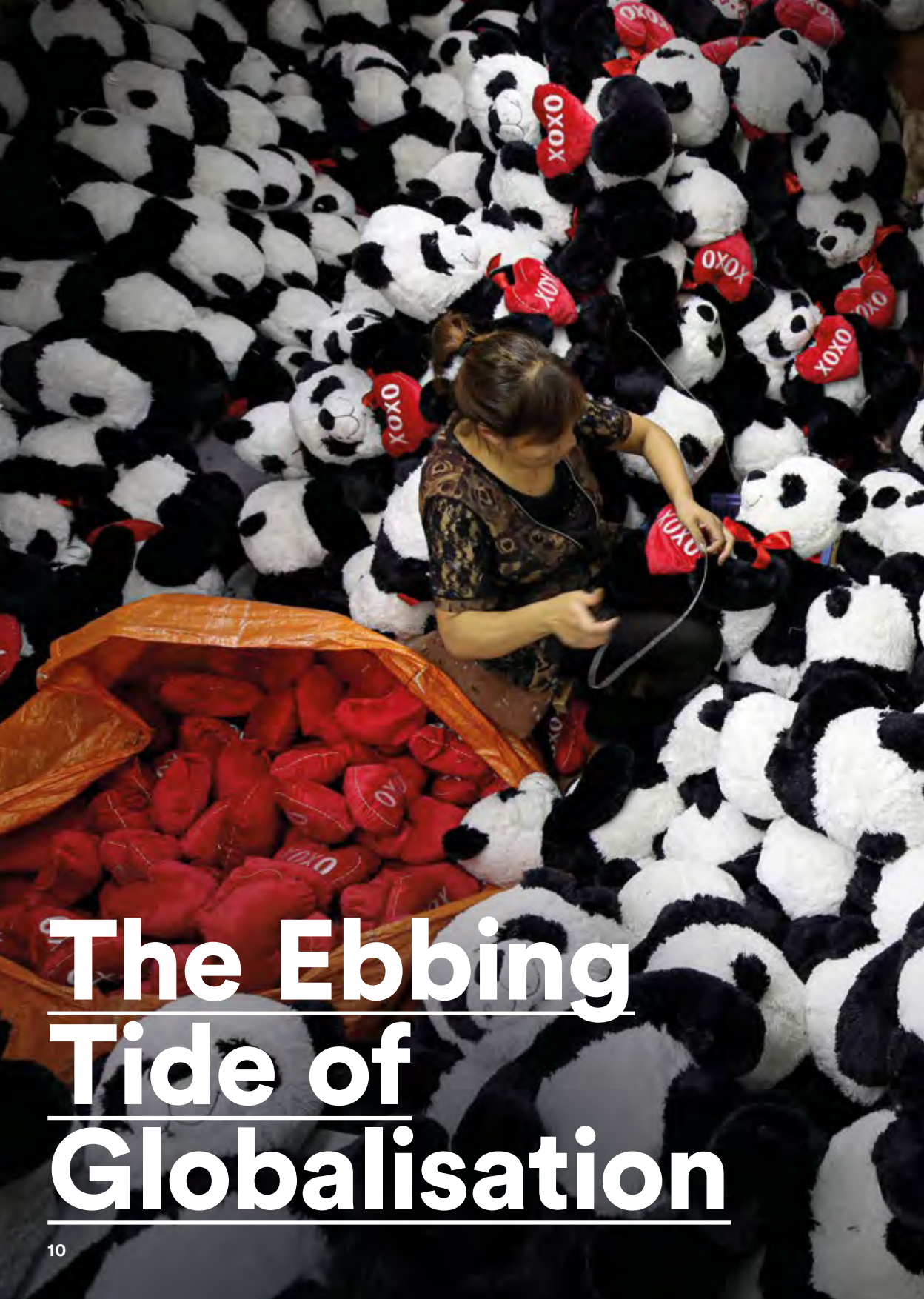
The pandemic has demonstrated our fragility. It might, however, leave us with increased care for our environment.

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Smart City

THE EDITORIAL OFFICE


Efficiency, sustainability, space to live. That is a smart city. Let's think about it!



The Ebbing Tide of Globalisation

A worker processes panda soft toys for export to American and European markets at a factory in Lianyungang, Jiangsu province, China.



A photograph of a large group of graduates at a ceremony. Most are wearing blue mortarboard caps. In the center-left, a person is wearing a red baseball cap with the slogan "MAKE AMERICA GREAT AGAIN" printed in white. The background is filled with other graduates, some looking towards the camera and others looking away. The lighting is bright, suggesting an outdoor or well-lit indoor setting.

In our haste to ride the great wave of globalisation, we are only now noticing its chaotic and troublesome side, which the pandemic has brought into stark relief.

And when we are done pointing the finger of blame, between the USA, China and Europe, **we will be able to identify the model necessary to ensure global wellbeing.**



BY DARIO DI VICO
— JOURNALIST, CORRIERE DELLA SERA

The World Economic Forum in Davos, which could arguably be considered the leading media and intellectual showcase of globalisation, has this year been cancelled due to COVID-19. This decision by the organisers may serve as a useful metaphor for the historical moment in which we find ourselves, as well as for the wider trends of globalisation. The Swiss Alpine town was the arena in which, for example, on 17 January 2017, the Chinese leader Xi Jinping made an attempt to seize the banner of globalisation from western leaders, presenting himself as the standard-bearer for a world that stood against protectionism and barriers. “Economic globalization was once viewed as the treasure cave found by Ali Baba, but it has now become the

The credo ‘Make America Great Again’ (MAGA) was a key part of the US presidential campaign by Donald Trump in 2016. International trade was an important element of reasoning behind the MAGA slogan.

Joe Biden, winner of the 2020 US presidential elections, declared during the campaign his intention to rehabilitate the United States’ foreign relationships as part of an effort to restore the USA to its leadership position in the international arena.

← Left

A graduate wears a Make America Great Again hat amidst a sea of mortar boards before the start of commencement exercises at Liberty University in Lynchburg, Virginia, U.S.

↑ Above

Monitors show the Japanese yen exchange rate against the U.S. dollar and news on Democratic U.S. presidential nominee Joe Biden at a dealing room of the foreign exchange trading company Gaitame.com in Tokyo, Japan.



REUTERS / POOL NEW

France will produce the painkiller paracetamol on home soil within three years as part of the government's pledge to reduce its reliance on foreign suppliers for key treatments and equipment in future health crises.

↑ Above

French President Emmanuel Macron listens to a researcher as he visits an industrial development laboratory at French drugmaker's vaccine unit Sanofi Pasteur plant, in Marcy-l'Etoile, near Lyon, France.

Pandora's box in the eyes of many. But whether you like it or not, the global economy is the big ocean that you cannot escape from." Xi Jinping also tackled the subject of the redistribution of global wealth and implicitly reminded the Western leaders that if they were not able to combine "efficiency with equity" the blame lay not with Beijing but rather with a Western system that had submitted itself to the hegemony of financial capital at the expense of the wellbeing of the middle classes. The economist Andrea Goldstein, author of the book "Capitalismo rosso" ("Red Capitalism") made the observation at the time that the Chinese leader had not told Davos the whole truth—that as the winner of globalisation, instead of sermonising, he would have been better placed offering the Western powers something in exchange: more economic freedom in China as a contribution to the growth of the West and to its stability.

It is particularly instructive to begin from this flashback because the rapid and extensive spread of the virus appears to demonstrate that globalisation truly is, if you will, the big ocean that you cannot escape from, but also that its intractability is a challenge to be met. The immediate reaction was for countries to close their borders, with medical justifications in mind. Among policy-makers, however, it also sparked a debate regarding the need for increased regulation of globalisation to mitigate certain imbalances. Let's take a largely linear case study, one we could call the mask effect. Outsourcing the production of certain goods with low added value to countries in Asia meant that at the moment of (extreme) necessity, there was a shortage of these medical products. This meant that western countries were unable to establish the first and most basic protective bulwark against the spread of COVID-19. However, delocalisation affected more than only masks. Many active ingredients used in the pharmaceutical industry are overwhelmingly produced in China. On the

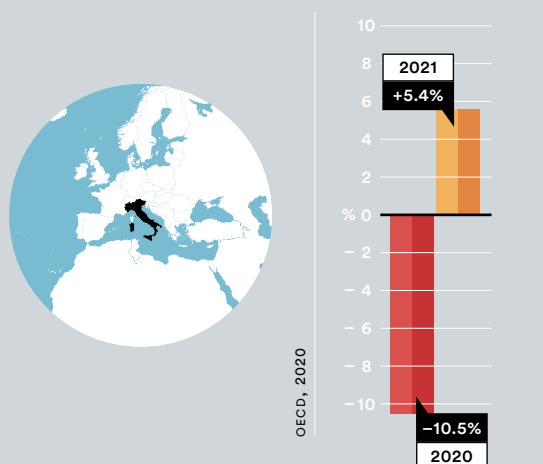
The pandemic struck the world during an expected slowdown in globalisation

other hand, Beijing seized the moment of the crisis to accelerate its national effort to produce chips, with the manifest intention of freeing itself from US suppliers. This is the source of the introspection regarding supply chain

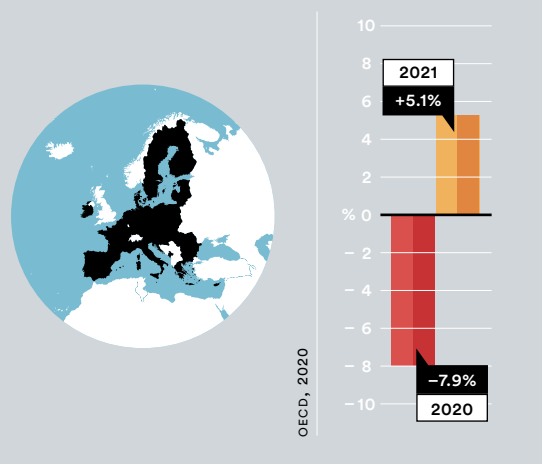
interruption that all western countries have engaged in recently, and that Emmanuel Macron explicated with perhaps more emphasis than other leaders in the statement that opens the France Relance (“France Reboot”) programme. “The France of 2030 will have to be more independent, more competitive, more attractive. This means no longer depending on others for essential goods, not risking interruptions to the provision of vital equipment.” This is why the France Reboot programme is one of “relocalisation of essential goods in healthcare, raw materials for industry, and agricultural and food products.” If these are the intentions however, then it would be useful to examine the mutations and blows that the pandemic has already inflicted to international trade, a system already weakened by the US-China trade war. With one caveat: the de-globalisation dynamic had already begun. The economist Alessandra Lanza (Prometeia) recalled that the Global Trade Alert initiative revealed a spike in 2018—the year in which the Washington-Beijing spat began—in restrictive interventions on external trade (anti-liberalisation) on the part of governments. That year, it noted, saw two thousand restrictive measures. In the first weeks of the COVID-19 pandemic, some 95 countries introduced temporary regulations on exports in order to limit foreign exports of a number of medical supplies, with developing regions affected particularly badly. It could therefore be said, according to Prometeia, that the pandemic struck the world at the time of an expected slowdown in globalisation that instead characterised the period before the financial crises of 2008-2015 and the recovery that followed. The UNCTAD estimated that global trade would suffer

Gross domestic product 2020–2021 outlook

ITALY

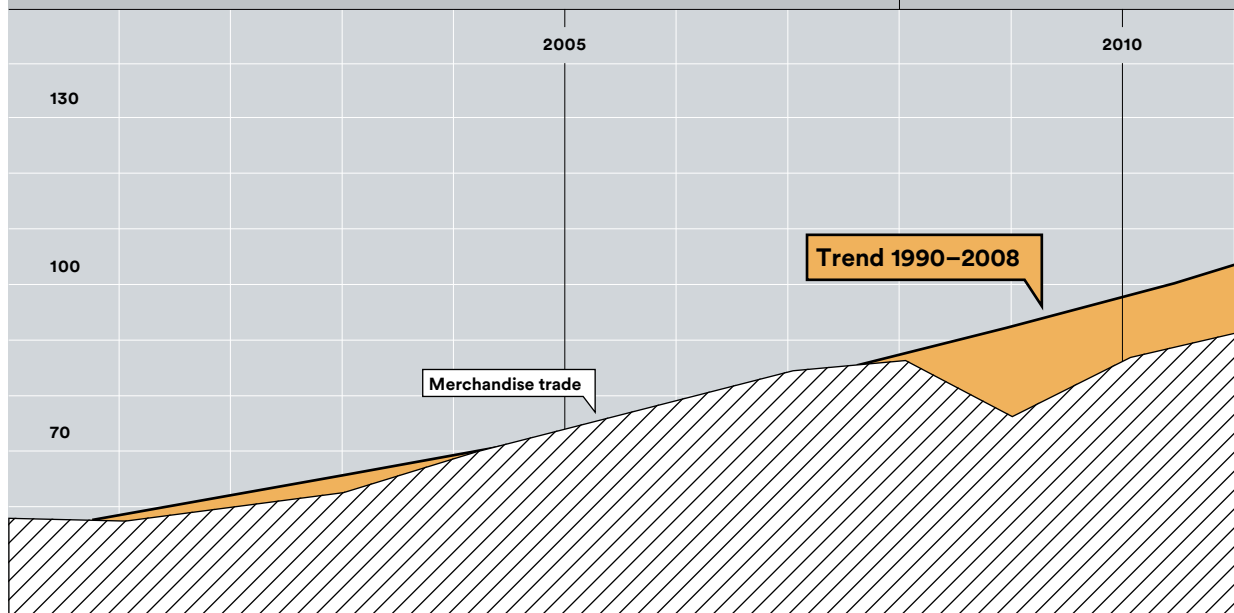


EMU



World merchandise trade volume 2000–2022 outlook

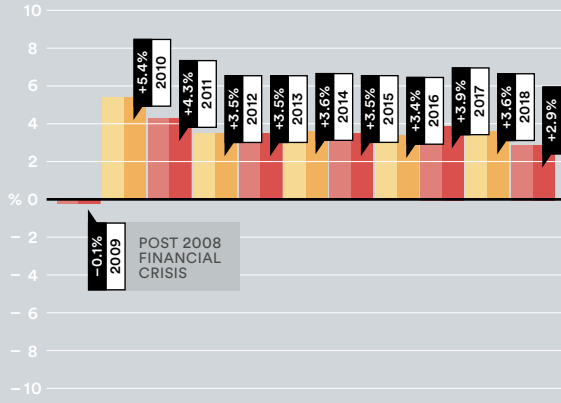
Index: 2015 = 100



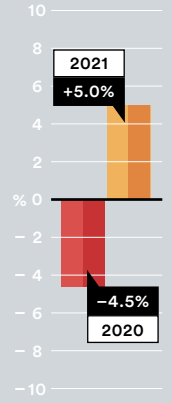
WORLD



SOURCE: STATISTA, 2020



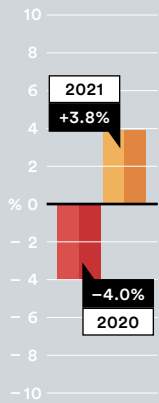
SOURCE: OECD, 2020



UNITED STATES



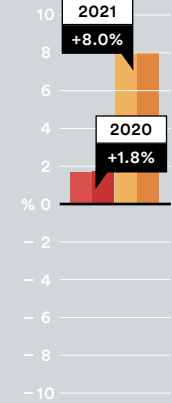
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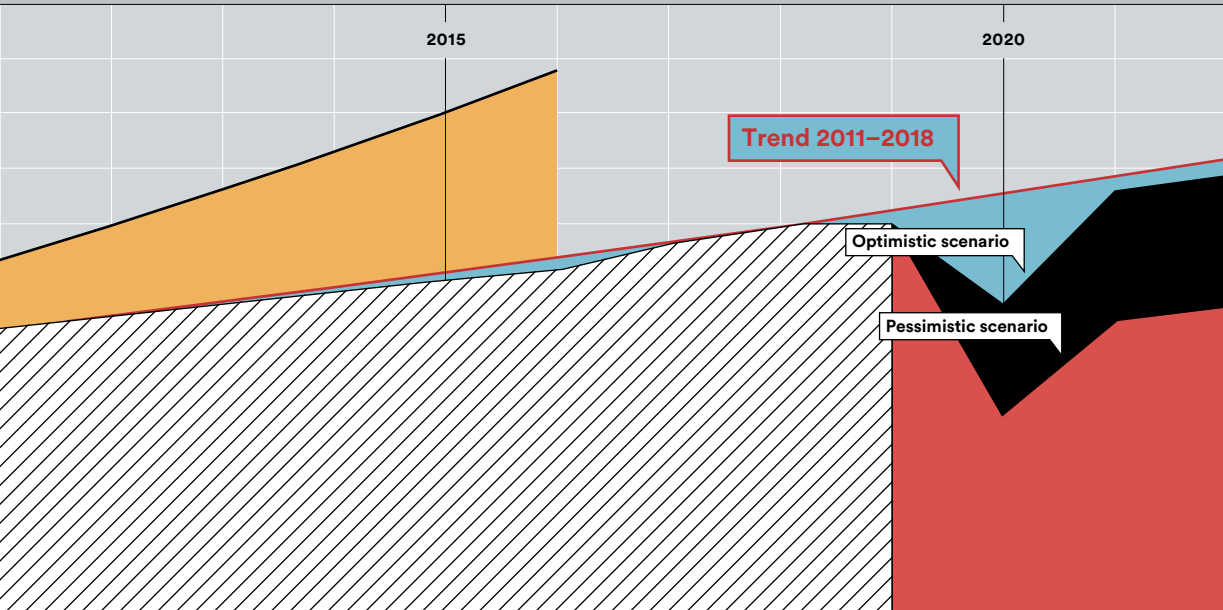
CHINA



OECD, 2020



SOURCE: WORLD TRADE ORGANIZATION SECRETARIAT, 2020



an unprecedented 27% contraction in the second trimester of 2020 alone compared to the previous trimester, and Prometeia estimates “a full return to pre-COVID levels of trade” no sooner than 2022, with a drop in 2020 of 11 percentage points compared to 2019. It goes without saying that how the crisis unfolds is closely correlated with the global spread of the virus, and that this will be reassessed on a month by month, if not week by week, basis, as the ability of individual systems and the collective trading system to react cannot be pre-

so-called regionalisation. The three principal macro-economies (USA, China and Europe) are shifting towards a trend of self-sufficiency, which will result in a drive towards reinforcing their respective internal markets. As a consequence, there will be reductions in the average distance of transportation of trade goods, and reshoring programmes will be put in place. In Italy, this line of thought has long been expressed with increasing conviction by Romano Prodi, who recently noted “this is the direction, but it is still a largely

There will be reductions in the average distance of transportation of trade goods

dicted with any great degree of certainty. There are simply too many medical, political and geo-economic variables to consider. Economists have even produced models of different types of expected recoveries (V-shaped, U-shaped, L-shaped) and have almost exhausted the letters of the alphabet without reaching any form of consensus. The speedy recovery of the Chinese export market, for example, created a certain buzz (+9.5% in August 2020 compared to August 2019). Now that a certain clarion call for prudence has been heard, it is fascinating to recognise the debate that has been ongoing regarding the direction of globalisation. And undoubtedly the idea that has caught the imagination the most is the one that calls for a return to

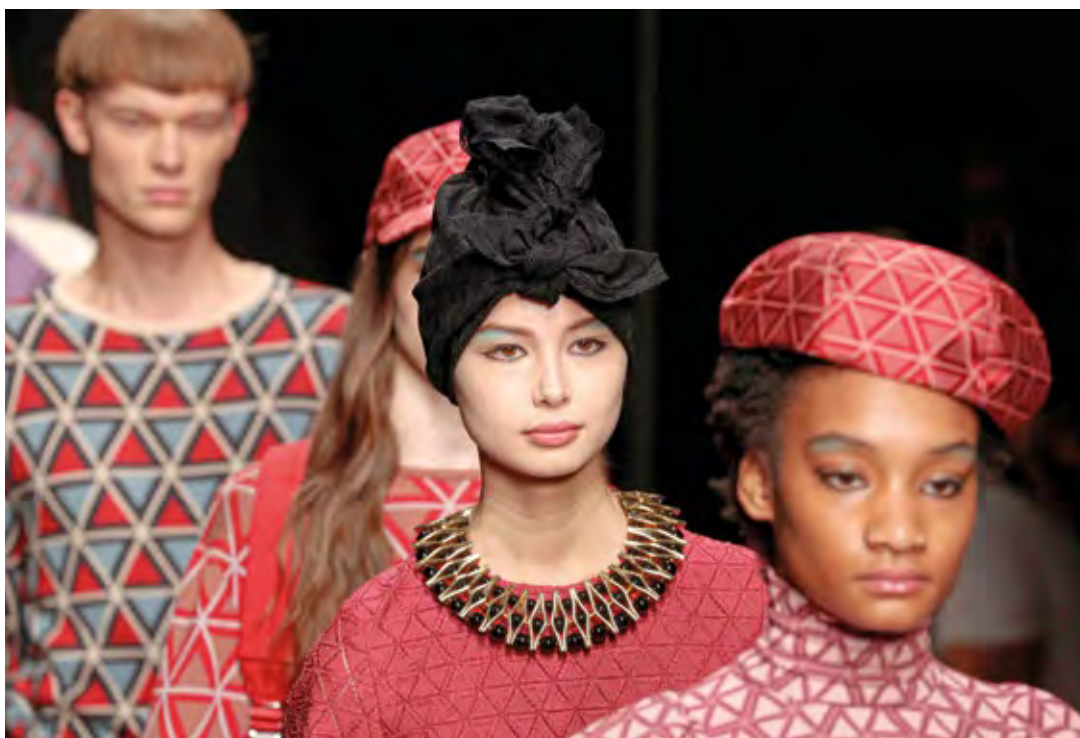


↓ Under

Employees work on garments at Suzhou Jusere Wedding & Evening Dress Co. Ltd's factory, one of the world's largest bridal goods exporters, in Suzhou, Jiangsu province, China.



REUTERS / ALY SONG



REUTERS / STEFANO RELLANDINI

ongoing process. After all, it has been clear to everyone how the United States has suffered from the mask effect". According to the former president of the EU Commission, this means that globalisation has not necessarily halted, only that it has demonstrated its limitations. Indeed, it is as a consequence of his experiences in Brussels that Prodi regrets the EU's delayed response in shaping a policy explicitly focused on overseeing this transition. And he is not outraged that the government quickest on the uptake, the French, cloaked that precise policy in language that was unapologetically focused on national sovereignty, with no end of concessions to patriotic rhetoric. "It is easier for individual countries to begin this process than it is for the European Commission", argues Prodi. Lanza adds, however: "After the shift towards debt mutualisation, Europe would do well to take the next step, to begin to see itself as an industrial

macro-region with an exceptional consumer market available to it." But are reshoring programmes genuinely on the

Globalisation has not halted, it has merely demonstrated its limits

horizon? Bringing back production with low added value has an immediate impact with the differentiation in the cost of labour, and while it is not as widespread as before, the risk of having to subsidise returning production in order to avoid interruptions to supply remains high. Rather than going directly to our Southern regions (where there is the most need), at least on paper it seems more likely that reshoring programmes will head to Turkey or to German industrial supply regions located in Poland,

Slovakia and Czechia. The possibility of a reshoring program was expressly mentioned in the Colao Plan in the context of internal debates, after which it was no longer explicitly discussed. Policymakers hold divergent opinions, where the opportunities offered by a reshoring policy are seen to be equivalent to a judgment on the post-COVID framework of globalisation. The truth, returning to Prometeia, is that making the most of the specialist knowledge of other countries is significantly less costly than developing those skills domestically, while at the same time entrusting everything to a select few suppliers, irrespective of their geographical location, runs the risk of a centralisation that could spark a domino effect across the world. The reorganisation of production lines along national borders therefore would not reduce the vulnerability of an industrial system, it would merely divert the impact to exposure to domestic shocks and increase production costs.

Dario Di Vico

Journalist with a degree in sociology. He has written for *Corriere della Sera* since 1989, and also served as deputy editor during Stefano Folli and Paolo Mieli's tenures at the helm. He specialises in the real economy—industry, employment, Northern Italy and SMEs. He has always been a believer in the spirit of Milan and is of the opinion that the city still has a few surprises left in store for us. He also believes that COVID did not have it in for Lombardy, because Milan had something to repent for (as too many highly introspective intellectuals believe and say). He has written a few books less than he would have wanted to publish (most recently: *Nel Paese dei Disuguali*, “In the Land of the Unequal”) and has also received several awards for his journalism. He has various future projects up his sleeve. (D.D.V.)

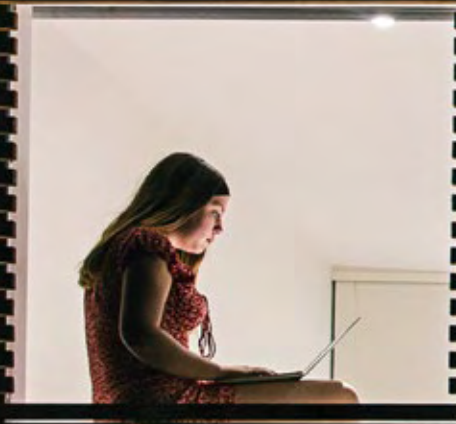


Among the notable cases of repatriation or enhancement of business activities in Italy in recent years are many fashion brands, including Louis Vuitton, Prada, Ferragamo, Ermenegildo Zegna, Bottega Veneta, Geox and Benetton.

← Left

Models present creations during the Nakashima catwalk show during Milan Fashion Week Spring 2019 in Milan, Italy.

We Are Not Islands







PH. ISABELLA BALENA

Interview with Ilaria Capua

BY LORENZA MASÈ

(Q) Professor Capua, how has this virus changed humanity's mind map, which is largely used to existing in a world that is not too well versed in coping with the unexpected...

(A) The pandemic is a transformational event that will require adjusting our mind maps. My grandparents' generation lived through two era-defining events, and my parents lived through another one, while our generation has not previously experienced turmoil on this scale. Now there is a need to develop new mind maps: the enormous difficulties this entails must result in a push towards innovation that is able to provide the fuel

necessary to propel the world into a new phase.

(Q) In which direction?

(A) There is only one direction we can go in, and it is that of sustainability: we have to make adjustments to the system in which we live and work. I am convinced that there are many people who no longer wish to spend hours upon hours on public transport or to take two flights in the same day just to participate in a meeting. There is progress that is long past time we introduced and implemented. The pandemic has given us this opportunity, and most of all it is pushing us to act, to respect and to

Our wellbeing cannot be separated from the environment that surrounds us or from how we interact with other people, with progress and with the natural world.

understand the dynamics of sustainability that we would otherwise have faced twenty years from now. For the first time in a long time, we have been forced to slow down. Now, certain things need to be reconsidered and certain obsolete habits, which we know are no longer effective, abandoned.

(Q) How has your daily life been affected?

(A) Since last Spring I have switched entirely to remote teaching at the University of Florida, I only see my students through a screen, although I have to say that we have been able to find new methods of learning and teaching.

Starting this semester, I have also been asked to make my courses asynchronous. That means, for example, that a student might never even meet their professor. The university was asked to adopt this measure because some of the students' families were starting to encounter economic hardship, meaning the students themselves have to work and are therefore unable to commit to the usual class schedule. An asynchronous course has significant difficulties because it's a bit like learning from a machine, but we have found a way to generate moments of discussion and detail that enrich the course through this approach.

Before the pandemic I was often invited to Italy to give speeches, and naturally I had to turn down lots of these opportunities because I live in the United States. Now, on

There are many people who no longer wish to spend hours upon hours on public transport or to take two flights just for a meeting

the other hand, it is fully acceptable for me to participate remotely and it works just as well.

(Q) Are the current changes temporary in your opinion?

(A) In order to protect us from the pandemic, we have had to implement certain behavioural changes, so let's use them to move forwards and not go back to where we were. For example, we have adopted positive changes to our attitude to public health: washing our hands before we sit at the table, for example. I hope that in two years' time we'll be joking with each other and saying: "do you remember when we used to not wash our hands before eating?" I hope that next time we have a cold and we have to leave the house to do something that simply cannot be delayed, that we wear a mask when we get out of the car. And I want to believe that the influenza vaccine will become standard, with 70% uptake. That alone would lighten the load on hospitals.

(Q) This is our first global sustainability crisis, one that is not rooted in

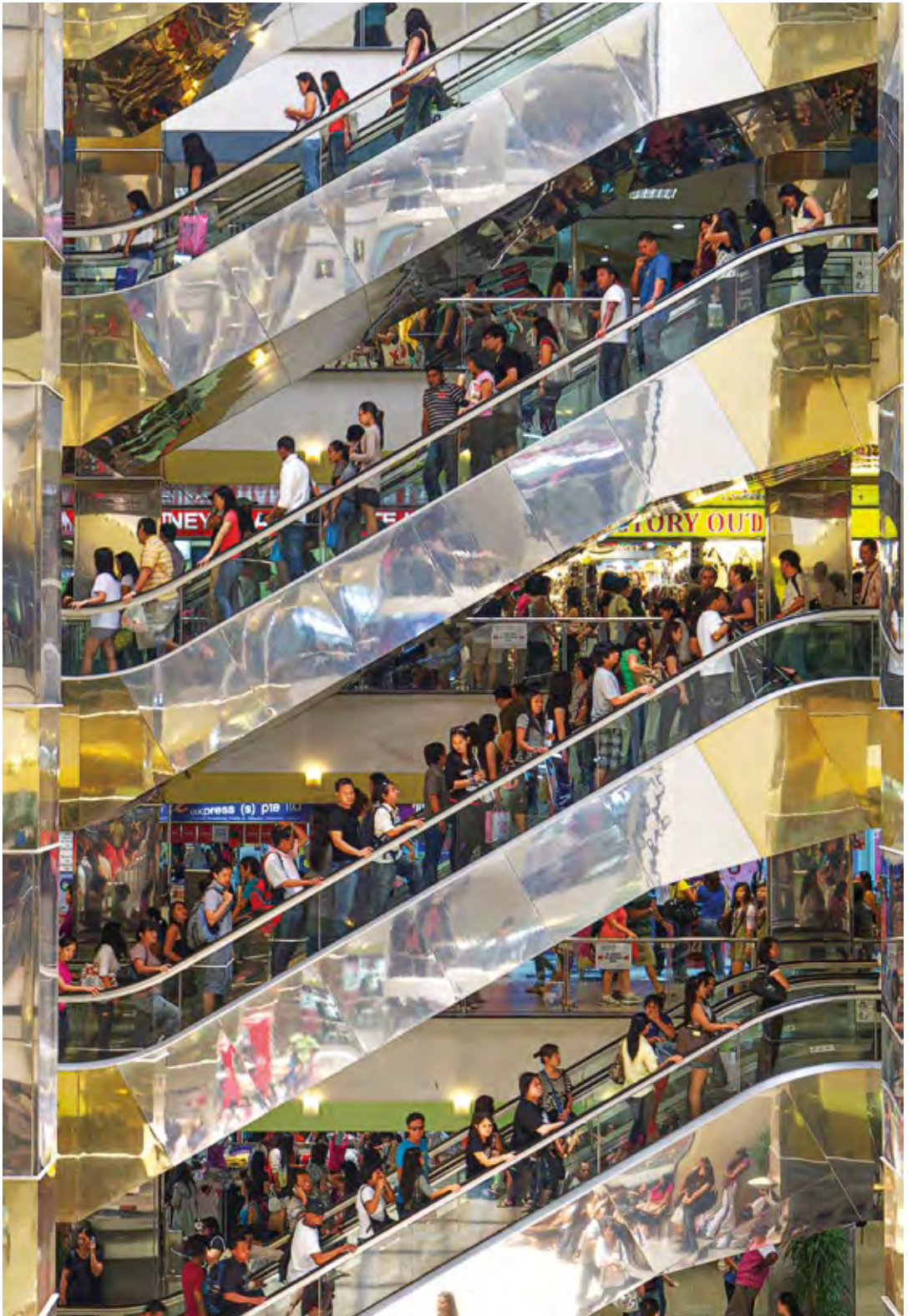
economic or financial events, but rather in a social-environmental issue, in this case health-based. How should our understanding of health and medicine change in response?

(A) The concept of health as we understand it today applies exclusively to one species, Homo Sapiens. A bit of research however will reveal that the Ancient Greek concept of health was actually very modern in many ways, because the way it was rooted in the four elements—water, air, earth and fire—recognised the potential impact of the environment on one's health. It is vital that we rediscover the intuition that our ancestors demonstrated regarding the importance of environmental issues and other external factors on human health. We are wholly dependent on what we eat, drink, breathe and how we interact with nature. The system is fully interconnected; circularity is the only thing that makes sense.

I hope that in two years' time we'll be joking with each other and saying: "do you remember when we used to not wash our hands before eating?"

(Q) The pandemic has highlighted how interconnected we are on a global level. And big cities such as Milan, Paris, London and New York are among those that have been hit the hardest: what is this virus trying to tell us?

(A) Laid out the way they are today, big cities are incapable of tackling diseases



that are contagious to this extent. It is not enough to work within the hospital wards and with the patients, we also have to work with the engineers, architects, and urban planners. We have to find new ways to approach these issues and examine them from another angle. For example, I'll offer

Within twenty years we should reach a point where we know the extent of the situation in our oceans and have five programs in place to tackle it

a hypothetical scenario: if a campus were to keep all the student dormitories under control and use wastewater analysis to detect traces of the virus, it would be possible to immediately identify a small outbreak within one of the dorms and exactly which students need to be isolated.

(Q) How can big data be employed in the future?

(A) The pandemic is the perfect example: we are examining COVID-19 from every angle, to the extent that we know the body temperature of everyone who has been hospitalised with this virus—morning, afternoon and evening. We have an absolutely crazy amount of data and information using new methods of artificial intelligence, which are nothing if not mechanisms for accelerating the extraction of useful information from data sets. Future prospects will lie in identifying correlations within the mountains of data at our fingertips.

CIRCULAR HEALTH

Health within the context of the relationship between the individual and their environment. The health of humanity and that of animals, plants and the environment are interconnected, and every action we take has an impact on the closed system that is Earth. People, animals, plants and the environment are nothing other than communicating vessels. “In this scenario — writes Ilaria Capua in her book “Circular Health: A Necessary Revolution” — we cannot keep thinking about how we study malaria or Zika (diseases transmitted from mosquitoes to humans) while ignoring factors such as global warming.

(Q) In what way will big data impact on health?

(A) It may be able to drive patients to take a proactive role in their own health. The concept of circular healthcare is based on prevention. Especially somewhere like Italy, where there is a free healthcare system, we should seek to prevent ourselves from falling ill as much as possible, otherwise the system risks being unable to cope. For example, if a person is genetically predisposed to type 1 diabetes and their mother fell ill at the age of 50, they would hopefully be clinically diagnosed only at around 70, in the hope that in the intervening years that person has learned to eat, exercise, keep an eye on certain warning signs and generally manage the pre-illness stage more effectively by living better for 20 years. By not becoming clinically ill until later, they reduce the need for medical visits and pharmaceutical interventions.



(Q) Could you tell us about the circular net project, a collaboration between the Florida-based One Health Center and CERN in Geneva, led by Fabiola Gianotti?

(A) CERN has an open-access archive called Zenodo. We are developing a dedicated area within this archive for COVID research where it will be possible to upload all types of data: from data actively collected by hospitals and individuals to passively-gathered data such as pollution, rainfall and humidity. The same goes for mobility: through telephone data, it is possible to understand how much people have moved around over a set period of time, and to understand why certain things happen. This is a significant opportunity that CERN is offering the scientific community, to use their computer storage capabilities to upload data that regards not only to the biomedical aspects of the epidemic but also data regarding mobility, climate conditions and the presence of allergens. This makes it possible to connect

↖ Previous

People on the escalators in a shopping centre in Singapore.

↑ Above

Commuters crowd a London Underground train.

the biomedical situation to a series of variables that would otherwise not be possible to segment, as it requires a degree of computational power above what almost any other biomedical research institute could offer. Big data will be used to carry out interdisciplinary studies and to seek to understand what lies beyond the biomedical data, what are the pain points of an individual city. For example, we would be able to design a new approach to mobility that reduces the risk of infection to a minimum. I find this coalescence of the scientific community around such an important issue to be one of the positive outcomes of the pandemic.

(Q) So sustainability, in the widest sense of the word, is a path that people, corporations and institutions must follow for a more secure and sustainable future.

(A) There is no alternative: sustainabil-

ity is a far-reaching discussion and the weaknesses that this health emergency has exposed must be sustainably resolved. We cannot turn back—we have to take this chance, which is our last one: climate change has not gone away and the same is true, for example, of insect-borne diseases. The problems are there, and it will require courage to walk the path towards sustainability with the kind of ambitious projects that are needed, and Italy should be leading the charge. The benefits to the food and agriculture sectors alone would be significant.

(Q) In your opinion, what should be the priorities for politicians in the next 15/20 years?

(A) I'll speak for my area of expertise, that of circular health. We need to lay the infrastructure that will enable Millennials and



REUTERS / UESLEI MARCELINO

especially Generation Z to truly appreciate the current health picture of our planet, and we have to begin to do some of that work to leave things in order. For example, within twenty years we should reach a point where we know the exact extent of the situation in our oceans and have identified five programs to tackle it.

The sustainable development goals in the United Nation's Agenda 2030 are becoming vital and are full of steps that need taking.

(Q) How will the “After” that you reference in your latest book look?

(A) I want to believe that epoch-defining events such as this act to spur and accelerate new ways of tackling issues. I want to believe that this pandemic will leave behind not only death and destruction, but that it will also open the way to a new start

We need to lay the infrastructure that will enable Millennials and Generation Z to truly appreciate the current health picture of our planet

on the economy, health, the environment—fixes for the weaknesses that have been exposed. We have learned, for example, that we can no longer fly as frequently and intensively as before, and now we are able to work productively from home. No crisis goes to waste, and it is important to learn the lessons that such events have to teach us in order to improve.

Ilaria Capua

Trained in veterinary medicine, and for over 30 years she has led research groups in the field of zoonotic diseases and their epidemic potential in research laboratories in Italy and abroad. In 2008, the magazine *Seed* included her on a list of “Revolutionary Minds” for her role as a catalyst for more collaborative approaches to research into influenza viruses by promoting data-sharing through open-access platforms. In 2013 she was elected to the Italian Chamber of Deputies, where she served as vice president of the Commission on Science, Culture and Education. During her term in office, she was the subject of a criminal investigation and was later cleared of all charges. After her acquittal, she resigned as a parliamentarian and moved to the United States with her family. Today, she leads the University of Florida's One Health Center for Excellence, which promotes advances in health as an integrated system through an interdisciplinary approach. Her most recent books are *Circular Health* (Egea), *The After* (Mondadori) and *I Know You Mask* (La Coccinella).

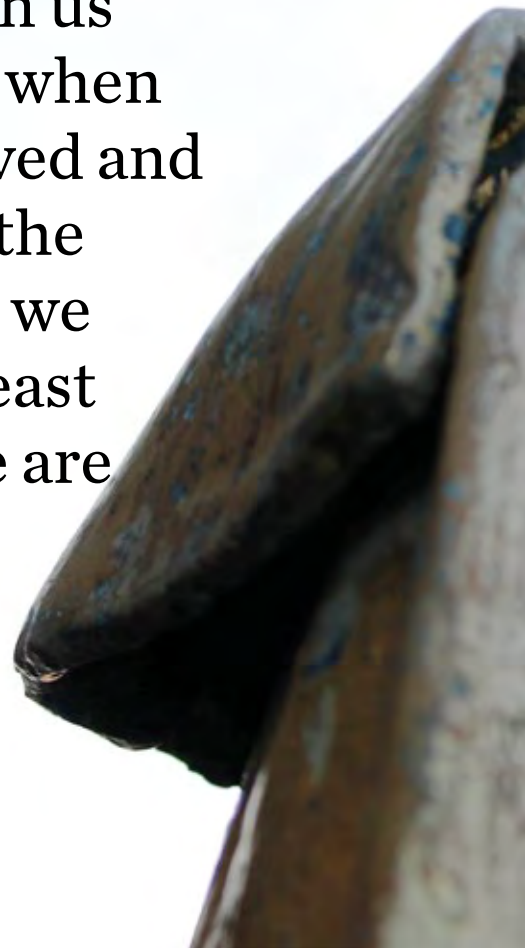
← Left

Indigenous people from the Mura tribe show a deforested area in unmarked indigenous lands, inside the Amazon rainforest near Humaita, Amazonas State.

The First Global Panic

“The Virus in the Age of Madness” is a journey through the fear that lives within us all, the fear that we felt when the pandemic first arrived and caught us unprepared, the fear we have today that we should be ready, or at least readier, and yet that we are not.

BY PAOLA PEDUZZI
— JOURNALIST, DEPUTY DIRECTOR OF IL FOGLIO





Golden Statue at the Trocadero square near the Eiffel tower wears a protective mask during the outbreak of the coronavirus disease (COVID-19) in Paris, France.

Bernard-Henri Lévy, the French philosopher who goes by BHL, wrote this slim volume on the pandemic that has left us paralytic with fear, which opens with a quotation from the famous late-19th century German doctor, Rudolf Virchow, considered the father of modern pathology: “An epidemic is a social phenomenon that has some medical aspects”.

To say that BHL takes us along with him on this journey would be a mistake: he casts us into it, shoves us into the middle of the insanity that each of us has felt or shared, laughs in our faces whenever we attempt to give a semblance of structure to the coronavirus, our way of giving it a meaning and thereby containing the pandemic and containing our fears with it. He ridicules us, the French philosopher—as if a virus could think, know, or intend anything, he writes, as if a virus was alive. He combines the fears and ignorance—ours, naturally, not his own, and cites Georges Canguilhem to remind us that the virus is a poison, neither alive nor dead, and it is perhaps in this interpretation that it becomes a metaphor for death itself.

“The Virus in the Age of Madness” is a book and theatrical performance that starts from a single fact: the pandemic is not a new event, these calamities have always existed, and if anything, the difference lies in the very strange way we have responded this time. BHL is unquestionably concerned about the COVID outbreak, but more than anything, his concerns are for the epidemic of fear that has gripped the world. According to the French philosopher, our cities have become ghost towns, and entire populations have allowed themselves to be driven into their

homes, often under severe duress, “like game into its burrow”. Everyone is self-isolating, from pro-democracy protesters in Hong Kong to terrorist groups: ISIS declared Europe a risk zone for its fighters and Hamas declared that its sole military objective was to obtain respirators from Israel. BHL recognises that there have been moments of civic spirit and solidarity, but focuses primarily on the unpleasant moments because he was appalled by many of the words that were spoken, the new habits that have arisen, and reflexes that were once seemingly gone and have now returned. The long-term consequences on individuals and on societies are at the heart of BHL’s book. He notes this, arguing that “as ideas die too, because they live on the same matter as humans do, and because it is very possible that the pandemic, as it recedes, will leave them on the shore

**It’s not a new event,
and if anything, the
novelty lies in the very
strange way we have
responded this time**

like dead jellyfish, gone without a trace since, like us, they consisted almost entirely of water, it is ideas that I wish to defend here.”

With his sharp and visceral tone, BHL dissects the social risks within the pandemic, to which we may also add the moral ones. He begins with the rise of “medical power”, because although it may be true that this is not new either, “never had a physician been invited into our households every evening to

Bernard-Henry Levy, also known by his initials, BHL, is a French philosopher, journalist, activist and filmmaker.

He has been a powerful voice on matters of ethics and contemporary life for over four decades. He has written more than 30 books, including *Barbarism with a Human Face* (1977), which brought him widespread public attention, *The Genius of Judaism* (2017), a treatise on the Jewish roots of western democratic ideals, and his recent work *Looking for Europe* (2019). He has published biographical essays on Sartre and Baudelaire, a correspondence with Michel Houellebecq and many other works.

toll, like a sad Pythius, the number of the day's dead." According to BHL, this power is excessive and unchecked, as doctors, and in particular epidemiologists, are aware that they are no more immune than politicians to hasty prognoses, errors of judgment or even conspiratorial delusions." The emperor has no clothes, even if he is a physician, says BHL, but the doctrine of hygienics, which sees health become an obsession, has broken down political priorities with no sign of how long it will take to restore everything to its proper place. The second risk regards the so-called "lesson of the virus", the interpretation that has been proffered surrounding the arrival of this pandemic. On this point BHL is animated, refuting and ridiculing what he sees as restrained gloating, as they hail "the revenge of the real [...] over the arrogance of man and his sins." The philosopher admits



REUTERS / CHRISTIAN HARTMANN

Paola Peduzzi

Deputy editor of *Il Foglio*, writing about foreign affairs, especially European, British and American politics. She has a column in *Il Foglio*, “Cosmopolitics”, which acts as an experiment: reporting on geopolitics as if it was a love story—courtship and separation, confessions and secrets, war and peace. Recently, her weekly focus has been on the European love story, under the heading “EuPorn – The sexy side of Europe”.



that there is perhaps a general rule of pandemics that triggers these guilt-ridden sentiments: he cites Giono’s “The Horseman on the Roof”, a novel about an epidemic, to demonstrate that when faced “with the prospect of imminent and indiscriminate death”, communities have a tendency to bond together in fear and shared repentance and to offer up a promise “to the virus god” never to return to the old ways. However this

Refuting and ridiculing their gloating as they hail the revenge of the real over the arrogance of man and his sins

general rule applies only in certain circumstances, with otherwise disastrous consequence: more to the left on the left and more to the right on the right. On the extremes, the fear has assumed various forms but suffered from the same acceleration, and BHL hopes that one day or another, we will be able to forget the overbearing screeching of these voices.

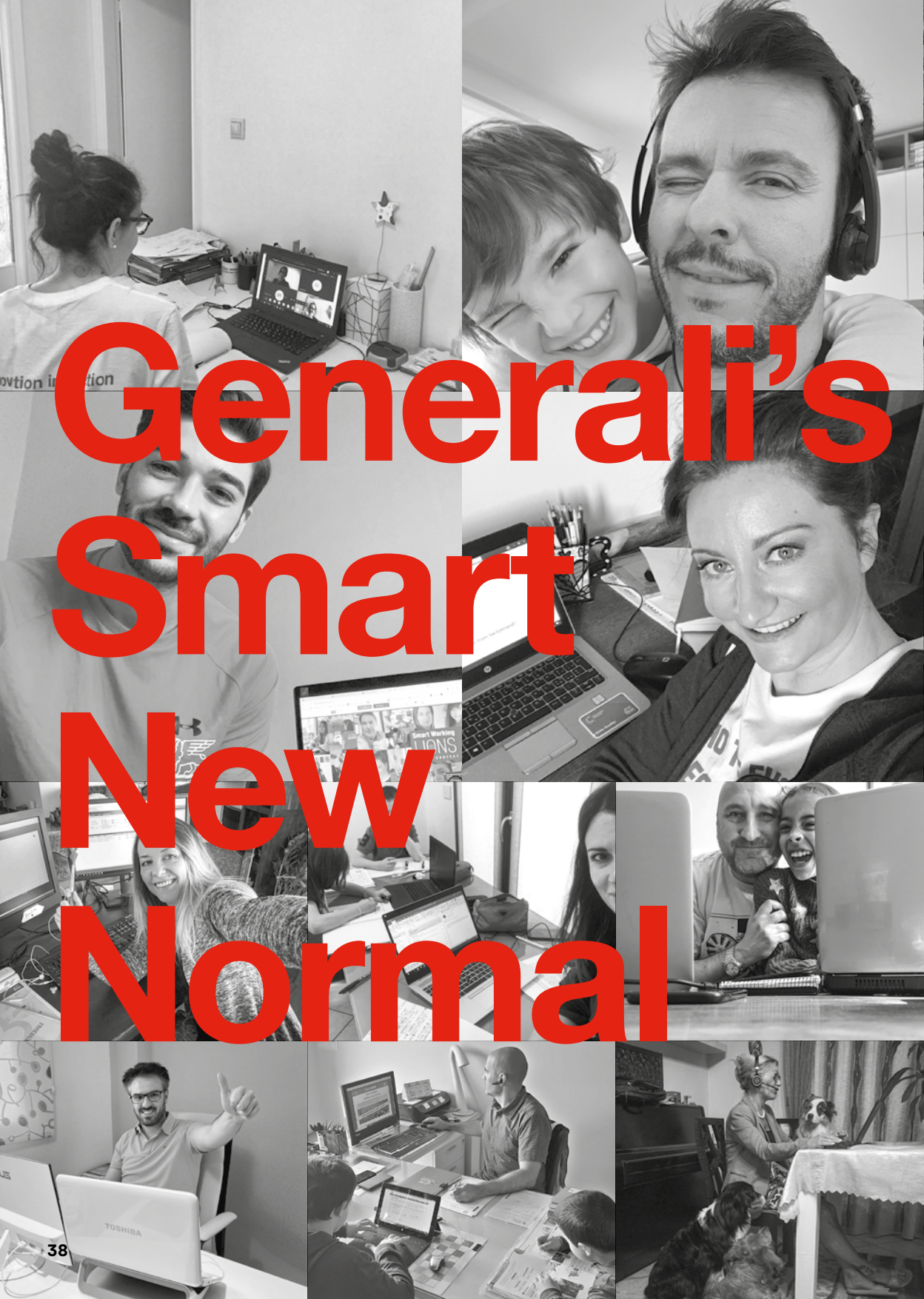
From his narration of the lockdown, it appears that BHL was first bored, then partially entertained, and finally driven mad. This comes through in how he destroys an oft-cited quotation of Pascal’s during the lockdown: “All of man’s misfortune comes from one thing, which is not knowing how to sit quietly in a room.” BHL takes apart those who abuse Pascal’s quote, referring to these people as “lockdown enthusiasts” who were failing to understand the extent of the lived experience—its incredibly tragic nature—in

much the same way as they understood nothing of the context in which the much-abused quote was born. Pascal saw in the solitude of his room “an almost intolerably painful metaphysical experience”, a form of asceticism that confronts humanity with its finiteness. Secondly, that isolation consisted of doing nothing, definitely not posting selfies or drunk Zoom conversations—the room test was “a test not only of nothingness, but of the vertigo and terror it induced.” It bears no relation to our rooms, in short, nor most likely to BHL’s.

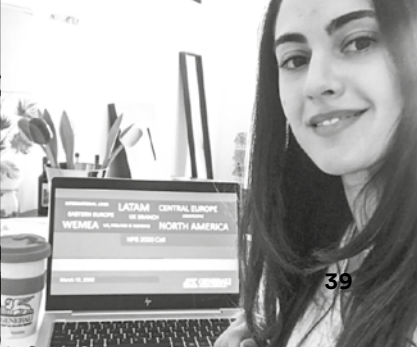
This lockdown life is truly insufferable for the philosopher, who sees such a life as being bare. A pale imitation of life, in exchange for which humanity was nonetheless willing to cede everything else: prayer, respect for the dead, liberty. A life in which one accepts with enthusiasm the transition from the welfare state into the surveillance state, with health taking the place of security. BHL despairs of such people, considering them dangerously ill-informed. We have abjured everything, conceded everything to Big Tech that we once sought to keep to ourselves—our data—yet can we be certain that these rules and this new psychological approach will remain confined to the days of the pandemic? BHL is convinced the answer is no, and that we may truly be at the “end of history”—much-ridiculed over recent decades—and that this end will be brought about by our betrayal of the collective wisdom of the world, in Jewish tradition but not only, that for centuries has warned: life is not life if it consists of life alone. If there is a point in which BHL ceases to scold us it is here, as he holds us for a moment on the edge of the most

terrifying dystopia and says: we must find within us the courage to play at living, laughing, crying and perhaps even dying of an excess of life.

This soft touch is short-lived, however. After the courage comes the final part of the book, which is entitled: “Goodbye, World?”. Indeed, the question mark is the only gentle caress to be found in the conclusion of “The Virus in the Age of Madness”. BHL rather rapidly convinced himself that what he refers to as “cushy solidarity” or the upwelling of a new and possibly imaginary brotherhood is a scam. No more or less: a scam. Because in the meantime, while we were thinking about going out and showing solidarity even with the trees, the world carried on going downhill, regimes profited—it suffices to look at China as one example—and strengthened themselves so that once we were able to tear our gazes away from the fear and the diktats of epidemiologists, we realised that not only had the world continued to turn, but that it had begun to do so in reverse. And the lead had been taken by a King Coronavirus who told us that the world exists to make us hide away. This is why BHL is angry and tells us that we must find the courage not to allow ourselves to be destroyed by this pandemic period or by the fear or this new and incredibly dangerous sovereign. The French philosopher exhorts us to rebel, that if it is true that a virus cannot teach, as viruses are dumb and blind and there is no “good use” of them, then it follows that we should pay no heed to this sovereign, and then we will not find ourselves hidden away.



General's Smart New Normal



The unprecedented discontinuity brought by 2020 has had a strong impact on the way we live, think and work.

It has also demonstrated, however, the importance of having a vision and being able to adapt quickly in the business world.



BY MONICA ALESSANDRA POSSA
— GROUP CHIEF HR & ORGANIZATION OFFICER
OF GENERALI

2020 will forever be engraved not only in our personal memories, but also immortalised in our history, philosophy, sociology and management textbooks. And while cases continue to rise exponentially around the world, we are asking ourselves what will be left behind when the pandemic is—finally—considered to be behind us. When we find ourselves living in the New Normal, which represents not the management phase of the crisis, but rather the world into which we emerge after we are free of the virus.

Generali has tackled this epochal moment rapidly and resolutely from the very beginning. In an unprecedented situation—one in which the level of uncertainty increases the risk of mistakes—it is vital for the response to be firm and based on the highest values, such as individual and collective health and safety. Actions such as cancelling all international events, at a time when the virus' spread was still contained to China's borders, represented an enormous commitment at the time in which we took them. This includes events that had been organised a long time previously, such as the launch of our new Group Academy programme, based in Trieste's Palazzo Berlam: a highly anticipated event that even in that moment, we considered too risky to hold. These decisions are the cornerstones of a long-term vision. Prudence, risk analysis, protection—these are part of the DNA of the insurance industry.

Various measures are being considered to support flexible working. Since February, we have enabled remote working for more than 90% of our 70,000 employees around the world, helping to ensure our business continuity and making sure that our employees can continue to work safely. And our solid and positive biannual results confirmed the success of this management model, including in terms of the business results.

In this aspect, the Generali Group has been a true model of resilience. Part of our success comes from not merely responding to outside events as

they happen. Indeed, the outbreak found us ready and prepared to tackle conditions that were difficult to anticipate. We relied on our existing structures to scale up something we had already begun to construct some time ago, which enabled us to more effectively mitigate the impact of the crashing wave of the pandemic when it struck.

To the question, "what made it possible?" I would respond by crediting two primary factors.

The first is the Generali 2021 business strategy which we released in November 2018. This set out a clear and structured pathway towards a digital transformation, with the goal of becoming Life-

Prudence, risk analysis, protection—these are part of the DNA of the insurance industry

time Partner to our customers. This digital transformation was and remains the key to ensuring business continuity in the age of COVID. When it comes to managing people in the transition to digitisation, we began work in 2018 on a cultural transformation based on four core priorities of innovation, ownership, simplification, and human touch. All four of these priorities are highly applicable to managing the current circumstances. In addition, we had already set out and launched a global reskilling programme based on the new digital skills necessary to ensure that our employees are able to make the difference in an increasingly innovative, digital and hyper-connected world. And the last component of this factor is a smart working programme that we had already launched and that was to be incorporated by all the subsidiaries of the Group by 2021. This laid the groundwork for our management of the crisis.

The second factor is the people. Generali's employees have demonstrated extraordinary commitment, with their exceptional capacity for collaboration and experimentation with working methods that are completely new to many providing exceptional results, in circumstances that are unquestionably challenging. The company has unequivocally prioritised the safety of its employees and they have reciprocated with a fantastic ability to adapt and continue to perform at the highest levels. To them I extend my deepest gratitude.

Looking to the future, however, we will continue to require resilience to overcome the situation. Such resilience does not come about by chance. It looks to the horizon, imagines the future, interprets trends. In return, it offers a working approach that is studied, structured, shared. The work we did in the past has enabled us to overcome the challenges of the present, but for now our responsibility remains to look ahead to the future and to guide our way through it.

SO HOW WILL WE WORK IN THE FUTURE?

Over recent months, we have learned that it is possible to work in a different way compared to how we have done previously--more flexible, more digital, less dependent on a physical presence. We are undoubtedly not yet in the right place for genuine smart working, we are still in the phase of remote working. However, once we learn to fully reap the benefits of this method of working, it may turn out to be to the benefit of all involved. For the employees, they will be able to reduce the time they spend commuting from home to the office, opening up new opportunities to create a favourable shift in their work-life balance. For employers, it will accelerate the simplification and digitisation of internal processes as well as saving on costs, especially those related to travel and transportation. For the company, they will benefit from a reduced environmental impact. For

the clients, providing them with a service that is more closely aligned with their needs. This new way of working has the potential to offer tangible benefits for all the stakeholders, but it must be planned and introduced with care, factoring in all the relevant training procedures for performance management, collaborative technology and productivity, expending significant energy and resources on what it means to be a manager in this environment.

Referring to the Second World War, Churchill was once rumoured to have remarked ironically, "never let a good crisis go to waste". So it is with us. Immersed in this crisis situation much like everyone else, we seek to learn the lessons that this crisis has to offer, to see the opportunities it provides and which we can leverage to shape a new future. That is why, after mobilising and involving our employees through pulse surveys and focus groups, the Group Management Committee has outlined a set of principles regarding the new working approach within Generali. These are obviously high-level principles that are to be implemented within the different companies that form the Generali Group in accordance with the unique business needs of each, the market context and their local contracts.

This new way of working—when the COVID-19 crisis is behind us—will be based on a relationship of trust between bosses and colleagues, on a system of assigning and evaluating objectives, and alternating between remote work and office work, where the requirement for a presence in the office will have specific and irreplaceable benefits. We aim to be pioneers of an innovating working model, one that allows people to work better, with an effective work-life balance that optimises movement with an eye towards social and environmental sustainability.

We know all too well that these changes will not happen overnight. Now is the time to manage the crisis. Coming to the New Normal prepared is a

Smart working in Generali's work-life balance policies

Generali
People Strategy /
**Balancing work
and family**

62 %

of Generali's constituent companies had launched a **smart working programme** by the end of 2019

Italy

Started in March 2016 and expanded in 2018, including companies such as **Italia, G.S.S., Alleanza Assicurazioni** and **Generali Welion**.

SMART WORKING AWARD 2017
– OBSERVATORY OF THE
POLITECNICO DI MILANO

France

Since 2016, employees have been given the freedom to **work from home 2/3 days a week**. By the end of 2018, 31% of employees had adopted this approach.

Spain

In 2017, a **smart working pilot programme** was launched within the claims department, and in 2018 this was extended to other departments within the company.

Hungary

2018 saw the start of an experiment with a smart working formula that included approximately **2/3 of Generali Hungary's workforce**.

SOURCE: GENERALI.COM

process that requires planning and care. I would cite three fundamental preconditions to the successful creation of new approaches to work.

First is the culture. This new way of working has the potential to create the aforementioned benefits, but only within an environment of trust, a culture of empowerment, ownership and responsibility for results at every level.

Second is the skills. Smart working is markedly different to our regular office routines and also to our lives as we are currently experiencing them through remote working. In order to achieve optimal efficacy, there is a need for a range of skills, tools and organisational structures that must become part of the routine of the organisation.

Third is the personal example set by the management. Any comprehensive change within an organisation requires buy-in and appropriately modelled behaviour by the entire management

hierarchy. Change can only overcome any natural resistance if those leading the organisation and managing the staff lead the way in embracing the new logic, sharing in the reasoning and value it will offer.

On many occasions since 1831, Generali has demonstrated its exceptional ability to anticipate shifting trends in the market and to reimagine itself to ensure the sustainability of its business model. Today we are all doing this together, seeking to protect the safety of our staff and the sustainability of our business in the unprecedented crisis scenario wrought by the COVID-19 pandemic, while also shaping a new approach to work that has the potential to accelerate the digital and cultural transformation initiated by the Generali 2021 strategic plan. Ready to write a new page of our story together.



Looking to Tomorrow



The pandemic took almost everyone by surprise, but the impact nonetheless varied based on how much companies had prepared in advance, their solidity, their ability to think and respond quickly, but above all, their resilience.

Here is how Generali did.



BY FRÉDÉRIC DE COURTOIS
— GENERAL MANAGER OF GENERALI

THE FLIGHT OF THE BLACK SWAN

The COVID-19 pandemic—an event that would have been considered unimaginable even a year ago—has changed the global picture and left a significant imprint on the economic picture and the immediate forecast. At the moment, the forecast for 2020 predicts a 7.3%¹ decline in European gross domestic product, with a recovery in 2021 that is expected to be insufficient to overcome the losses incurred this year. On the other hand, the measures taken by the European Union on the basis of the Recovery Fund have been genuinely far-reaching and will serve as a vital bedrock in its recovery. But COVID-19 has affected more than just our economy: it has radically altered our social interactions, how we work, and more importantly, how each of us perceives our future. We do not know if, and how quickly if so,

Certain structural trends such as the pressure on national healthcare systems or the increase in remote working will be here to stay

the introduction of a vaccine will bring about a return to the pre-December 2019 norm, but there are good reasons to think that certain structural trends arising from the pandemic such as, for example, the pressure on national healthcare systems or the increase in remote working, will be here to stay.

The Generali Group approached the pandemic and its impact with a profound sense of responsibility and foresight, adopting a series of measures for effective management of the global cri-

sis, both in terms of the impact on the Group's operating procedures as well as on our relationships with our clients, and last but not least in the support we offer to communities affected by COVID-19. This was done in accordance with the guidelines of the triennial Generali 2021 strategy goals and coherent with its branding as a Lifetime Partner and as a global actor in the insurance industry, which has a significant influence on ensuring people's welfare. Generali's strengths have once more come to the fore during this pandemic: a flexible and diversified business model based primarily on retail; a leading position in the largest European markets as well as those in Central and Eastern Europe; solid financial foundations.

In March of this year, with the creation of its Extraordinary International Fund, Generali made 100 million Euros available to support national healthcare systems and economic recovery. To date, dozens of initiatives and interventions have made use of this fund on the local level in the Generali Group's main countries of activity—evidence of the value of our commitment to our communities. In terms of our internal organisation, we have opened remote working opportunities for over 90% of our employees, a process that Generali began to adopt on a flexible basis three years ago.

INNOVATION IN ACTION

The present challenges within the insurance sector market are vast: the persistence of low interest rates and the volatility of the markets, shifting trends in customer behaviour and increased digitisation, the emergence of new risks that are increasingly global and interconnected, the need and the ability to integrate sustainability into the business model. These are challenges, but they are also opportunities for growth.

Regarding digitisation, Generali is accelerating the transformation of its distribution network and

creating closer ties between clients and agents through the implementation and development of dedicated mobile platforms.

Our offerings are undergoing a process of renewal, making the most of the extensive knowledge and experience within the Group. Of particular interest here are our enhanced mobility ecosystem through partnerships such as the one with FCA, and the healthcare ecosystem—with the Europ Assistance telemedicine service standing out as a global gold standard. We are working to encourage preventive measures, for example through systems of driving style-related pricing and feedback in our motor TPL insurance with Jeniot. We have updated our offers for small and medium enterprises by creating, among other things, a skills centre based on the experience acquired by GC&C. We have also seized upon new and as-yet unexplored opportunities in the market, such as cover and protection for artworks through Generali Arte.

But the topic of innovation is limitless: anticipating and leading trends is the pitch on which the game of global competition is played in our sector. This year, we created an internal innovation fund to finance ideas and proposals suggested by Generali Group employees. To date, this has received over 100 projects and provided financing for 41. We are also focusing our efforts on artificial intelligence and data analytics, which offer us solutions that can be implemented throughout the value supply chain, from adopting anti-fraud measures for accidents to pricing that takes into account the client's life cycle.

We launched the Group's Smart Automation programme, based on a centre of excellence and with the goal of sharing the experiences gained and assets available within Generali, ensuring their convergence and providing support and guidance to our business units.

Generali is also involved in three highly significant projects: Generali Global Pension, which uses ex-

EXTRAORDINARY INTERNATIONAL FUND

€
100 million
made available to support national healthcare systems and economic recovery

INTERNAL FUND FOR INNOVATION

100 | **41**
projects | fundings

NEW PARTNERSHIPS

mobility:
FCA

VALUABLE ASSETS

telemedicine:
Europ Assistance

NEW BUSINESS VENTURE

Arte Generali

RELEVANT INITIATIVES

Generali
Global Pension

High Net Worth Individual
– HNWI

Parametric
insurance

isting solutions to create long-term value and anticipate growing demand in the pensions sector, an area in which demographic evolution and reduction in public spending necessitate the development of private welfare options. This trend has been accelerated by the recent economic crisis

We have seized upon new and as-yet unexplored opportunities such as cover and protection for artworks

and the resulting increase in public debt, with a market demanding returns on investments in a low interest-rate environment.

The development of the high net-worth individual market (HNWI) is another project introduced at the Group level. In this area, Europe remains an attractive market, with an elevated and focused accumulation of private wealth and with clients who seek products that integrate Life and Asset Management in order to protect, increase and diversify their assets. Lastly, the growth of parametric insurance (based not on an event taking place, but rather on certain predetermined parameters being met) presents significant opportunities, in part as a result of the increase in available sources of data and the identification of clear risks based on reliable and independent information.

LOOKING AT THE FUTURE, WITH CONFIDENCE

Generali continues to implement its strategy in a coherent manner in the face of circumstances that are unprecedented in recent history. This strategy is pragmatic and realistic, grounded in innovation

and the know-how available in the Generali Group and prized by every one of the people working within it. It is also a strategy that seeks to pursue long-term growth, integrating sustainability into our business activities and enabling us to be a Lifetime Partner for all our stakeholders.

I have been convinced for some time that the business of the 21st century is either sustainable or it is nothing. This holds truer still in a moment such as the one in which we find ourselves—one in which the combined efforts of public and private institutions are called upon to tackle the COVID-19 pandemic, with Generali on the frontline in the creation of a pandemic recovery fund, and which has seen Ursula Von Der Leyen, in her State of the Union Address, grounding communitarian policies in green investment and digital accessibility.

¹ Source: Generali Investment Novembre 2020.

How to Restore Hope?





I will tell you what sparked my interest in environmental sustainability, and why I believe the younger generations should be given the hope that is currently fading.



BY GIOVANNI LIVERANI
— CEO GENERALI DEUTSCHLAND, MEMBER OF THE GROUP
MANAGEMENT COMMITTEE OF GENERALI



↑ Above

Environmental activist and campaigner Mya-Rose Craig, 18, holds a cardboard sign reading "youth strike for climate" standing on the ice floe in the middle of the Arctic Ocean, hundreds of miles above the Arctic Circle.

My fascination with the topics of environmental protection and sustainability dates back to 1975. At that time, I was an 11-year-old kid in middle school. One day, the teacher split the class in thematic groups and I chose the "Ecology and Environment" one. As a young boy transitioning from childhood to adolescence, I had the common naivety of that age and I could not image that the world was heading in the wrong direction. What I found out thanks to that assignment, and what I fully comprehended later when I studied Engineering in Milan in the '80s, was that earth resources were growing scarce while population and pollution were expanding fast. A U-turn was unavoidable were mankind interested in its own survival. I felt shocked, but not hopeless. In the '70s, '80s and '90s, along with the spreading awareness that the human species was causing

↓ Under

U.S. Representative Alexandria Ocasio-Cortez at a televised event on the “Green New Deal” in N.Y.C., New York, U.S.

harm to the environment, there was a convinced hope that something could be done to reverse the trend.

But something changed in people’s minds between the 20th and 21st centuries. We now reckon that our “house is burning”, here and now. It’s not about future generations anymore. It’s about us. As a kid, I was worried but full of hope. Today’s kids are just worried, and hope is fading.

THE REACTION OF GLOBAL LEADERS – TOO LITTLE, TOO LATE

Grown-ups have tried to come together to change the world. Admirable deals and partnerships have been signed, including the UN Sustainable Development Goals and the Conferences of the Parties (COPs). Many governments have declared their ambitions to transition to a low-carbon economy. Ursula von der Leyen, President of the EU Commission, launched in 2019 the European Green Deal, aiming at a climate neutral continent.

¹ T. Kompas, Van Ha Pham, Tuong Nhu Che, 2018.



SOURCE: EUROPEAN COMMISSION, 2020



REUTERS / JEENAH MOON

And, in spite of everything, the house is still burning. It is burning at a speed never seen before. The warmest years globally have all occurred since 1998, with the last six years occupying the top six spots in the ranking. Greenhouse gases' emissions grew more quickly after 2000 than in the century before, and carbon dioxide levels have increased by almost 50% since 1990¹.

Facing the emergency, global leaders often set targets in a very distant future. The EU Green Deal and the Paris Agreement, for example, have identified as their respective horizons the year 2050 and 2100! No wonder younger generations complain that decision-makers procrastinate solutions, in effect transferring them to posterity.

THE ROLE OF EACH AND EVERY HUMAN BEING: A "NEW HUMANISM"

Recently, I had the pleasure to share views on this issue with a friend of mine who has been an advocate of environmental protection in the last

Facing the
emergency,
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in a very distant
future

decades – Reinhold Messner, the legendary Italian mountaineer and explorer. Reinhold is a larger-than-life individual, the first to ascend Mount Everest alone without oxygen, the first to climb all the world's fourteen peaks over 8,000 meters, the first to cross Antarctica and Greenland with no help of machine or animal. In all his adventures, he was always very respectful of the extreme en-

vironments he encountered. He explained to me that, although governments must implement effective programmes and policies, while companies and executives must lead by example, there is a sphere of influence people tend to forget – the individual one. Each and every one of us can make the difference, here and now.

The confidence in the ability of humans to change their own future by means of their ingenuity, knowledge and creativity can usher in a revolution – the era of “new humanism.” In this era, we bring back the human beings at the center of the system. Each individual can and must take decisions aiming at leaving a better world to future generations and act in a way that is consistent with this intention.

Indeed, many simple everyday actions can contribute to change the world, such as avoiding unnecessary plastic, driving electric cars – or not driving at all, using the stairs instead of the elevator, choosing “green” solutions when investing our savings. Little by little, these actions become contagious and political leaders, who might have lagged behind, must take quick action to meet the evolving demand of their electors.

SUSTAINABILITY AS A PRE-REQUISITE OF RESILIENCE

One can object: Now that we are confronted with an unimaginable crisis and, in some cases, struggle to survive, how can we be asked to commit to sustainability and be “humanistic” when another house - the world economy - is burning?

I believe we need to reverse the question: How can you economically flourish if you're not sustainable? Sustainability is a pre-requisite of economic resilience. Being sustainable means being more efficient, wasting less, saving more and being more innovative. Sustainable companies, for example, are credited with being the most profit-

able². Being sustainable means being able to create financial wealth for the shareholders across all cycles in the long run and at the same time securing customers' trust and loyalty, which might prove vital in times of crisis.

THE EXAMPLE OF GENERALI DEUTSCHLAND

At Generali Deutschland, Germany's second-largest insurance company with 10 million clients and almost 10,000 employees, we strive to meet high sustainability standards and adopt this "new humanistic" approach. For example, during the turnaround of the business unit between 2015 and 2019, each Management Board meeting included in its agenda the discussion over an individual customer's complaint and how to solve it. In 2016, we pioneered Vitality, a well-being program that rewards healthier, more sustainable behaviours by customers, and we set off to implement the same logic in other insurance segments, like mobility. Three years ago, the German business unit had the honor to launch, as a world premiere, The Human Safety Net, the Group's community outreach programme now operating in more than 20 countries. A number of local community-driven impactful initiatives are in place at our locations across the country, such as in Aachen where we incentivise colleagues to use electric bikes.

An example of what we mean by "sustainable new humanism" is the "Covid Nothilfefond", a special fund aimed at sustaining, from a financial point of view, Generali customers suffering from the consequences of a long lock-down. During the peak of the pandemic, Generali Deutschland established a €30 million emergency fund to help clients in need, for instance through relief for temporary payment difficulties, remote medical consultation, special legal advice and enhanced customer service. It contributed to distribute surgical masks and medical equipment throughout Germany, together with Caritas Deutschland, and to launch digital tools to support small-medium

enterprises and disadvantaged people looking for assistance and combating loneliness. Being extremely proud of what we did doesn't make our 10,000 colleagues complacent. With the "Project

The current circumstances offer an opportunity to re-evaluate our priorities and bring back the human beings at the centre of the system

Green" we are setting even higher ambitions, aiming to become the number one insurer in Germany also in terms of sustainability. Not only do we intend to position sustainability as the main value driver in our core business, but we also want to lead the whole industry towards more ambitious climate and environmental protection goals.

GIVE BACK TO NEW GENERATIONS THEIR HOPE

I believe the current circumstances, triggered by the Covid-19 emergency, show a unique, once-in-a-lifetime opportunity. It's the opportunity to re-assess our priorities and put not only the planet, but above all the human beings who live on it, at the center of the system. It's the opportunity to tell our daughters and sons: "we've let you down, but we are ready to make up for our inaction and leave a better world to future generations" – starting from our everyday actions. It's the opportunity for political and business leaders to design a



for political and business leaders to design a recovery that is green, sustainable, inclusive, fair and humanistic. It's the opportunity to turn new generations' criticism and hopeless attitude into engagement and optimism. It's the opportunity to make me feel, again, the same hope I felt when I was an 11-year-old kid in middle school - each of us can change the world for the better, if we want to.

² www.weforum.org/agenda/2020/01/sustainability-profitability-co-exist/

↑ Above
Giovanni Liverani with Reinhold Messner.

Our Vision for the European Economy



BY FABIO MARCHETTI
— GROUP HEAD OF
INTERNATIONAL AFFAIRS
OF GENERALI

The pandemic has demonstrated to us how a health crisis (or any other kind) can be transformed into an economic crisis.

Everyone has their part to play in providing increased certainty to citizens and businesses. Here is our solution!





The crisis triggered by the COVID-19 pandemic is burning its way across Europe, threatening far more than the economic security of individual states. In the west, the flag of democracy that has traditionally been held aloft by the United States is being buffeted as the country, grappling with electoral dialectics, struggles to chart a safe course through the ocean of global geopolitics. To the east, on the other hand, lies China, authoritarian and monolithic, on the surface a model of efficacy and efficiency in tackling the pandemic, yet at a price of restrictions to civil liberties that we as Europeans would find impossible to accept.

In the heart of Europe, the need to forge a meaningful alternative to these blocs is receiving renewed urgency and taking on new forms, now more than ever, as part of the effort to overcome the final stumbling blocks of a past that saw brothers facing each other down over opposing barricades—unable to reconcile their differences. Everyone has their part to play. At the onset of the COVID-19 pandemic,

Europe seemed to freeze in the moment, unable to rise to offer that much-needed alternative. Then the inertia broke. The Stability and Growth Pact was suspended, the ECB intervened in time, the Recovery Fund now represents the first step towards closer financial coordination among the member states. For the first time, the European Union has committed to distributing large non-repayable support funds. True, this has come after difficult negotiations, yet nonetheless the agreement that has been reached provides a clear direction of travel along the shared path ahead. Successfully following this path will require leaders with a vision. Protecting and promoting the European project calls for more supportive and inclusive institutions and a political leadership that is committed to serving the wider public. Companies also have a role to play here in contributing to sustainable growth and supporting the common good.

The economic crisis brought about by COVID-19 is significantly different from the previous financial cri-





The Recovery Fund now represents the first step towards financial coordination among the member states

ses of 2008 and 2011. As a result of the measures adopted to counter it, such as the lockdown, what started out as a medical and humanitarian challenge has since spiralled into an economic and financial recession. The measures have forced many companies to freeze their activity and caused widespread cancellation of events and travel plans, leading to significant losses as a result of reduced activity. These risks were mostly either uninsured or only partially insured--the so-called "protection gap".

So how should financial losses and other pandemic-related risks be covered in future? And to what extent can the insurance sector contribute to reinforcing the resilience of the economic system, cover the losses resulting from the interruptions to activity and provide coverage for future pandemic-related risks? The discussion is broadening—both on a national and supranational level.

Generali holds that public-private partnerships (PPP) are vital in coping with this type of risk. No

stone must be left unturned in finding a solution that ensures anti-pandemic insurance protection, especially for small and medium enterprises (SMEs). The dramatic economic impact on SMEs, and especially micro and small enterprises, has been clearly visible since the start of the pandemic.

It is necessary to provide a consistent and pan-European solution with mechanisms that cushion the blow of future risks. Our proposal is a “multilayered” structure. The first layer would include primary insurers who provide a policy. Appropriate limits should be agreed here, for example an upper limit on the sum insured, or a fixed sum corresponding to one month. This initial payment, potentially underwritten by the insurance industry, could enable business to carry on where possible. The ability of insurance brokers to process claims could expedite facilitation of subsequent government payouts by having them channelled through these brokers.

Europe has demonstrated its ability to respond to a crisis. Now it must demonstrate its resilience in preparing for future systemic risks

A second layer, adopted with a view to diversifying/mutualising risks, would consist of reinsurers. A third layer would consist of investors with an interest in CAT Bond investment products—not directly correlated with the trend of the financial markets and generally characterised by a higher level of risk



and a higher return. A fourth layer should be covered by national bodies, with a mechanism for government support. The fifth and final layer should be a financial intervention fund with European contributions and the added participation of Switzerland and the United Kingdom.

In the meantime, the pandemic continues to rage, and it is as yet too early to assess the full scale of its economic impact. There has not yet been a serious study into these insurance claims to calculate appropriate premiums, and the discussion on the structure of any coverage remains open, both in technical terms as well as in governance. For example: should these policies be voluntary or compulsory? There is no question that if people were to have the relevant insurance, the result would be increased economic stability. Or another question, what should be the triggers? One option would be for a combination of parametric triggers: for example, one trigger from a European Union agen-

cy or the WHO combined with a national/regional government lockdown. Furthermore, there is no clear and foreseeable time limit on pandemics: this means that there is no upper limit on losses and therefore the traditional insurance business model is unsuited to providing cover.

Drawing inspiration from the EIOPA document on solutions for enhanced pandemic resilience, we initiated a discussion with the European Commission. We wish to share from our own knowledge and experience in order to arrive at a solution that resolves the issue of the “protection gap”. The solutions may not be developed in time to cover the second or subsequent waves of the current pandemic, but it is nonetheless important to start the process.

Europe has demonstrated its ability to respond to a crisis. Now it must demonstrate its resilience in preparing for future systemic risks.



A Possible Peace Between Man and Nature

**The photographer
Alessandro Sala went to
São Tomé to document the
story of Claudio Corallo,
an Italian native who has
been cultivating an old
cocoa variety using a new
method, one that is entirely
sustainable.**

TEXT BY
LUCA FAENZI

IMAGES BY
ALESSANDRO SALA

Claudio Corallo's life serves as a beacon when it comes to the ability to take seemingly unrealistic, quasi-utopian goals and bringing them to fruition through perseverance, dedication and an ability to adjust to the surrounding environment.

Our story is set on the islands of São Tomé and Príncipe, in the Gulf of Guinea, to the west of the African continental landmass. The Portuguese arrived here in 1470. At first, they began to cultivate sugar cane, then coffee, before moving on to cocoa at the turn of the 19th century. The islands proved ideal for this crop, and still today one of the best cocoa beans in the world is produced here.

Born and raised in Florence, Claudio Corallo lands on the islands in 1992 and begins to work on an abandoned cocoa plantation with a classic variety of bean and invents a new form of cultivation, one that is not intensive and does not involve pesticides. Challenging the trend of intensive cultivation and deforestation, he opts to adapt his methods to the surrounding environment and creates an ideal habitat for the plants, shaded and well-ventilated to avoid mould and rot and maintaining an unbending respect for the ecosystem and the flora and fauna diversity of the landscape. The yield per hectare of his plantations is incredibly low—approximately a fifth of that produced by intensive cultivation of hybrid plants—but the quality is exceptional. Should we seek a comparable product to







reinforce the point, it is equivalent to comparing the yield per hectare of a fine wine with that of a table wine. The cultural heritage of the grower comes not only from the oil and wine of his Tuscan birthplace, but also from the cultivation of coffee in Congo and in Bolivia, where Corallo spent many years.

Corallo's plantation is the only known example in the world of a grower who produces the finished chocolate on-site. In all other cases, the cocoa beans are transformed into chocolate elsewhere, often thousands of kilometres away. Here, the supply chain begins and ends on the islands. From fermentation to desiccation, from roasting to converting into the finished product: the chocolate itself.

Claudio has restored two plantations: Nova Moca on the main island, and Terreiro Velho on Principe, where he has lived for a couple of decades. The decolonisation of these islands has left behind a world of colonial villas frozen in time, a decadent reminder that is today being slowly reclaimed and placed at the heart of ecotourism projects with the power to show off this small and wonderful land located only a few hours' flight from Lisbon.



























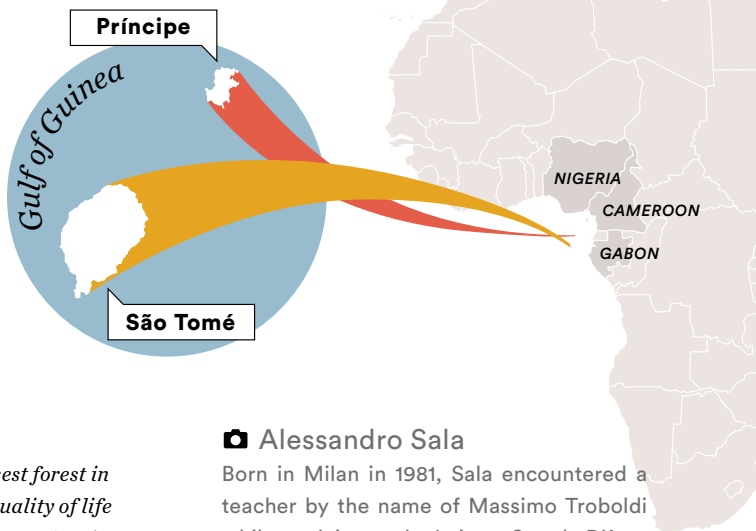
Kko islands

São Tomé

Surf. 1,001 km²
Inhab. 160,000

Príncipe

Surf. 136 km²
Inhab. 6,000



“For many years, my home was in the densest forest in Congo. That is where I learned that true quality of life is impossible without balance and harmony. Left to its own devices, nature tends towards balance; however, man is able to profoundly upset that balance. Today more than ever, it is vital to defend and respect it.”
— Claudio Corallo

São Tomé and Príncipe: two islands in the Gulf of Guinea in the Atlantic Ocean—discovered on 21 December 1471 by the Portuguese explorers João de Santarem and Péro Escobar—that have been independent since 1975.

In his novel *Equator*, set in São Tomé at the turn of the 20th century, Miguel Sousa Tavares perfectly captures the essence of these locations: *“The islands are beautiful, the beaches wonderful and the jungle is an extraordinary experience. The place lacks everything that we consider constitutes society in the world we know in Europe and civilised countries, but, to compensate, the purity of a primitive, elemental world exists here in the raw.”*

The “world we know in Europe”, the globalised one, has already arrived here, yet the “primitive world”, both in terms of nature and society, has not yet disappeared. The huts are without water, light or gas, there is no sewage system: daily life in its entirety takes place outside the home, at work or on the streets; clothes are washed in the rivers and are stretched out to dry along the banks; this is the place that produces the best chocolate in the world, partly thanks to the work of the Florence-born Claudio Corallo. Agriculture in Africa and South America was always a part of his life, and he eventually settled in São Tomé because of the high quality of its beans and seeds. Over the years, he restored two large plantations: Nova Moca, on the main island, and Terreiro Velho, on Príncipe.

📷 Alessandro Sala

Born in Milan in 1981, Sala encountered a teacher by the name of Massimo Trobaldi while studying at the Istituto Statale D’Arte in Monza, who drew him into the world of photography. After graduating, he began to work at the Controluce photography studio in Milan, where he picked up professional techniques for commercial photography. In 2006, he began a collaboration with the photographer Alex Majoli. Together, they created important exhibitions that laid the foundations for the Cesuralab studio, the headquarters of CESURA, an independent collective space for sharing, experimenting and spreading the culture of photography. He is the head of fine art printing for Cesura and accompanies the entire production process for exhibition projects. He has worked in South Africa, Brazil and São Tomé, but mostly in Italy, following issues of migration among others. He has been a theatre and performing arts photographer for over ten years.

Inside Out:

Stories of Quarantine from Milan

In March 2020, writer Gea Scancarello and photographer Gabriele Galimberti recorded the story of the first weeks of the pandemic in Milan, one of the first and worst-affected European cities. Gabriele captured the people at the heart of the story in the only way possible: from a distance.

MILAN – I have a fever. It's a low but persistent fever. It increases in the afternoon and shakes me in the morning, with a violence that is not proportionate to the temperature I have. I have the chills, my muscles hurt, and I have a worrying dry cough. And I'm fatigued.

Photographer Gabriele Galimberti and I have worked days and nights over the past few weeks in Milan. Since the COVID-19 epidemic erupted in Italy in late February, we've documented each day of the emergency from its epicenter, our region of Lombardy. We've visited morgues and hospitals, looking for stories and images that could tell the rest of the world what's happening here.

We spoke to virologists, hospital press officers, Chinese businessmen, cemetery overseers. We met city employees tasked with disinfecting the streets. To report on the virus without contracting or spreading it, we wore masks when meeting people and stayed at a safe distance. We used hand sanitizers frequently and washed our hands whenever possible. When we decided to focus our work on the effects of social distancing, Gabriele would photograph the subjects from outside their homes, and I would interview them later by phone. This way, we could ensure that no germs were spread while working within the constraints of a country under lockdown.

In just one month, Lombardy became the most affected part of the country. Despite increasingly restrictive measures to halt the spread of the virus, it didn't stop.

A PROJECT BY
GABRIELE GALIMBERTI

TEXT BY
GEA SCANCARELLO

IMAGES BY
GABRIELE GALIMBERTI



**GRETA TANINI (30)
AND CRISTOFORO LIPPI (27)**

While for most people quarantine is about boredom and obligations, Greta and Cristoforo take it as an opportunity to spend time together and explore their relationship after having been separated by an ocean for over a year. They are both students and they normally live in separate houses, with different flat-mates. But the lockdown found them together, in Gre-

ta's house, just the two of them, and they have stayed there and will stay there during these weeks. "Actually we have a lot to do: I take classes online all day, Cristoforo is working on his final project. We're busy, time passes quickly," Greta explains. The quarantine is also a test for them on moving together, a step which they have been desiring for a while. They have divided up their domestic tasks: shopping, cleaning, tidying up. Their social interaction is limited

to chatting with neighbours, at a safe distance, in the garden. They took precautionary measures very seriously so as not to spread the virus: "We don't want to get sick, and we don't want our loved ones to get sick: we prefer to remain in isolation rather than taking risks or endangering the health of others".



REBECCA CASALE (25)

Rebecca lives in one of Milan's nightlife areas, in a street crowded with bars and clubs, people staying out until late and a lot of noise coming from the sidewalks. The house she lives in is somewhat similar to that situation: four other people, apart from her, live in the place, and there is always somebody's friend staying overnight. On the evening of the lockdown, however, she was the only one in

the house, and she found herself completely alone in the quarantine: "I suffer a lot from loneliness: there is always a lot going on here, silence and empty spaces make everything surreal". She is a school educator for kindergarten children and cannot do smart working. "The days are very long, but I try to have some regular rituals. I spend the day deciding what I'm going to cook for dinner, always trying to do something special. Trying out new recipes keeps

me feeling alive". Her biggest fear, she explains, "is losing my job: no one can say how this situation will end". To calm down and not think about it, every night she tries to read at least an hour, to escape in a better world and keep the virus out of her dreams. "The first thing I'll do as soon as I'm free is go for a coffee in a bar: the real sign of normality".



Hospitals ran out of intensive care beds and oxygen. Doctors have been infected, and no masks and sanitizers are available. As of March 23, Lombardy has had 3,776 COVID-19 deaths and counting. Four days before that, Italy overtook China as the country with the most COVID-related deaths—3,405.

My exhaustion now goes beyond the regular overworked, sleep-deprived feeling. I'm so fatigued that while I was interviewing someone, I felt like my legs were going to give out, and I went into a supermarket to buy some chocolate, thinking I needed sugar.

Those are the symptoms of the coronavirus. I know. I've read them at least a hundred times over the past week. Doctors have been explaining the symptoms since the crisis began here on February 21. The quarantine in Milan started two days later. I turned 40 that day, and I had not expected to mark it by counting the infected and the dead. But we had to count, and count, and count again, every night. All the while, we feared for our own relatives and friends.

I have to be tested to know for sure if I have the disease. The entire country has been talking about tests for weeks. Should everyone be tested? And if so, why is it not happening? Does the no-testing mean that there are people around who are asymptomatic and infecting others? And how, if we don't test everybody, can we have reliable data on the number of ill, dead, and recovered people?

Those are the big questions. The small one is: What should I do, besides telling Gabriele, whom I've been working with for weeks, to stay away from me since he is still well? How worried do I need to be?

There's a number for emergencies, but you're supposed to call only if you have a high fever. Mine isn't that bad. Besides, the health care system is exhausted—it shouldn't be clogged with useless requests that take time and energy from those who really need help.

However, last year after a bad car accident, both my lungs collapsed, and I was in sub-intensive care for a long time. Also, I have only one kidney. My vital functions are at higher risk than other people's. Does this give me more right to call the emergency number, even if my fever isn't high?

I decide not to. Not out of altruism. Out of realism. Instead, I call an infectious disease specialist, a friend's cousin, who's a doctor and knows me by name. I list my symptoms and tell him about my lungs. He asks just one question: "Have you been to Bergamo or Brescia?"



DANIELE VERONESI (38) AND ANNA MOSTOSI (33)

The house where Daniele and Anna live was a warehouse, which they transformed into a house: it is large, spacious and beautiful, but above all in constant evolution. “We are two artists and set designers, we took so much of our time and we are continuing to do small jobs these days to take up the time,” explains Daniele. In fact, “at the beginning the quar-

antine seemed almost like a holiday, even if forced. We dedicated ourselves and our life as a couple, happily. But now, as it gets longer, the worries start”. The biggest one is for Anna’s parents, who live in Bergamo, one of the areas of Italy most tormented by the epidemic: “They are fortunately well and we talk to them every day, we are always in contact, but the situation is not easy,” she says. “Our fear is that we don’t know how long the situation will last: we agree that

we all have to sacrifice ourselves, but not having the slightest foothold, or a perspective that is still clear, is frightening. We greatly lack physical contact with other people”.



**NICHOLAS (12) AND MICHEAL (15)
VANOLA**

Quarantine changes a lot depending on your age. Nicholas and Micheal are brothers, respectively 12 and 15, and they are now forced to spend all day at home, together. They do not feel the boredom, because they attend school in the morning, via computer, and once they are done with their homework they can do a lot of things together, like playing video games

or board games. For once, mum can't complain. Nicholas, who recently started to study to become "a magician", is even enthusiastic: "Until a few days ago mum and dad were always working: now the four of us can be together all the time", he says gratefully. His 15-year-old brother doesn't entirely agree: "Sometimes it's nice, yes. But I miss the idea of being able to walk around. Being forced to stay at home is not like being there by choice". They both say they'll re-

member this period forever, but they're not afraid: "This situation will end one day, and we will be able to tell it to our children".



DIEGO (28) AND FRANCESCO (38)

The routine of Diego, 28, and Francesco, 38, under quarantine hasn't changed much, they say. Francesco is a designer and an event producer; Diego an illustrator. Both work from home, so they are used to sharing space and time. And yet they both live "in a state of perennial anxiety; it never passes and even permeates our sleep," Francesco explains. His greatest concern is with his work.

"We are independent, and every day it is clearer that for a long time we won't have anything to do: we need to reinvent ourselves quickly. No one will help us," he adds. Their way to cure anxiety is to take care of each other, cooking special things and carrying out projects they had previously abandoned. "I've managed to quit smoking—I've been trying for years, but now there's no one around me who smokes anymore and I've found the strength to do it." They go out very

rarely, even less than permitted. "To comply with the rules we also stopped running. For the first time I seem to have understood what it means to be in jail, to see blue sky outside and not be able to go out. I miss freedom, seeing friends, taking a walk. And not knowing when the quarantine will really end means that our return to normalcy is constantly postponed. You feel deprived of everything, I don't wish it on anyone."





**MICHELA CROCI (37), LUCA (45),
AGATA (6) AND GIOVANNI (4) VOLTA**

Michela and Luca's house is located in an area of Milan full of gardens and green areas, and their children are used to being outdoors a lot. Since the lockdown started, however, "our only outlet is the courtyard in front of the house. And spending all your time home with the kids is hell," admits Michela. She is a set designer, Luca works in a company of en-

vironmental recoveries. "Smart-working sounds cool to say, but I challenge you to manage it having two kids always around". She and Luca have tried to maintain a kind of normality and discipline, both for them and their children: "We wake up at regular times, we get ready and do the kids' homework, every morning. The afternoon is for playing. I invent things every day: we pretend, for example, that the house is a great sea to explore", Michela adds. One of the

problems that many families overwhelmed by quarantine are facing is not only how to entertain the children, but also how to get them physically discharged so that they can sleep at night: even for the little ones this is an exceptional situation.

Bergamo and Brescia, both within 55 miles of Milan, have the highest number of cases and highest mortality rates. Nobody knows why, but some suspect that safety protocols in hospitals there haven't been followed. Doctors and nurses started to get infected, and they ended up infecting others at a dramatic pace. The number of deaths is so high that morgues don't have enough room for all the bodies. Coffins have to be stored in churches and then loaded into army trucks and sent to other regions to be buried.

I tell the doctor that luckily, no, I haven't been there.

"Most likely, it's COVID," he says. "Low-medium symptomatology. The fever's got 48 hours to go up, or it'll stay as this for a long time. If it increases, I'll prescribe you a treatment over the phone. But I have to tell you, I've had a patient with a severe fever for five days, and I haven't managed to have an ambulance sent to her place. Call me tonight, or tomorrow. Don't worry—there are plenty of cases like you."

I'm not sure if knowing that makes me feel comfortable, but I'll call him.

Every phone call adds to the nightmare we're living in and to the anxiety of not knowing when we'll be able to get back to our lives, if ever.

Many Italians have lost family and friends, and many more will in the next weeks. Many have been cured but are still traumatized—and probably will be forever. Many can't be hospitalized because they

aren't sick enough, and they're scared, stuck inside their homes. Many, especially those who live alone, will be hurt by such a long solitary confinement. Many will lose their jobs because our economy is collapsing.

And if all this isn't enough, even if we manage to pretend to get back to some kind of normality one day, the virus of fear will have infected us all. And that, I know, will never go away.



**PAOLO (44) AND ELISABETH (34)
LOMBARDI**

Paolo and Elisabeth are both healthy and have never been in contact with anyone who had contracted the coronavirus. Yet the couple decided to start a quarantine many days before it became mandatory. “We are two seriously hypochondriacs. At the beginning of February we flew to Prague to celebrate our anniversary, and many people were wearing masks on the plane, even though they had not yet arrived

here. So we understood that we had to start protecting ourselves,” Paolo explains. Since then, the two of them have been living out of the house the least they could: he goes for groceries and she walks her dog, only if strictly needed. Elisabeth is more frightened than her husband, she carefully watches every move of anyone who walks even a few metres away from their front door: seeing people two or three metres away “already gives me a lot of anxiety”. Their house is not very big, but they manage to have two separate

rooms for work. He is a statistician and he is currently writing a book, spending his days in front of the computer; she, instead, is an artisan and creates handbags: “Her materials take up every available space”, he smiles. They say their greatest fear is that the situation will last for a long time, “maybe until the end of 2021: I’ve heard it’s possible,” Elisabeth explains. Her only consolation is that the air is cleaner, since the traffic has stopped: “We should find a way for it to stay that way”.



GIANCARLO PETRIGLIA (46)

Giancarlo Petriglia lives in a large house in the centre of Milan, where he also has his workshop: on the first floor there is the company, where ten people normally work; on the upper floor his home. He produces handbags with his own brand - he's been working in the fashion industry for 24 years, he takes some pride in saying. He also owns a restaurant with a small art gallery attached: all activities have stopped since the quarantine began. "I feel lonely, of course:

I'm used to being surrounded by people, and now there's no one around. All I have to do is throw myself into work, trying to design new collections expecting the moment all this will be over," he says. Apart from drawing, he spends his days on the phone: "I calculate that I spend at least six hours a day calling friends and family. I talk to my parents a lot: I'm used to visiting them, but now it's like they're in New York. They are far away and have serious pathologies, and I am afraid for them". Like many people these days,

Giancarlo is also afraid of uncertainty, not knowing when things will settle down: "There is a lot of time, so I think more than usual, even about the future, about what will happen next". The thing that gives him peace is, instead, music: "Listening to Italian music and tidying up my house are the ways I have to calm down. I'm not afraid for myself: I know I can always get up from my knees. But many people, even those I love, might not be able to recover from this".



Gea Scancarello

Gea Scancarello is a journalist based in Milan. She started as a reporter for daily papers and magazines covering foreign issues and now works mostly on long-term projects focused on socioeconomics and on books.

Follow her on Twitter: @geascanca
and Instagram: @bellagea

Gabriele Galimberti

Gabriele Galimberti is a documentary photographer whose books include *Toy Stories*, *In Her Kitchen*, *My Couch Is Your Couch*, and *The Heavens*. His last story for *National Geographic* was about dinosaur fossil collectors, in the September 2019 issue. He is based in Florence.

Follow him on Instagram:
@gabrielegalimbertiphoto

VERONICA STRAZZARI (36)

Before the quarantine started, Veronica says she can't remember ever spending a whole day at home. She lives in a 30-square-foot studio apartment, and since space is tight she spends a lot of time outside. Yet, since the outbreak of the epidemic and the company she works for - Prada - has closed its offices, she has rediscovered the pleasure of living her home. "I'm discovering a dimension I've

never experienced before, and I'm also surprised that I'm not anxious about the situation at all," she says. In addition to working at a distance, she keeps some daily rituals: "I read a lot, every night I do yoga and pilates and twice a week a total body workout following an App. And then I spend a lot of time on Instagram, following new accounts: yesterday, for example, I signed up for a tour operator channel that offers travel videos". Also, she continues, "since I started the quaran-

tine I've been writing a diary of the things I learn every day. The most beautiful page is that of March 15. I had just finished a James Nachtwey book, titled *Memory*, which talks about photography as phenomenal isolation, as a necessary silence for understanding. I found it to be perfectly in tune with this situation".



**Another
World
is Flexible**



A man rides a children's bike as traffic lines-up during evening rush hour on a street in Berlin.

REUTERS / NIR ELIAS

How will the COVID experience change the future of urban mobility?

Without speculating too much, we can already observe the changes taking place on our streets and project certain hypotheses regarding decisions that might **allow us to enhance the resilience of our cities.**

BY CARLO RATTI
— DIRECTOR OF THE MIT SENSEABLE CITY LAB
AND FOUNDER OF THE CARLO RATTI
ASSOCIATI STUDIO

How will the COVID experience change the future of urban mobility? Without straying too far into speculation, we can already observe changes taking place on our streets and project certain hypotheses regarding decisions that may allow us to enhance the resilience of our cities. Let's start with a simple truth, perhaps difficult to swallow but unavoidable: to a greater or lesser extent, social distancing

What are the most popular types of e-PMVs

E-BICYCLE (PEDELEC)



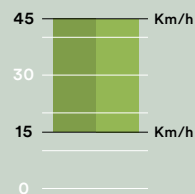
150 – 180 cm

CARGO E-BICYCLE



200 – 250 cm

SPEED RANGE



HOVERBOARD



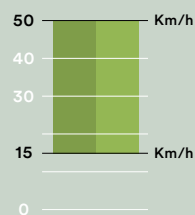
25 cm

SEGWAY



50 cm

SPEED RANGE



E-SCOOTER (LEG KICK)



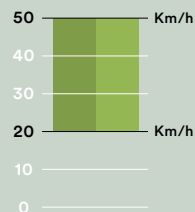
100 – 120 cm

E-SCOOTER (MOPED)



160 – 180 cm

SPEED RANGE

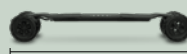


E-SKATEBOARD (LONGBOARD)



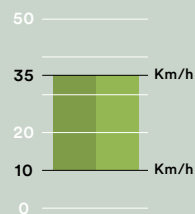
90 – 120 cm

E-SKATEBOARD (OFF-ROAD)



90 – 125 cm

SPEED RANGE



↓ Under

Stone Street is a short street in the Financial District of Manhattan, New York City, and is one of New York's oldest streets. The eastern portion of the street and the surrounding buildings have been protected since 1996 by the New York City Landmarks Preservation Commission as the Stone Street Historic District, and is pedestrian-only. The historic district is now populated by several restaurants and bars and has outdoor dining when the weather permits.

ALAMY / SEAN PAVONE



measures will remain necessary for a not-insignificant period of time. This means that for some time yet, public transport will continue to operate at reduced capacity. So let's take a look at the alternatives. First of all, we know that cars are not a good choice, because they are inefficient when it comes to using urban infrastructure. Or, put simply: if we were all to travel by car, none of us would ever get anywhere again. Another solution that presents itself is micro-mobility: regular bicycles, e-bikes, shared scooters, e-scooters and

other means of transportation. These enable social distancing without blocking up our cities, satisfying both the medical and environmental imperatives.

Irrespective of the direction the pandemic takes, I believe that micro-mobility is here to stay: in Manhattan and all major cities, the vast majority of movements from place to place cover less than 2km. In these cases, getting into a car only to park it within the space of a few minutes is clearly not the best-suited system. After all, and at the risk of repeating myself: why would you use a



In Manhattan and all major cities, the vast majority of movements from place to place cover less than 2km

ton of steel with a significant detrimental environmental impact just to move 80 kilograms of person? Micro-mobility is far more efficient both in terms of energy consumption as well as in reducing traffic congestion.

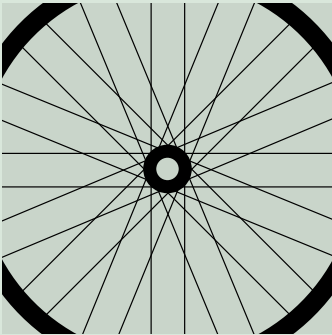
One major hurdle is that most of the big firms in this sector report losses, and as a result they are at risk of disappearing over the coming years. The valuation of Lime, one of the biggest names in this sector, was slashed by 80 percent a few months ago. This underlines the importance of making micro-mobility sustainable. One of those working to address this is Superpedestrian, a Boston-based company of ours that uses sensors and artificial intelligence

The shared micromobility market in China, EU, and the US could reach \$300 billion to \$500 billion by 2030

Estimated size of micromobility market

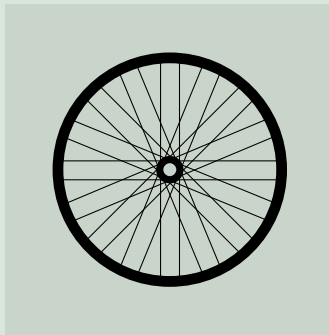
by region, in 2030

US



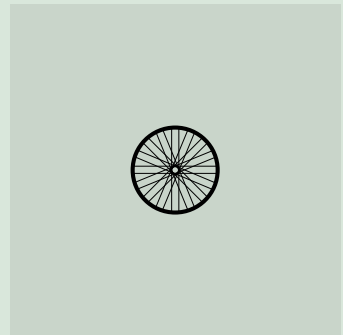
\$ 200–300 billion

EU



\$ 100–150 billion

CHINA



\$ 30–50 billion*

Stakeholders have invested more than \$5.7 billion in micromobility start-ups since 2015, with more than 85 percent targeting China. The market has already attracted a strong customer base and has done so roughly two to three times faster than either car sharing or ride hailing. In just a few years, for instance, several micromobility start-ups have amassed valuations that exceed \$1 billion. Most launches of shared micromobility take place in conducive environments. Urban consumers already value and

use solutions for shared mobility, such as car sharing, ridesharing, and e-hailing. What's more, micromobility appears to make people happy—it's faster than car-based trips in many situations, and users often say the freedom of being in the fresh air traveling to their destinations while avoiding traffic jams puts a smile on their face. Micromobility could theoretically encompass all passenger trips of less than 8 kilometers (5 miles), which account for as much as 50 to 60 percent of today's total passenger miles

traveled in China, the European Union, and the United States. For example, about 60 percent of car trips are less than 8 kilometers and could benefit from micromobility solutions, which could also cover roughly 20 percent of public-transport travel (in addition to closing the first- and last-mile gap) as well as all trips done by private bike, moped, scooter, or walking today.

to optimise management of fleets of scooters. With the brand name LINK, Superpedestrian is taking over many American cities. A few weeks ago it reached Italy's shores too, in Rome. Directing our gaze further ahead, the question that begs to be asked is the following: does the situation we have found ourselves in since the beginning of 2020 represent the prelude to the decline of cities—densely packed spaces that are destined to deplete in the face of remote work and the relentless threat of new contagions? In truth, I believe the answer is no.

Many of us have already begun to rethink our journeys. This has enabled us to better manage traffic flows

I believe that, in the long term, we will return to our shared lifestyles. We will return to full stadiums, to hugs and kisses and even to sweaty handshakes. Our old cities have faced catastrophes and pandemics on devastating scales, and they have always overcome them. In the mid-14th century, the Black Death killed 60 percent of the population of Venice. This did not dissuade us from living in its beautiful alleys or filling its theatres in the centuries that followed. I believe that in the not-too-distant future we will once more return to the Teatro La Fenice, crammed in side by side. None of this means of course that the city will return to the way it was before, with its traffic jams and its

inefficiencies. We would be well served by an approach that could adopt a name that may have a note of familiarity to many readers: “Flattening the curve of the city”. What do I mean? The mantra of “flattening the curve” that we are all familiar with is based on the idea that the spread of the COVID-19 pandemic can best be contained by distributing it over a longer time. Social distancing and the adoption of masks will not halt the virus, but they do contribute to slowing its spread—avoiding overcrowding in hospitals and a shortage of respirators or beds.

And so a similar approach would also be applicable in other contexts. When demand outstrips a system's maximum capacity, it becomes congested and spirals out of control. This is true of any infrastructure—hospitals, motorways or electricity grids. By targeting a “dilation” of demand for medical services, the strategy of flattening the curve has saved countless lives. The same strategy could now enable us to support our cities and make them more liveable.

Take the example of traffic: civil infrastructure is placed under regular strain by peaks in demand. The morning commuters snarl up the streets, causing traffic jams and accidents. The same is true of the afternoon or evening, when people return to their homes. And so, instead of deluding ourselves that the problem can be resolved by building ever-wider roads in a never-ending race that results in significant loss of land—and inevitably to no avail—we can consider a different approach. In order to “flatten the curve of the city” and make our cities more efficient, we can work to minimise the peaks in demand on our transport infrastructure. The potential for flexibility in our

Carlo Ratti

An architect and engineer by training, Professor Carlo Ratti teaches at MIT, where he directs the Senseable City Laboratory, and is a founding partner of the international design and innovation office Carlo Ratti Associati. A leading voice in the debate on new technologies' impact on urban life, his work has been exhibited in several venues worldwide, including the Venice Biennale, New York's MoMA, London's Science Museum, Barcelona's Design Museum and Bi-City Biennale of Architecture and Urbanism. Three of his projects – the Digital Water Pavilion, the Copenhagen Wheel and Scribit– were hailed by Time Magazine as 'Best Inventions of the Year'. He has been included in Wired Magazine's 'Smart List: 50 people who will change the world'. He is currently serving as co-chair of the World Economic Forum's Global Future Council on Cities and Urbanization.

For further information visit:

www.carloratti.com and senseable.mit.edu



working routine that has been uncovered by COVID-19 offers a unique opportunity for us to replan our cities with a prudent eye to avoid a return to the overcrowding of civilian infrastructure. Over recent months, many of us have already begun to rethink our journeys, staggering our office hours and days. Beyond reducing the risk of the spread of contagion, this has also enabled us to better manage traffic flows.

The hope is that we will all be able to maintain this flexibility once the pandemic is over. We can try to picture how it would work if someone in our team were to begin their day via Zoom, coming into the office only at around midday, while another was sat at their desk from 9am and left for home in the early afternoon to continue to work remotely. By adopting such an approach, we would have eliminated rush hour, made cities more liveable places and prevented large crowds in tight spaces such as public

The hope is that we will all be able to maintain this flexibility once the pandemic is over

transport. The advantages in terms of our health and comfort are self-evident. After the dramatic experience of recent months, the moment will arise to test our resilience and ability to provide a collective response, to flatten the curve of our cities.

→ Right

A man on an electric scooter rides past bicycles parked in the Bois de Vincennes, Paris.



How We Adapt to Change

A multi-story apartment building at night. The balconies are lit up, and several people are visible on different levels, some with their arms raised in celebration or excitement. The building has a modern design with large windows and balconies. The foreground shows a gravel area with some sparse vegetation.



Residents exercise on their balconies following fitness trainers in Nantes as a lockdown is imposed to slow the rate of the coronavirus disease (COVID-19) spread in France.

What happens when we face a crisis, or when something exhausting, painful and unexpected enters our lives? The risk is that we fail to cope. In such scenarios, **our brain taps into resources it has never called on before, that enable us to absorb the impact of adverse situations** without leaving us broken and destroyed.

This ability to confront and overcome is what we refer to as resilience, and it enables us to transform a crisis into a moment for transformation and growth, from which we evolve and emerge stronger.

LEAVING THE COMFORT ZONE

As human beings, we go through life with a consistent preference for staying within our safe and protected confines. We sail through quiet seas and change our course only if we know the way, if the weather is fair. We dock in a safe haven and may choose not to leave it again. This experience is what we might refer to as our “comfort zone”. But life often has other ideas. Indeed, life continues to happen. And it finds new and unexpected ways to reach us, forcing everything up in the air as it does. The COVID-19 pandemic is perhaps the most conspicuous manifestation of this. This global upheaval has come crashing into our lives with the force of a tsunami. The lockdown, in many parts of the world implemented from one day to the next, forced us to completely transform our lives and reconfigure all of our priorities, our daily routines and our goals overnight. It is often the case that unexpected events force us to reorient our lives in new directions. At the precise moment when we least anticipate it, such a disaster slices through the certainties of our lives. It is in that place where the crack forms. And that can shatter us. Or we can re-evaluate ourselves in a deep and meaningful way around where the fracture has formed. We can cross terrain that challenges us, drains us and risks breaking us, to eventually discover the way to put it behind us. Looking back at it, we then appreciate how that experience added new skills and knowledge to our lives. It has made us different, and in many ways improved.

KINTSUGI:

CONVERTING CRISIS INTO OPPORTUNITY

In Japan, there is a traditional art known as Kintsugi, a compound word formed of the words for gold (“kin”) and repair (“tsugi”). When a valuable object breaks or cracks, we almost inevitably throw away the pieces and experience the sadness associated with loss. In Kintsugi, by contrast, those pieces are collected and restored to their original form. As part of the restoration process, however, the lines of the cracks are emphasised by coating them with a precious metal. In this way, a broken object, now repaired and refined, is transformed before our eyes. Is it the same object as before? Is it something else? Both are true. We would not have this new object, were it not for the old one breaking. At the same time, the new object contains within it all the history of the old one, in addition to its new identity. The process of breaking, with the subsequent repair and decoration work, produces something that is simultaneously old and new. This is the same thing that happens to us when we encounter a pivotal moment in our existence, one in which we are reshaped. In this way we become “new to ourselves”.

ADOBE / MOYCHAY





ADAPTING TO CHANGE

The modern world, the globalisation of our existence, the precariousness and the fluidity in which our existential journey takes place, have seemingly made instability a “lifestyle” that encapsulates our lived experience. If, once upon a time, one would adopt a trade which they would then hold on to until retirement, the constant flexibility of the present day job market forces each of us to be open to movement and change and to the constant acquisition of new skills. This is precisely what the COVID-19 pandemic has done to our employment model. It has forced many of us to find new ways to carry out our professional duties while under lockdown restrictions. From working in an office, many of us have switched to remote work. The term “smart working” has become de

**Life continues
to come at us.
And it finds us in
new ways, forcing
everything back
up in the air**

rigueur during this period in which the world has ground to a halt. How have we reacted to this transformation? For many people, adapting to this paradigm shift has been exhausting. Yet slowly but surely, we have increasingly learned to adapt and improve this new method of managing our careers. Many have come to appreciate benefits that they would never have considered before, had they been



faced with a hypothetical reorganisation of their professional lives. We have adapted to change. It has not been an instantaneous process: we have learned, we have multitasked, we have sought assistance from people who have provided support and advice. Support networks have been constructed around us that have replaced the initial inflexibility—that left us feeling inadequate and ineffective and created frustration and anxiety—with an adaptability to this new reality. This has enabled us to truly grasp the meaning of the idiom: “Making a virtue of necessity”.

RESILIENCE IS A CONQUEST

Resilience is always a conquest. It is not achieved by staying put within one’s

↑ Above

As Thailand’s tourist economy suffers a near-total shutdown from travel restrictions due to the new coronavirus, employees in the industry have been forced to improvise to make ends meet.

comfort zone. Emerging resilient from a crisis requires hard work, necessitates experiencing pain, and involves travelling along a treacherous path and knowing that every step carries with it the risk of a fall. As psychotherapists, this is all too familiar for us from our first encounters with new patients. Often it is in our clinic that they begin the journey towards creating a more resilient version of

**This is the resilience:
the ability to give
meaning to that which
appears to have none**

Alberto Pellai

Doctor and childhood psychotherapist with a Ph.D. in Public Health. He is a specialist in hygiene and preventive medicine, and works as a researcher in the Department of Biomedical Sciences at the University of Milan. He was previously a post-doctoral fellow at the US National Committee for Prevention of Child Abuse. In 2004, the Ministry of Health awarded him the Silver Medal for Services to Public Health. He has published dozens of scientific studies and has been invited as a guest speaker to a number of national and international conferences. He has published books for teachers and parents, including: “Tutto troppo presto” (“It’s All too Early”) and “L’età dello tsunami” (“The Age of the Tsunami”) (DeA Planeta), best-sellers that have gone on to be translated in more than ten countries. He is a resident expert and columnist for Famiglia Cristiana, Family Health and Radio 24. He has almost 100,000 followers on social media.



themselves. That is where a person responding to a crisis turns in order to better understand how to tackle it. Then, session by session, the subject engages in soul-searching, begins to assume their responsibilities, to understand which skills they will need to hone in order to emerge stronger. It is not the therapist who creates the change. Rather, it is the patient who uses the therapist as a tool for change, to develop flexibility and new ways of approaching and overcoming the dark place in which they felt lost and isolated. A crisis thereby becomes a means for regeneration and rebuilding, to emerge stronger and more rounded. We do the same with our children when they go through struggles as they grow up, when the growing pains of adolescence leave them feeling disoriented and unsafe. There is a risk here of a developmental impasse that leaves them trapped in the starting blocks to avoid them being swept away from the impact of the oncoming wave. When this happens, it is up to us to set them back on the path. We cannot take their place in the struggle; we

cannot place the burden and the suffering that is holding them down onto our own backs. What we can do is make sure they know that we are at their side on this challenging journey, that they will not be left alone and abandoned in the fight. That “you and I” creates “us”. In all stories of resilience, this remains a consistent and immutable truth. Nobody saves themselves. Acquiring resilience in the face of a crisis necessitates a series of measures which appear with a certain frequency, albeit taking into consideration the specifics of a given situation:

A: There is a need to develop a realistic awareness of the situation, avoiding adopting a victim complex (“everything happens to me”), a “cursed” narrative (“nothing ever goes right”) or a sense of impotence (“I can’t do anything about it”)

B: Identify those who are able to help us in facing the challenges in front of us, drawing on both personal networks (friends, family, colleagues who we can rely on for support) as well as professional ones that may be able to provide technical and qualified assistance should it be necessary (for example if the event in question has resulted in traumatic or unexpected emotional reactions).

C: Experiment by adding new relationships and new experiences, incorporating abilities and competencies that have rarely been employed in the past.

especially in the worst times: tragic events and natural disasters impact individual communities with devastating and destructive force. Rising back up is a mutual process that involves creating systems of self-help and building bridges of solidarity. It is here, where previously there was only destruction, that the power of regeneration appears. This is the essence of resilience: the ability to give meaning to that which appears to have none. The ability to feel whole, even when we are full of cracks. We are undoubtedly not the same as we were before. But neither are we worse off. There remains within us a memory of a powerful force that challenged and tested us. It could have broken us. And instead it made us stronger.

BUILDING A SAFETY NET

The stronger the social safety net we possess—one in which we feel accepted and supported—the better our ability to overcome a crisis becomes. Resilience is a dimension of the individual that always reflects the attitude of the community to which they belong. This shines through



RED IS FIRED UP

Our passion and energy means
we never sit still.
Find your rhythm at Generali.com





WE'RE ALL ABOUT YOU

We're Telling the Whole World About Our *Reditude*



THE EDITORIAL OFFICE

Being a Lifetime Partner means being there for our clients, offering them a human touch while making the most of the existing digital technology. Generali's new campaign places the agents, the brand and the products that provide solutions to our everyday needs in the centre.

Red is not just our colour it's our attitude. It's about having heart, being passionate... and human. It's about going further, never sitting still. Being dynamic, not accepting things as they are. Being proactive. Taking the time to get to know you. Focusing on advising, not just selling. Removing complexity to make things simpler. And using all our knowledge and expertise to prevent bad things from happening in the first place. That's what we call Reditude.

We have captured this passionate attitude in our first-ever global brand campaign. In a COVID-19 context where Consumers are looking for brands with empathy, care and humanity, the Reditude campaign celebrates with heart, soul, and pulse – projecting our caring, empathetic and dynamic characteristics and especially how these qualities are adding value to our Customers' lives. Qualities that we know people are looking for in brands now more than ever.

Building a strong brand is one of the fundamental pillars in the Generali 2021 strategy. With our new Reditude approach, we connect emotionally with our existing and prospective customers.

Our new campaign positions us at the frontline of efforts to find solutions and develop new approaches based on our knowledge, expertise and, above all, our humanity. Now is the time to support individuals, businesses and institutions to meet the new normal with resilience and positiv-

ity – all summarised in our action-oriented tagline: "We're All About You".

The Generali Reditude brand campaign follows a first phase focused on celebrating and empowering our 155,000 plus agents who embody the true meaning of Lifetime Partner, as they relentlessly provide relevant ongoing advice and customised products and services to customers, while a third phase will be centred around key Generali Propositions in 2021.

First launched in Italy and Spain, then in Poland, Indonesia, Hungary, Austria and a dozen other countries where the Group operates, the campaign is a powerful step in Generali's ongoing mission to enable people to shape a safer future by caring for their lives and dreams.

Ownership, Simplification, Human Touch and Innovation: These are the Lifetime Partner Behaviours underpinning the spirit of Reditude. This is our dynamic, contemporary and fresh approach we deliver our Customers every day – the way each of us acts as Lifetime Partners. This is how we are rewriting the story of our industry.



← Left

Isabelle Conner, Group Chief Marketing & Customer Officer, Generali.



We Have Been There Through 190 Years of Global Transformation





THE EDITORIAL OFFICE

Generali has seen many changes over almost two centuries of its existence: conflicts, borders changing, habits evolving. And we have successfully overcome them all. That is why we believe that resilience is part of our DNA.

The current pandemic is in many ways still an evolving situation, especially if we attempt to tease out predictions for the medium- and long-term consequences with any degree of certainty. It rapidly transformed from a health crisis into a

In the early '30s, challenges included fiscal fragmentation and interference by national governments

global recession with an immediate impact on the real economy. If, however, it should prove impossible to obtain answers regarding the immediate future, perhaps it is nonetheless possible to examine comparable situations from recent history. Challenges to which our socio-political and socio-economic systems rose with remarkable efficiency, demonstrating an unexpected ability to react and adapt.

Generali's own history may serve as a privileged vantage point for such an overview. There are not many companies that can boast superior longevity, and that are able to demonstrate sufficient resilience to overcome the discord and tremors of (almost) 190 years.

Two world wars, global stagnation and recessions, social and political crises with profound systemic impacts: there are too many examples to name, touching on every major shift from 1831 until the present day. One unique and unprecedented scenario.

Following the line traced by Reinhart and Rogoff¹ in their detailed descriptions of 100 economic cri-

↖ Previous

The Great Crash of 1929, and lessons taming the crisis of 2008." This undated photo shows traders working in Wall Street, in New York. October 1929 was the beginning of the 1929 Stock Market Crash.

← Left

Opel K-40 factory, 1950s

↓ Under

People atop the Berlin Wall near the Brandenburg Gate on 9 November 1989.

¹ Carmen M. Reinhart and Kenneth S. Rogoff, *Recovery from Financial Crises: Evidence from 100 Episodes*, 2014.



ses from recent history, there are essentially two that are in some way comparable with the present circumstances: the Great Depression of 1929 and the financial crisis of 2008 (which Rogoff terms “The Second Great Contraction”). It is therefore fascinating to examine not so much the impact of the ‘29 crisis on Generali as the strategies and countermeasures the company took to guide it through and into the next phase.

The cornerstones of this remarkable resilience to earth-shaking shifts in history can perhaps be found in Generali’s original DNA: the international outlook, solidity as an inviolable principle, an ability to innovate.

In the early ‘30s, most of the obstacles to the company’s growth took the form of fragmentation of monetary systems and increasingly overt interference by national governments in economic affairs. Fragmentation of the financial system and the rise of nationalism were two consequences of the Wall Street crash. For Generali, following sustainable growth meant acting on multiple fronts—a defensive approach in attempting to counteract increased market risks while nonetheless expanding into new areas of growth at the same time. It is not by chance that in the immediate post-1929 period, the company expands its activity in key territories (including those vital to its future fortunes) such as Germany, Spain, the Netherlands, Hungary and Poland. By entering the 1930s already structured as a multinational corporation, Generali proves to be ahead of its time, with 36 subsidiaries—29 in Europe, four in the Americas, two in Africa and one in Asia². Our foreign partners are companies with a degree of autonomy, able to develop and expand within their territories, diversifying the risks and sources of income for what we would today refer to as the “parent company”. At the same time, in order to overcome the drive toward protectionism and the financial risks involved, the company reinforces its investment in the real estate and agriculture sectors, increasing and reinforcing the company’s val-

ue. The historical belief in solidity also manifests itself through Generali’s participation in systemic initiatives that have left a mark on Italian history, such as the contribution of capital towards the establishment of the IMI and IRI³. The ability to stay ahead of the curve when it comes to innovation is notable in the adoption of new technologies to

In the immediate aftermath of the war, the headquarters found itself in a city, Trieste, under the control of the Allied Military Government

manage the increasingly complex mountain of data that accompanies the company’s growth. Indeed, it is during this period—1932 to be exact— that the pioneering decision is taken to create a first “calculation centre” to store and supply increasingly complex calculations of technical provisions and production.

The main promoter of this pioneering undertaking was Bruno de Finetti, one of the most eminent 20th-century Italian mathematicians, who worked for the Company from 1931 to 1946.

If the ‘29 crisis was to have a profound and long-lasting economic impact, the Second World War would result in unimaginable consequences in terms of loss of human life and destruction in the countries where it was fought.

For Generali, the consequences of the war were inevitably equally dramatic. In the immediate aftermath of the war, the headquarters found itself in a city, Trieste, under the Allied Military Government, separated from its unhappy marriage to the



State of Italy, while the companies and assets that fell under Soviet command were stripped from the company's control.

Two events in particular are symbolic of this period: the approval of the 1944 budget which took place only in 1946 (a one-off event in the history of the company) and the transfer of the company's legal headquarters from Trieste to Rome. Despite the confusion and uncertainty of the time, the company was able to recapture important professional skills that had been lost and dispersed outside of Italy's borders, largely as a consequence of the racial laws passed during the Fascist era. The financial stability afforded by the Bretton Woods⁴ agreement was the key that revived the business sector in Europe, with its renewed and balanced circulation of capital. Alongside the revival that was starting to take shape around the continent, the company was further able to identify new commercial opportunities in South America. It also acquired Buffalo—a leading US company—in 1950, expanding its corporate structure to 62 subsidiaries around the world.

The post-war stabilisation enabled Generali to continue to carry out a vital supporting role in Italy's socioeconomic recovery. In effect, we could say that the growth of the Company – one of the few authentically “multinational” entities in post-war Italy – contributed to the country's economic recovery. At the same time, Generali has always been tangi-

↑ Above

Soyuz TM8 launch, insured by Generali, 1989.

² VV. AA., *The Age of the Lion. Assicurazioni Generali's long journey from 1831 to the third millennium*, 2015, pp. 80-et seq.

³ Anna Millo, *La stabilizzazione sfuggente: Assicurazioni Generali tra le due guerre*, in *Italia Contemporanea*, no. 291, 2019, pp. 30-et seq.

⁴ Giandomenico Piluso, *Una multinazionale o una "comunità internazionale"? La ricostruzione della rete estera delle Assicurazioni Generali, 1945-1971*, in *Italia Contemporanea*, no. 291, 2019, pp. 37-et seq.

↓ Under

A shopper passes a Woolworths store in Altrincham, northern England, December 27, 2008. Administrators began closing the stores of Woolworths - one of Britain's best known retailers - on Saturday. The household name, which sold everything from chocolate bars to toasters and televisions, is the highest profile retail casualty of the global financial crisis and Britain's economic downturn. Woolworths collapsed into administration in November and its administrators said earlier this month all its stores would close by Jan. 5, with the loss of 27,000 jobs, unless a last-minute buyer could be found.

bly committed to supporting local communities and districts; this vision of how to do business would remain a constant feature over the following decades, thus representing a deeply-rooted identity within the sustainable business vision typical of our time. But the reconstruction years were also a fertile period for innovation with respect to insurance products. The world was emerging from the war with a renewed drive towards industrialisation and global expansion of trade. This necessitated new insurance coverage solutions that were capable of rising to the complex challenges of the new era: when it came to meeting these challenges, Generali was unquestioningly well-equipped to stand at the forefront of the European and international insurance sector.

REUTERS / PHIL NOBLE



The process of European integration, which began with the Treaty of Rome in 1950, was perfectly aligned with this aforementioned period of post-war recovery. The openness to internationalisation that had always typified Generali was a perfect fit for the most important stages of creating a reunified Europe, initially reunited under the banner of free circulation of goods and capital and later, under the fundamental principles of a political union. The company's alignment with this pro-European drive would be in perfect harmony with the operating ethos of the Generali Group which, over the course of the following decades, has been careful to preserve and promote multiculturalism as a determining factor in its business activity, shying

away from protectionist policies and the revival of nationalist dynamics. This led to careful planning that resulted in a harmony between the evolution of the insurance industry and sustainable growth of the socioeconomic systems in which the company was active.

The development pathway that resulted and that carried the company forwards from the latter half of the 20th century and into today can serve as a model to assist in facing the unpredictable scenario that appears set to dominate our immediate future. Internationalisation, solidity and innovation have been a constant lodestar for Generali throughout its history, enabling the company to maintain a global

Internationalisation, solidity, innovation enabled us to overcome occasional moments of discontinuity

presence in the insurance industry and to overcome the occasional tremors without compromising the founding principles of the company—rather leading to deep-rooted and necessary changes in the wake of shifting circumstances. Recent proposals for a pandemic relief fund based on collaboration between European institutions, national governments and leading insurance providers are an unequivocal manifestation of such a shift. Providing new solutions is, after all, a necessary precondition to tackle the emerging challenges. This is true not only for the most immediate phase of the crisis, but primarily as a response to the new questions surrounding a model of globalisation that had come to seem inevitable and irreversible.



The Most Vulnerable

As soon as the COVID-19 pandemic broke out, The Human Safety Net acted to ensure the continuity of its programmes, reduce the digital gap of vulnerable families and refugees, and support NGO partners' digital transformation.

Coffee as the product of resilience and peace. Café Populaire, supported by THSN in France, offers a sustainable product that comes from farmers based in Colombia. When the Covid-19 pandemic hit coffee and restaurants, which made up to about 80% of their revenue, they started selling it directly to people stuck at home.



Need Fast Responses



Three years after its launch, The Human Safety Net is working harder than ever to reduce the social inequalities exacerbated by the pandemic, for a more just and inclusive society.



THE EDITORIAL OFFICE

← Left

Children playing together in Spain. From the beginning of Covid-19 emergency, the great majority of meetings with families and coaching for refugees took place on line.

On 14 March 2020, the lives of millions of people around the world took an unexpected turn. The outbreak of the COVID-19 pandemic has had a massive impact on everyday life and habits. Still, it has taken an even heavier toll on the already fragile situation of vulnerable families and refugees. What they need most is information, help to cover their basic needs, and psychological and educational support to continue their life journey.

In the 23 countries of operation worldwide, The Human Safety Net's response to support the beneficiaries of its programmes amidst the COVID-19 crisis consisted of three steps.

First, the provision of immediate help to meet basic needs thanks to the collaboration with local NGOs. Food and hygiene kits, for example, were quickly distributed to families who lost their income owing to the pandemic in countries such as Argentina, Indonesia, Malaysia and many European countries.

Second, the quick activation of financial support to fill in the digital gap of both NGOs and beneficiaries and accelerate the transformation of NGO partners in the virtual space. Partner organisations were able to continue their activities, maintain contact with the families and refugees they support with data plans and devices, and start creating a long-term, sustainable digital infrastructure to reach more people and available to the entire community of partners.

Third, the activation of Generali employees as both volunteers and subject experts who can share their professional expertise to better accompany The Human Safety Net's partner organisations in their digital journey. In Slovakia, for instance, Generali employees organised a collection of used smartphones for vulnerable families. At the same time, our Slovenia IT experts regenerated laptops and tablets and gave them to children so that

23

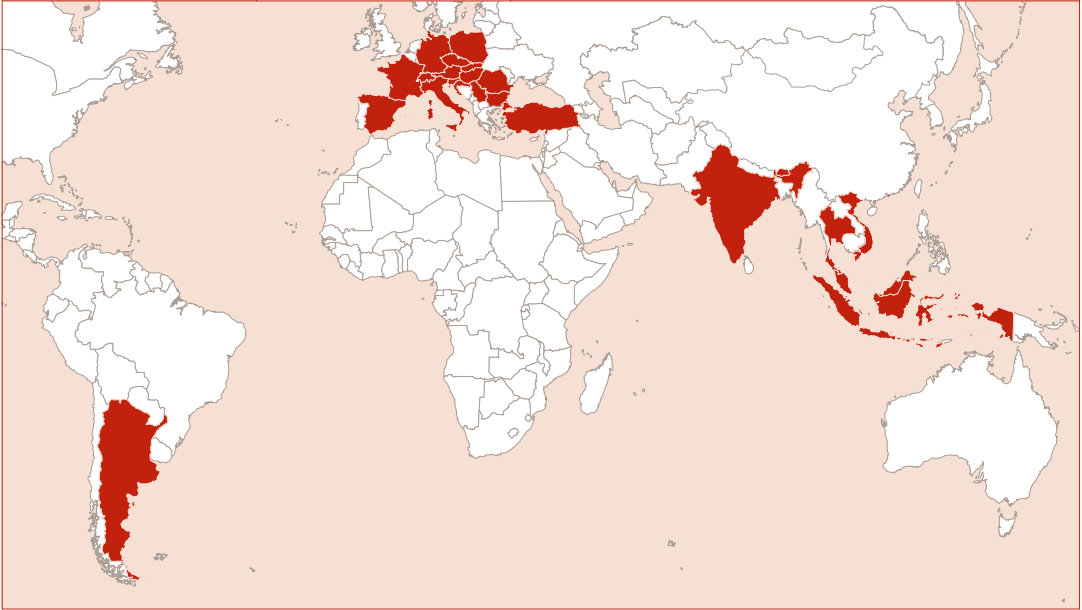
countries active

48

partners

+30,000

parents, children and refugees reached



they can keep up with school. During the summer, The Human Safety Net's partners participated to a series of seven webinars aiming to boost NGO digital skills but also to learn from existing technological solutions. Two of the webinars were held by Generali volunteers from Group Digital and Group Marketing, and focused on product management and content design.

Business interruption is another effect of the pandemic: it had severe consequences on the economy as a whole, but businesses as the refugee start-ups which have recently started operations within The Human Safety Net's programmes risked even more than others. NGO partner organisations in Germany, France and Switzerland rapidly reorganised their activities online, provided internet connections and devices

to ensure the beneficiaries' participation in the programme and, with the support of our countries of operation, financed the young entrepreneurs' newly launched businesses.

However, even the post-lockdown period is posing some serious challenges, as the needs of vulnerable families did not change while their situation was worsened by the health and

THSN supports the creation of long term, sustainable digital infrastructures to reach more people and make it available to the entire community of partners

economic emergency. For this reason, in addition to donations of food, basic hygiene materials, and tablets or smartphones to enable children to join online classes, The Human Safety Net's NGO partners have strengthened their digital solutions (like social media groups and apps) to keep in touch with families. The Human Safety Net's partners' educators and social workers are often engaged in one-to-one educational and emotional support for parents, now more important than ever.

Three years after the launch of The Human Safety Net, the concrete actions implemented during the COVID-19 emergency confirm the maturity of the project and Generali's commitment to stand with and support local communities in becoming self-reliant and regaining control of their own lives and future.



↑ Above

The Human Safety Net published its first Activity Report in July. Discover more about the stories of children and refugees, of volunteers, our approach, ways of working and our key facts and figures at thehumansafetynet.org/activity



How We Go to School?



Art installation of empty school desks stands at the National Mall, near the Washington Monument.

At first, distance learning was a lockdown-induced necessity, then a problem, as it stripped education of certain fundamental human aspects.

It is up to us to see if **we can turn it into an opportunity for tomorrow.**

THE EDITORIAL OFFICE

→ Right

Isabel Martin del Campo, helps her daughter Ines, 6, on her virtual class, while her husband Alexis gets ready to go to work, as millions of students returned to classes virtually on Monday after schools were ordered into lockdown in March, due to the coronavirus disease (COVID-19) outbreak, in Mexico City, Mexico.



The Covid-19 pandemic and subsequent lockdown period has brought with it a series of side effects that, in some cases, have forced us to rethink aspects of our lives that seemed set in stone. An example of this is school and everything surrounding it, in terms of not only teaching, but also the organisation and management of family life. The consequences of this upheaval did not take long to become evident: not only was one of the fundamental human rights, the right to education, interrupted – albeit partially – but the difference between well-off and highly cultured families and those with a lower level of education became clearly underscored. While in the former the closure of schools was generally compensated with other activities of all kinds, the latter struggled to find adequate alternatives and they are often, unfortunately, insufficient. In addition, problems within families may

arise due to children being at home all day, both when one parent makes a sacrifice (much more often mothers) to take care of them and when babysitters can provide support that, however, comes at additional expense. In light of this situation and, considering that coronavirus is not a challenge that will be won in the short term, it is crucial to step-up our ability to support families through substantial aid, not just of the economic kind. An example is well-planned distance learning that allows students to keep up with the acquisition of knowledge and skills. But this is not enough. It is just as important that the educational aspect be accompanied by an approach that also considers the formative and educational role that school plays in our societies. The rapid economic and social changes resulting from technological development suggest that schools must provide the fundamental

Rudolf Steiner,

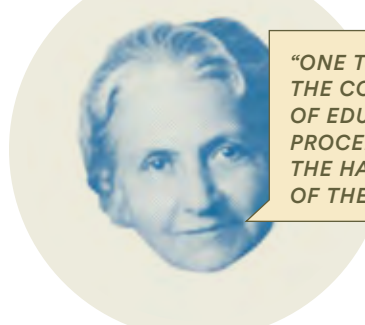
1861–1925



*“OUR GOAL: OUTLINE
A MODEL OF PEDAGOGY
THAT ENCOURAGES
LIFE-LONG LEARNING
FROM LIFE ITSELF.”*

Maria Montessori,

1870–1952



*“ONE TEST OF
THE CORRECTNESS
OF EDUCATIONAL
PROCEDURE IS
THE HAPPINESS
OF THE CHILD.”*

tools to increase, deepen and modify knowledge, without limiting themselves to simply pass this on. Unlike other educational interventions, the formative aspect of school involves two interconnected components: intentionality, as the school’s specific task is to teach through education; and systematicity as schools set the goals to be achieved based on the general educational goals established by law

**The difference
between well-off and
less fortunate families
has been clearly
underscored**

and, to this end, seek the methods, teaching materials, pedagogical solutions and curricular paths to carry out this task.

In order for this strategy to take hold, however, it is important to update and evolve the respective tasks of the three

Alexander Neill,

1883–1973



*“THE ONLY GOOD
EDUCATION IS ONE
THAT ALLOWS FOR
EMOTIONAL RELEASE.”*

pillars of the educational system: school, society and family. In this context, models of alternative schools, both past and present, can serve as examples. In various countries, several schools differing from the classical method have emerged and have been multiplying over recent years, giving rise to a high demand for an alternative education for children. But what are alternative schools, and what are their objectives? Published in 1997, “The Parents’ Guide to Alternatives in Education” by Ronald E. Koetzsch describes over 20 types of alternative schools and six innovative “trends” in public education. The differences between them mirror the moral and philosophical orientations that inspired them: some aim at maximising the freedom to learn, while others provide differing structures of child rearing. Again, some are rooted in specific religious or cultural views, while others are based on social justice or ecologic wisdom ideals. According to the same book, it is possible to distinguish different school models

according to criteria such as, for example, transmission models; learning; social systems. In addition, there exist several approaches to teaching and governing schools: it is possible to identify schools that focus on unique teaching approaches such as the “Montessori Method”, based on the ideas of Italian educator Maria Montessori; the Waldorf schools, inspired by the pedagogy of German educator Rudolf Steiner; the so-called “intelligence schools”, based on the theories of Harvard University psychologist Howard Gardner and conceived to help brilliant, creative and unconventional students; and the so-called Paideia Schools, founded by philosopher Mortimer Adler. Further examples are the schools based on experiential learning, based on the ideas of American philosopher John Dewey, and the so-called libertarian schools, which do not have codified teaching: each day the children, along with the teachers, decide and organise the subjects that will be studied and the learning methods to be used. Even the

↓ Under

Ostia, Rome. Recess at Piccola Polis, a primary school in the woods. There are 3 stage two classes and in 2019 stage three classes have also been added.

rules within the school are decided upon by the students. This is an excellent way of educating themselves and giving themselves limits and boundaries that are acceptable to them while conforming to their own feelings and those of others. In libertarian schools, where there is no mandatory attendance, it is a firm belief that each child is different and able to independently choose what he wants

There is high demand for an alternative education for children

to learn as he possesses an innate drive to grow and learn spontaneously. When children are left to express themselves, they will find the path



ROCCO RORANDELLI

most suitable to their own potential and will ask the teachers for support in discovering new topics and cognitive tools. In addition to the examples mentioned, there are also several alternative schools that base their “difference” on the place where lessons take place: for example “outdoor education”, in which students spend time outside instead of inside classrooms. These schools have both indoor and outdoor spaces where activities take place but give preference to time spent in contact with nature, wherever possible. Then there is “home schooling”, where activities take place at home, in a familiar environment for the child: in this case, there are no real educational programmes and it is left up to the child to choose which subjects to study and activities to carry out. Some

naturally arises: what could, or should, the school of the future look like? To answer, it is important to examine distance learning during lockdown in order to understand its potential and avoid its risks. It is essential for the education sector to increase the specific skills of teachers and allow them to make proper use of devices (“media education”). The post-Covid recovery could, therefore, be an opportunity to rethink education in future schools and prepare teachers and, in general, education professionals to promote the development of what specialists call “emotional intelligence”, which is usually neglected by the school system that all too often concentrates on cognitive skills rather than the importance of feelings in the growth of an individual.

This could be an opportunity to rethink education in future schools and to prepare teachers accordingly

schools may be more structured than others, depending on the teachers and students involved. In home schooling, parents generally become responsible for the direct education of their child or collaborate with professional teachers. The domestic environment is thus reorganised around an educational function and this is often shared with other parents who gather in familiar spaces, creating small communities.

In light of the above, the question

E-Learning: the countries best prepared for the shift.

SOURCE: PREPLY, 2020

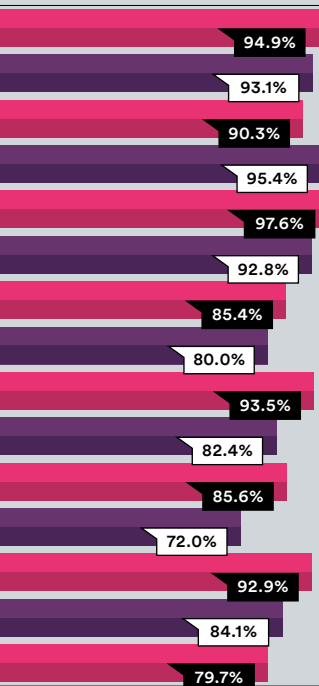
Closed schools, empty lecture halls, and abandoned libraries. COVID-19 has left educational facilities desolate. The global pandemic has created challenges education systems worldwide were unprepared to tackle. The urgent need to shift to online learning amidst social distancing restrictions has forced many institutions to quickly adapt. But providing fair and equal access to online learning on a national level has proved difficult. Digital education can only be as robust and accessible as the technological infrastructure in its country of use.

This study aims to reveal the countries around the world that were best prepared to adapt their education systems to e-learning. It analyses the countries in the OECD for a range of factors, including the costs of mobile internet, expenditure on education, and broadband download speed. The final results

COUNTRY RANKING

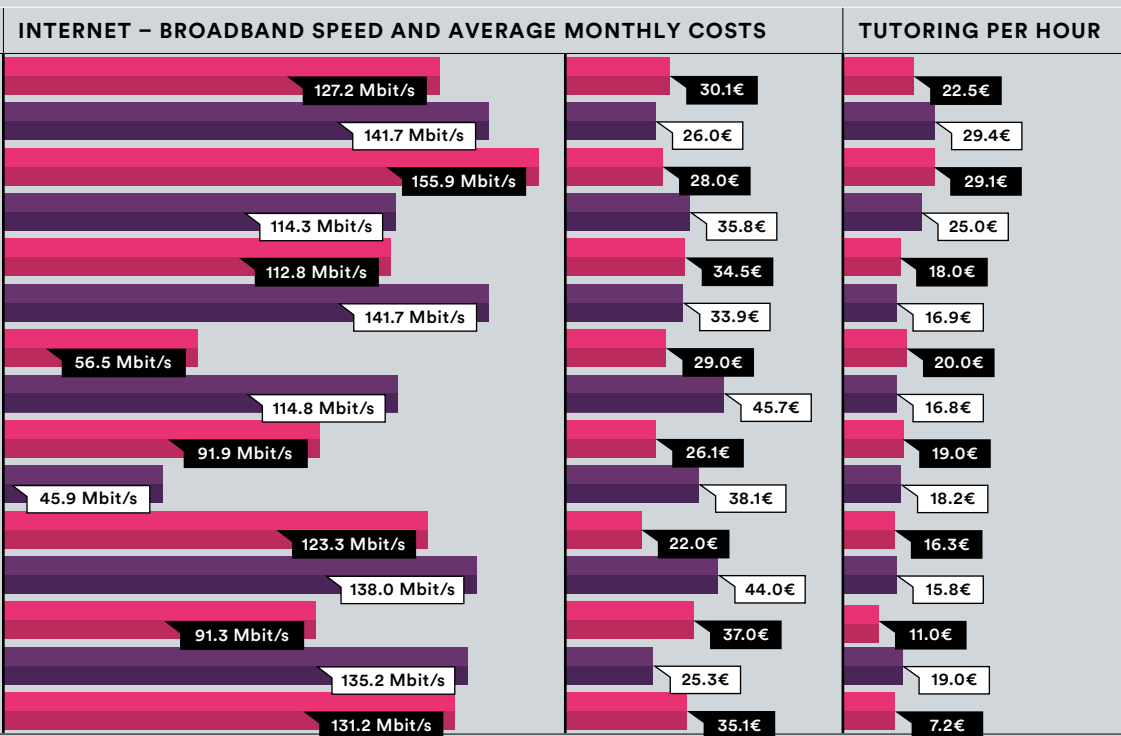
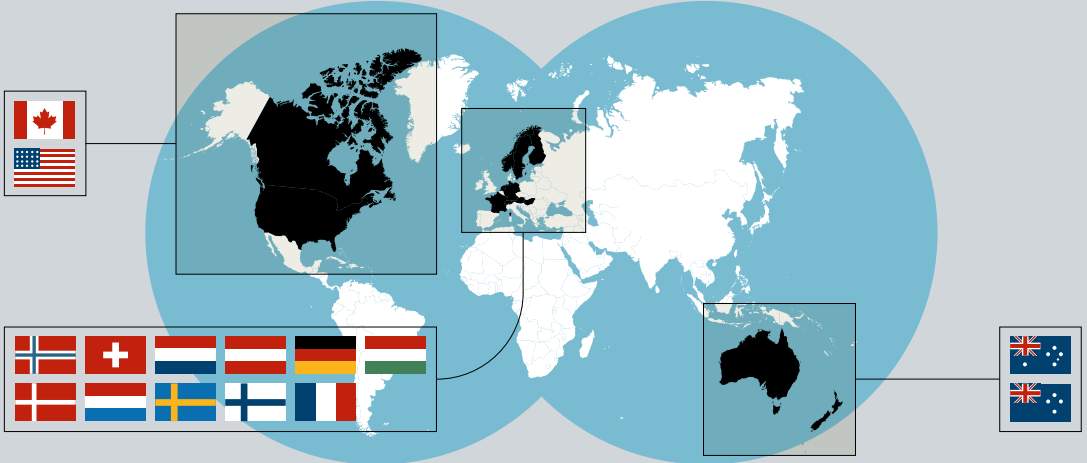
Rank	Country	Flag
1°	Norway	
2°	Denmark	
3°	Switzerland	
4°	Luxemburg	
5°	Netherlands	
6°	Sweden	
7°	Austria	
8°	New Zealand	
9°	Finland	
10°	Australia	
11°	Canada	
12°	United States	
13°	Germany	
14°	France	
15°	Hungary	

ACCESS TO COMPUTERS



were then standardised to offer a global ranking of the countries best prepared for e-learning. Throughout 2020, we have witnessed a sharp spike in the demand for e-learning courses. Online learning was already an integral part of many forms of

further education, particularly in vocational and adult courses, and COVID-19 has centred its role in national education. Many teachers have quickly adapted to the benefits of digitisation, and students are reaping the benefits.



All member states of the Organisation for Economic Cooperation and Development (OECD) were analysed for a selection of influencing factors in the following fields of investigation: "Accessibility of Online Education", "Internet Availability" and "E-Learning Climate".

Due to lack of data, the OECD member states Colombia, Iceland, South Korea, Lithuania, Latvia, Israel and Slovenia could not be included in the analysis.

A photograph of a dense field of tall green grasses, possibly wheat or barley, reaching towards a clear blue sky. The grasses are in sharp focus in the foreground and become more blurred towards the top of the frame. The overall tone is bright and natural.

The Green Side of the Crisis



Seagrass meadow an endemic species of the Mediterranean Sea.



As if the world grew tired of waiting, this pandemic is finally forcing us to **confront our obligations and our shortcomings towards the environment.**

THE EDITORIAL OFFICE

The coronavirus emergency is forcing us to learn important lessons, encouraging us to reflect on our society and, above all, on ways to reinvent development models to fight other threats to our future, such as climate change, once and for all. This will not be a simply academic exercise but will have an inevitable impact on government and corporate policies and must therefore be able to correct habits and lifestyles regardless of emergencies: unfortunately, we will see an increase in poverty in all its forms, but the ban on movement and production – if accompanied by an overall vision – may have beneficial effects on biodiversity, pollution and energy consumption. For example, the Covid-19 pandemic may contribute to speeding up interdepartmental work

← Left

A room in the Frank Gehry-designed Museum of Biodiversity in Panama City, Panama.

According to the United Nations, 9.3 billion people will populate the Earth by the mid-century. To meet the demand for food by 2050, production will have to increase by over 60%. Agroforestry systems include both traditional and modern land-use systems where trees are managed together with crops and/or animal production systems in agricultural settings. FAO recognises the advantages by believing agroforestry can contribute to improve the environment and the lives of people.

→ Right

Intercropping of Napier grass in coconut-based agroforestry system in Tumkur, Karnataka.

with solid bases in research and expert advice, with a view to finding a solution to the economic crisis that focuses on an ecological transition.

Encouraged by technology and public opinion, especially among younger generations, many companies are already making progress in this regard: Generali, for example, has adopted clear principles to fight climate change, increasing its commitment to green activities and offering environmentally friendly products. The company also decided to join Green Recovery, an informal alliance launched by the European Parliament to revive the economy through sustainable investments. The initiative is based on the belief that the need to

The need for recovery from the present crisis will offer an opportunity to rethink our societies and develop a new economic model

recover from this crisis will offer an opportunity to rethink society and develop a more resilient and inclusive European economic model in which finance and the planet are not at odds with each other. According to the signatories, efforts to combat the spread and consequences of the Covid-19 pandemic should not cancel out the fight against climate change and the destruction of the planet and they believe that one battle cannot be won

without the other. A further example, from the world of research, is the discovery of an eco-friendly solution to guarantee safe distancing on beaches during the post-emergency phase. The idea, developed by Enea in collaboration with Ecofibra, is to produce ecological security barriers using *Posidonia oceanica*, a marine plant found in large quantities on the basin of the Mediterranean Sea. The innovative project will place partitions padded with dried *Posidonia* to separate beach umbrellas and create pathways to the water in accordance with the current health regulations. On the other hand, while recognising the devastating impact the pandemic will have on economy and society over

the upcoming months and years, it seems increasingly clear that the planning of the post-emergency recovery offers an important chance to set the world on a path that concentrates on the fight against climate change, on environmental protection, combating the loss of biodiversity and safeguarding humankind's long term health and security, with the final goal of creating a cleaner, greener and more prosperous world for everyone. To do this, we must focus on a series of objectives that can be summed up as follows: Create a global security network based on nature, strengthening the weakest links in our global systems; Choose multidimensional solutions to resolve complex challenges; Act now; Establish





REUTERS / VASILY FEDOSENKO

↑ Above

A Belarusian farmer tastes honey made by wild bees in the trunk of a tree in a forest near the village of Sakaloyka, Belarus.

a “Marshall Plan” for nature. Regarding the first objective, nature and our economic systems are inextricably linked because the global food system is extremely vulnerable to the loss of biodiversity – this is why it is important to support natural ecosystems and consider them as a global security network for humankind. Concerning the second point, the Covid-19 emergency has revealed the urgency of acting as efficiently as possible when simultaneously resolving multidimensional challenges combining nature and development. A good starting point would be to engage in significant inclusive investments in agroforestry and regenerative agriculture that contribute to protecting biodiversity and mitigating greenhouse gases by over one third (agriculture is responsible for almost 30 percent of global greenhouse gas emissions), as well as preventing catastrophes and

supporting the more than 2 billion people living in poverty who are directly dependent on nature to survive. To achieve this, we must commit to acting immediately, adopting intelligent and strategic action. This means challenging the resistance to change by listening to science and nature's signals and using the best available data to make informed decisions on land use. Much like the Covid-19 emergency, taking measures to prevent species extinction

essential in order for these efforts to be successful. "We still lack the necessary political will", said Guterres, calling for "more ambition" on fighting climate change.

It is vital to support natural ecosystems and see them as a global safety net for humanity

and ecological collapse is mainly a question of timing. Finally, regarding the fourth objective, it is important to rethink our unified action and draw up a brave, coordinated and global plan. It is time, in short, for a Marshall Plan for nature that sufficiently invests in the protection, restoration and sustainable management of biodiversity and that places nature at the heart of sustainable development.

A common framework of action to facilitate this process already exists and must be taken into consideration: the 2030 Agenda for Sustainable Development and the Paris Climate Agreement, under which 121 nations have already committed to achieving carbon neutrality by 2050 through national action plans. However, as recently stressed by UN Secretary General Antonio Guterres, "brave, visionary and collaborative" leadership anchored in multilateralism is

Smart City

A blurred city street scene at night. In the background, a large building with many lit windows is visible. In the foreground, several people are walking on a sidewalk, and there are trees. The overall atmosphere is warm and urban.



Are our cities truly people-friendly? Is the current model the best we can do?

Increased efficiency is not only a necessity, but also an achievable target.

THE EDITORIAL OFFICE

The definition of “Smart City” provides a more precise idea of the direction in which urban competitiveness is moving in the era of globalisation. Optimising and innovating public services by connecting the material infrastructures of cities “for the benefit of its inhabitants and business”. The growing difficulties of industrial districts, combined with the increasingly urgent demand for innovation, is pushing researchers and politicians to question the real adequacy of urban configurations and to identify the reforms necessary to relaunch sustainable development and economic development.

Since the early 2000s, and especially with the outbreak and continuation of the economic crisis, it has become ever more current and urgent to improve the efficiency of cities as agents to generate development and improve the quality of urban life and the territorial balance.

World economic and international

→ Right

Soho Galaxy, designed by Zaha Hadid.







The Rio operations centre, COR, brings the city's 30 departments and private suppliers into a single control room.

Cape Town maintains its lead as one of the most intelligent cities on the African continent with the creation of an open-data portal. This portal crunches the data provided by, and for, citizens and communicates it to the public. The data provided in real time allows the city to optimise emergency response to fire and rescue: because of its topography and vegetation, Cape Town is indeed located in a fire sensitive area.

pressures push to enhance the potential of territories and increase their competitive capacity, also through institutional reforms such as the establishment of metropolitan cities.

The concept of “intelligent cities” was introduced in this context as a strategic system to contain modern urban production factors in a common framework and to underline the growing importance of Information and Communication Technologies (ICT) and of social and environmental capital in defining the city’s competitive profile, moving towards sustainability and ecological measures both of control and energy saving and optimising solutions for mobility and security. The “Smart City”, conceived for the first time on a global



level in Rio de Janeiro in Brazil, has taken on an increasingly important role in urban planning over recent years, especially in areas – Africa, Asia and Latin America – where the demographic “boom” is most evident.

When looking farther afield, it is easy to see how the digital revolution is taking place, for example, in most major African cities, despite the significant disparities in certain areas. All economic and service structures are preparing to make an unprecedented leap in their development: M-banking, digital civil status, connected water management, multi-modal transport, start-up incubators. Many services and projects have recently appeared in Europe to which the younger and more flexible African cities are

M-banking, digital civil status, connected water management, multi-modal transport, start-up incubators

adapting rapidly. A very connected, creative middle class is emerging in Africa that is keen to access stable infrastructures or services, which act as a driving force – together with states and businesses – for the harmonious development of these cities. The most challenging task now is to build models of intelligent city management that take into account the characteristics of each of the actors involved and generate new profits. There are examples of this in various African countries: from the “ecological city” of Zenata in Morocco, to the “technological city” of Konza in

Kenya; from the smart cities of Abidjan and Brazzaville in the Ivory Coast and the Republic of Congo respectively, to the 4G Square in Kigali, Rwanda. In this scenario, the sharing, exploitation and monetisation of the data provided by these new technologies are critical challenges for public and private African stakeholders, which demonstrates the importance of expert support to build or consolidate a virtuous ecosystem. If smart cities need advice to support their structuring, they also need tools to manage the system, such as the Digital Ecosystem Management (DEM) that connects digital readers with economic links. In fact, the DEM offers businesses involved in the telecommunication, automotive, media, financial, health and public services sectors the opportunity to transform their activities by rapidly designing, assembling and invoicing their services through the cloud. In light of this, it is clear that sustainable development – a crucial pillar for future generations – is also, and above all, a new way of conceiving cohabitation and, in this sense, that of the smart cities appears to represent the most convincing model.

The Team

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Assicurazioni Generali S.p.A.
Piazza Duca degli Abruzzi, 2
34132 Trieste, Italy
VAT No. 00079760328

Editor in chief

Simone Bemporad

Editorial staff director

Roberto Alatri

Editorial advisor

Christian Rocca

Editorial office

Group Communications & Public Affairs
editorial.communication@generali.com

Content Manager

Alberto Paletta
alberto.paletta@generali.com

Project Manager

Alessandra Gambino
alessandra.gambino@generali.com

Editorial and graphic project

Acrobatik — Trieste, Italy

Language support

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ELEMENTAL
CHLORINE
FREE
GUARANTEED



Awards



2019



2017 / 2019



2018



2018



2017



2017



2016

2019

1 DotCom Award: Platinum Winner in "Website – Online Publication"

3 Hermes Creative Awards: Platinum Winner in "Publications, Magazine", "Design, Publication Overall" and "Design, Publication Interior"

2018

1 Spark Award: Gold Winner in "Communication"

1 Davey Award: Silver Winner in "Corporate Identity & Print Collateral"

2017

3 Hermes Creative Awards: Platinum Winner in "Magazine", Gold Winner in "Publication Interior" and "Employee Relations"

1 Communicator Award: Gold Winner in "Employee Publication"

1 Mercury Excellence Award: Gold Winner in "Public Relations"

2016

5 MarCom Awards: Platinum Winner in "Internal Magazine", "Internal", "Corporate", Magazine Cover" and "Magazine Interior"

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