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GENERALI

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Protection

Transitive

1. Action aimed at defending, rescuing, helping someone, protecting their interests: p. of the poor, of ethnic, religious, linguistic minorities; p. of one's family; p. from bullying, violence, abuse.

2. Promoting, supporting, protecting an activity, initiative, industry: p. of the arts, sciences; p. of the economy

Generali Group Magazine since 1893

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GENERALI

Protection does not entail renouncing what is new

There is a relatable sense of insecurity spread by wars, health and technological challenges. But Generali's vision is not just about protecting people and companies from risk. It is a curious and inclusive look at emerging innovations that aims to improve life for each generation

by **Andrea Sironi**
Generali Chairman



In recent years we are experiencing events that bring more and more uncertainty into our lives.

In the post-pandemic era, many tensions that were historically dormant within a geopolitical order that had held for decades have exacerbated, turning into conflicts that now affect several areas of the world. As we see a gradual weakening and delegitimization of the UN, paralyzed by cross vetoes and national interests, and a growth in distrust of international cooperation, the West and the Global South are facing each other with the aim to impose new balances.

International trade, which had served as a bonding agent in globalization processes and fostered the reduction of inequalities between rich and poor countries, now unveils imbalances that have never been fixed, becoming a weapon for confrontation in the new challenge of strategic supplies.

Added to this are the uncertainties associated with an unprecedented election year in history, with almost 70 countries around the world called to elections, corresponding to a population of nearly 4 billion people. Concerns related to the decline in democratic guarantees and strongholds in some parts of the world have been balanced with substantial resilience of democracy in 42 nations, with increased citizen turnout.

Moving from global issues to more daily ones, we can also notice deeply changing patterns in the business world and in the society as a whole. The digital revolution, for example, is opening up scenarios that were unpredictable until just a few years ago. The spread of Artificial Intelligence, before being a driver in financial markets, is first and foremost a deep change that has already entered business processes, with new working tools and possibilities yet to be explored.

Standing in front of a contemporaneity that seems to run at an elusive speed, the Generali Group's historic magazine has decided to devote itself to an in-depth study of these phenomena, focusing on a word that is very important to us, insurers: the concept of "protection."

As described in the beautiful cover picture signed by Jacopo Rosati, the word protection has many different meanings. Not only that of "defense," surely very important and valuable, but also of "rescue," of "taking care" of the most vulnerable and important things, of "promoting" activities and initiatives.

As global insurers, protection is undoubtedly Generali's core mission. But protecting against risks should not imply a rejection of the new, of the change.

What we are trying to do thanks to the contributions collected in this publication is to capture the most relevant trends in our society and to investigate their dynamics, by analyzing complex issues and trying to provide a clear picture of the most decisive factors that can have an impact on our lives.

That is why, alongside an analysis of the challenges that democracies are facing, we wanted to address the changes in the business world, the climate transition, the emergence of new risks linked to cyber-security, the questions and uncertainties that come from the younger generations.

In all areas, from geopolitics to relational interactions, we believe that in this historical phase there is a great need for fixed points, for careful observation and, at the same time, for new directions to be taken. Hence the desire to read the concept of "protection" in its broader and inclusive meaning.

Indeed, the current and relatable sense of insecurity should not prevent us from looking at the future trying to grasp the most productive and positive aspects of technological innovation, advances in scientific research and the resourcefulness of new generations. We can face all these challenges through curiosity and a desire to understand the complexity that surrounds us.

And we offer a piece of this journey to our readers with this new release of the Bollettino... Enjoy reading!

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LOUIS REED / UNSPLASH

Arsenal of Democracies

Defending freedoms and rights has been easy, until now. There were no real threats to Western values. With actual war, democratic countries are taking up arms again. But the challenge goes beyond the brutality of rockets. Because, today, defense means pursuing a world order based on peace

by Paola Peduzzi

El Segundo is an area of southern Los Angeles, California, sandwiched between International Airport and Manhattan Beach, that became famous during the Second World War because it hosted Douglas, the aerospace company that was born to build planes that could fly around the world, and instead built the bombers that made the difference in the Pacific. Then Lockheed and the others came along and this became a military innovation district. Today, El Segundo is simply "the Gundo", and its 14 square miles overlooking the ocean are home to thousands of engineers, programmers and visionaries who want to rebuild and renew the arsenal of American democracy. It is an ever-expanding community where white, young, conservative men (there are very few women, and they are usually the men's partners) hang huge American flags in their offices, often quote the Bible, drink energy drinks and freshly squeezed milk and invent sophisticated weapons to defend America and its allies.

As is easy to guess, the “Gundo boys” - as they have been nicknamed by journalists who have shown up in these industrial open spaces, where you can wear a red Trumpian hat without being treated like the rest of California - are at odds with the northern community in Silicon Valley, which rejects and even despises any contact with the defense industry and weapons. Until a few years ago, the Pentagon’s many attempts to forge partnerships with the tech sector caused protests and resignations: in Silicon Valley, progress was built by imagining a world in which weapons were no longer needed. Then Vladimir Putin’s war in Ukraine, with its constant threats to spread the conflict to Europe, and the military rise of China - seen in Gundo as the West’s greatest and least understood threat - changed everything: America, like the European countries, found itself needing to review the planning of its arsenals, and to do so with a sense of urgency. Above all, America had to remember that if there is no other way to defend democracy than with weapons, then it is necessary to be prepared to do so.

One of the founders of Gundo - they call themselves that and have developed the myth of the companies that came here in the 1920s and 1930s, feeling like pioneers misunderstood by the rest of the country - gave a definition of the community: “Here we know that America is back, the kids rock, nicotine is good, we’re going back to the moon and Mars, we’re tired of all and only software companies: it’s great to defend our country and build weapons to do it.” Between 2021 and 2023, $108 billion have been invested in defense technology companies building cutting-edge weapons, including hypersonic missiles, drones and satellite surveillance systems: research institute PitchBook predicts that this market will be worth at least $185 billion within three years.

The Gundo also tells another, more political, story, which has to do with the reconnection of the technological world with the Trumpian world: a department store in this area became, about 20 years ago, the first headquarters of SpaceX, the aerospace company of Elon Musk, the entrepreneur who leads a more or less cohesive (but determined) group that wants to win the cultural battle, even more than the electoral one, against liberal thinking. This new defense industry, led by very young people who like to sleep on cots like soldiers, was immediately accompanied by a theory called “effective accelerationism”, an outgrowth of techno-optimism that mixes technological progress with uncontrolled capitalism: on social media it is called “e/acc”, where the “e” is often replaced by an American flag.

Beyond ideological labels and their origins, the Gundo is a hub that tells much about America’s need to protect itself and its allies, enough to bring soft and hard power back together. The Department of Defense has changed its buying and procurement habits, giving start-ups more options and advancing within this previously impenetrable military technology ecosystem. Last year, the Pentagon announced Project Replicator, an initiative to equip the military with autonomous systems by 2025. Its Defense Innovation Unit, which has actually existed for a decade with the same intent but has been ineffective, now has much more funding and much more influence within the department.

Technological development is only part of what is needed to defend democracies. The nature of warfare has changed and is being influenced by artificial intelligence, not only in terms of what happens on the battlefield, but even more so in terms of what is behind the battlefield, the command and control that make and will make the strategic difference, as well



CLEM ONOJEGHUO / UNSPLASH

The new polarization brings together new demands from time to time: environmentalism, solidarity, but also the need to protect more equitable growth.

as the equipment. But as the Ukrainians well know, defending oneself still requires what are considered traditional weapons and lots and lots of ammunition. In the spring, after a huge political delay caused by the isolationism of the Trump-led Republican Party, the US Congress approved some $100 billion in military aid to allies. The vast majority of these funds actually remain in the United States for production: there is a huge misunderstanding in American conservative rhetoric, which refuses to arm international allies even on economic grounds, arguing that these investments are for other purposes - immigration reform, for example - and that the depletion of the US arsenal is a threat to domestic security. Of course, arms production takes place in America, creates jobs in America, replenishes America’s reserves first and foremost: one does not need to delve into analysis to know that the war economy creates a substantial supply chain, especially when considering that American territory is not being attacked and that there are no American soldiers



JONATHAN SIMCOE / UNSPLASH

deployed in Ukraine. But in the meantime, the accumulated delay in arms production has already exacted a price in the war, both human - as Ukrainian generals and leaders say: you count money and ammunition, we count fathers and sons - and political, as the idea of the impossibility of defeating the Russian army on the ground has spread.

What is happening in Europe is very similar, with the aggravating factor that the European continent was poorly equipped for conflict even before Vladimir Putin invaded Ukraine. The new term of the European Commission president, Germany's Ursula von der Leyen, has already put much more emphasis on strengthening the defense industry. The debate about a common European defense, which has haunted the EU for many years and which overlaps with the debate about funds for participation in the Atlantic Alliance, has seen a much-needed acceleration and is now substantiated by the production capacity of European companies. This is not to say that the process is oiled, on the contrary:

We are not in a new Cold War: alliances are flexible and depend on the common interests of governments. That is why the map of confrontation is less strict than in the 1960s.

in recent years there have been many initiatives outside the EU negotiations - such as the Czech Republic's fundraising to buy 800,000 rounds of ammunition - that have been smaller but also faster in their realization. Much remains to be done: one million ammunitions were promised to Kyiv in April 2023, but a year later only half had been delivered, and there is no longer an agreed timeline target for fulfilling the promise. Von der Leyen announced that she would like to introduce a defense commissioner, something that is currently lacking in European governments, but while coordination is necessary, defense remains a matter for each individual state. The proposal to create a "defense shield" in Europe, also included in the government programme presented by von der Leyen in July, is also a step in the right direction, but it still has neither the resources nor a roadmap shared by the 27 EU countries. The European arsenal is essentially the sum of arsenals that depend on national governments, that change, that have to follow domestic priorities and that suffer from public fatigue over long wars.

The exhaustion goes much deeper. It has to do with the Russian war in Ukraine, but also with the ongoing rebalancing of the world: who is winning and who is losing the biggest battle, that of global order? Anne Applebaum's latest essay, "Autocracy Inc.", is an excellent read not aimed at providing an answer but at understanding what it means to defend oneself against authoritarian aggression today, and with whom to ally to do so. Applebaum is a great expert on Russia, she won the Pulitzer Prize for her must-read "Gulag", she is conservative and has chronicled how the global political right has become extreme, she is based between the US, Poland and many trips to Ukraine and Taiwan. She begins by saying: "We are not facing a Cold War 2.0, there is no communist monolith to fight in some countries and not in others, alliances are shifting and depend more on the common interests of some governments, money at hand, mutual help to keep each other in power. In this sense, the map of conflict is much less



IDA MARIE ODGAARD / AP PHOTO

On the left, Ursula von der Leyen, President of the European Commission. She spoke about the need for a common defence in the Union.

strict than it was before 1989 and includes the hypocrisies that most disturb public opinion and therefore disrupt the balance, such as trade (in arms, but not only) with countries on hostile fronts and other allies.

"There is no secret room where the bad guys congregate, as in a James Bond film," Applebaum writes: "Among modern autocrats, there are those who call themselves communists, others monarchists, nationalists, theocrats. Their regimes have different historical origins, different goals, different aesthetics - Chinese communism and Russian nationalism are not only different from each other, they are different from the Bolivarian socialism of Venezuela, the juche of North Korea, the Shiite radicalism of the Islamic Republic of Iran. And they are still different from the Arab monarchies of other countries - Saudi Arabia, the Emirates, Vietnam - which do not do their utmost to undermine the democratic world. And they are still different from the softer autocracies and hybrid democracies often referred to as illiberal democracies - Turkey, Singapore, India, the Philippines, Hungary - which sometimes ally with the democratic world and sometimes do not. Unlike military and political alliances in other parts of the world and other times, this group of countries does not operate as a bloc but as a collection of corporations, held together not by ideology but by a ruthless determination to preserve power and wealth: Autocracy Inc.", indeed. Applebaum also lists the "strongmen" leading the member countries of this joint venture - "Russia, China, Iran, North Korea, Venezuela, Nicaragua, Angola, Myanmar, Cuba, Syria, Zimbabwe, Mali, Belarus, Sudan, Azerbaijan and perhaps 30 other nations" - who share a determination to suppress internal dissent, held together "not by ideology but by deals - deals to circumvent sanctions, to share surveillance technology, to help each other get rich. "

In this perspective, geopolitical competition acquires different meaning, and that is why the arsenal of democracy - made up of values and weapons - must adapt to fight a different kind of challenge, debunking not only an anti-Western inspiration, but also a system of interests and business, wherever it operates. It is in this context that Donald Trump, a great advocate of the logic of the deal, of transactions as a tool of world government, is also situated. Applebaum provides a number of useful tools to fight Autocracy Inc. from the perspective of values, trade, but also technology (surveillance, artificial intelligence, the Internet of Things), promoting standards of transparency and accountability against economic and military aggression. According to the essayist, there is no longer a liberal global order and the ambition to create one is no longer a reality: there are free and open societies that offer people better opportunities than those offered by the strongmen of Autocracy Inc. This is the essential resource of protection, whether we are in Gundo or in Europe, or in associations fighting to preserve freedom in their countries. Applebaum dedicates her book to optimists, because pessimism is the weapon of Autocracy Inc, not of those who build shelters, arsenals and democracies.

Paola Peduzzi



Deputy editor of Il Foglio, she writes about international politics, especially European, British and American. She curates an European in-depth weekly feature that doubles as a podcast, EuPorn - The Sexy Side of Europe.



The magic and traps of the predictive algorithm

Health, money, jobs, security. We are training machines to make personalized “modern horoscopes.” The amount of data we have spontaneously donated to the network seems to free us from so many risks. It does, but it has also created new ones that are difficult to control

by **Davide Burchiellaro**

While technology, at its most sophisticated levels, is indistinguishable from magic, as Clarke’s third law reminds us, it is equally true that the 1980s saw the development of *cyberpunk* literature, which mainly highlighted the terrors, the pernicious aspects of technology, such as excessive surveillance. The visionary attitude of artists has been assisting us since the days of Charlie Chaplin and has often brought representations of future realities that we have easily confined to science fiction. Too easily, as in the case of *Minority Report*, the film that most of all dealt with the theme of the predictive algorithm, sticking some of the latest discoveries by scientists at MIT in Boston on the scene. There was, in the early years of the millennium, as there is today, something very difficult for the general public to understand, and at that time the film

On these pages, some images of the artist Banksy's work on the theme of surveillance.

represented prediction as a supernatural talent of the *precogs*, who perceived in advance the bloodiest crimes.
While this was happening on the sets and in the publishing houses, however, the world was beginning to fill the Web with its own images taken with smartphones, and today there are 40 billion *uploads*. Suddenly everything started to become smart thanks to our data released into the web without any hesitation.
Twenty-two years after *Minority Report* and thirty years after the founding of Amazon, whose predictive algorithm (of our tastes and pockets) revolutionized global e-commerce, we now find ourselves with an exorbitant amount of data and with artificial intelligence that is tidying it up in so many infinite boxes, a great demiurge is producing alternative realities, which alongside enormous benefits brings new risks from which we need to protect ourselves.

Predictive police is, as in Minority Report, the dream of every "ordered" government. But the violation of sensitive data undermines many rights

If we talk about violating privacy for commercial and advertising purposes, the riskiest part of predictive algorithm hides in areas such as justice, financial management, and healthcare. So, first we need to know the kinds of algorithms and machine learning that are being implemented, in environments and with rituals that sometimes have disturbing similarities to esotericism. Research defines predictive optimization as a decision-making process that uses machine learning, predicts future outcomes and makes decisions about individuals based on those predictions. Elements that hide traps at the time of their application. Here are some of them, codified by the European Digital Agenda and related to security and the administrative and judicial sectors:

Predictive policing: enables identification of geographic areas where police should be deployed to guard public order;
Welfare allocation: is already able to decide whether an applicant is eligible to benefit from the provision of a public service;
Automated essay grading: uses data collected from the past to enable assessments in the present time;
Traffic prediction: calculates traffic levels to estimate arrival time;
Pre-trial risk prediction: collects past information on individuals to predict future detentions or court litigation.

Beyond the technicalities, the summary is that there is a degree to which automated decision making is dangerous. It also exists in our brains, clearly, and it is called cognitive bias or, in really poorer words, bias. Let's consider a simple, standard case that is often taught in investigative journalism courses:

- Mr. P.M. is found dead in his apartment on the second floor of So-and-so Street. At the time of the discovery, it was not possible to establish the cause, whether it was murder, accidental or natural death;

- Investigators do not reveal any clues but neighbors say that a strong smell of marijuana was often smelled from P.M.'s house.

- The reporter then learns that on the third floor lives A.V. a multiple convicted drug dealer and extortionist.

Having to write the article in a hurry, the reporter will make some connections between certain elements so as to write the story as it has been deduced: the neighborhood is run-down, the victim was unemployed and living hand-to-mouth, the person living upstairs can only be the first suspect, and the motivation can only be drug-related.

The correct definition of bias is: "A construct arising from misperceptions, from which judgments, preconceptions, and ideologies are deduced. Biases are often used to make quick decisions and are not subject to criticism or judgment."

Well the same happens, with the computational capacity of today's machines, for algorithms as well.

What was thus born to make simple statistical comparative investigations on the collection of data recorded in the past, has made a shift in recent years that allows it to provide predictions on hypothetical future trends.

The level of impact this has on people's lives obviously changes depending on the sensitivity

of the scope, because it is clear that if this profiling is produced to sell more diapers, that is one thing; if, on the other hand, it is to be used to arrest someone, everything changes.

Predictive policing

In the 1990s, the New York Police Department initiated a policy that has today led the Big Apple to be one of the safest cities in America. In 2018, there were 289 homicides in the city's five districts. The homicide rate, 3.31 per 100,000 people, is the lowest ever recorded in the previous 50 years.

It was much different in 1990, when the murder count was 2,245, about 31 per 100,000 people (the population by the way increased significantly in the following 28 years). To portray this sense of insecurity, the *New York Times* wrote, "New York already looks like a New Calcutta full of beggars. Crime and fear make it look like a New Beirut. Safe streets are essential, getting out and walking on them is the simplest expression of the social contract. A city that fails to hold up its part of that contract will suffocate."

In 1993, Rudy Giuliani nominated Bill Bratton, a former Boston cop, as head of the NYPD. He realized that his new department did not focus at all on crime prevention. Officers thought that in order to do their job, crimes had to have already happened.

The police did not have access to data, so the department began to develop statistics. Consultant Jack Maple invented timely intelligence, which was the concept that real-time, up-to-date data were needed to prevent crime. This was not at all obvious at the time.

Whether this was decisive is not proven, but with the data-driven approach, crime dropped. Today, if we talk about security, predictive algorithms are an outgrowth of that approach taken by the NYPD and other agencies around the world.

However, it is also known that the assumption that a thief will decide not to steal wallets on Thirty-fourth Street because he knows that the police use the predictive algorithm is not credible.

Phillip Atiba Goff of New York University's Center for Policing Equity, when asked continually by newspapers and technology sites about the real effectiveness of a predictive approach to police action, replied pointedly, "Algorithms only do what we tell them to do." And, so, what do we tell them to do in the age when law enforcement has 40 billion photos (probably obtained in an often questionable way) to build identikit and cameras set for the most accurate facial recognition? The temptation to create true predictive policing has been, and to some extent is still, very strong. As New York Times journalist Kashmir Hill witnesses in her book Your Face Belongs to Us (in Italy published by Orville). Yes, too many botched and missteps have led to the arrest of innocent people. The list of episodes told by Hill is disturbing, and the journalist has abandoned smartphones and now uses an old Nokia model. Which says a lot about the risks we will have to identify.

The predictive algorithm in economy

Where it is perceived as an aid to make sales of goods and services increase, predictive algorithm excites the spirits of entrepreneurs who do not see or pretend not to see the risk of customer manipulation. Because predictive AI presents itself as a golden goose: what could be better than guessing and predicting customer tastes?

The technology is there, machine learning is increasingly accurate, but what companies often lack is foresight in identifying areas that can be improved by Predictive Analysis.

Predictive Analysis is certainly useful in CRM (customer relationship management), in activities such as marketing campaigns, sales, customer satisfaction, aftermarket. The purpose is to analyze customer behavior to determine how they may react to different prompts or to see if there are recurring patterns of behavior that can be exploited for business purposes. It is in this field that many machine learning techniques such as classification or *clustering* algorithms find application, to segment customers, perform *churn-analyses* (which measure the rate at which the public gives up on a product or service), assess retention (the percentage change in loyal customers) or simply to increase effectiveness in sales and marketing through optimizations and tailor-made measures. All of this is of little concern because it does not seem to touch the core of informed customer choice. Yet several ethical issues may arise, for example in assessing the impact on production chains, their sustainability, choices to outsource production, in countries where quality controls are less tight.



NIV SINGER / UNSPLASH

Another area in which predictive algorithms are successful is in decision support in incomplete information contexts, in which some de-



gree of uncertainty generated by human choice remains. Fed with meaningful data taken from the past, algorithms are indeed able to determine what kinds of actions have been successful in the past and apply the right decisions to similar cases that arise in the future. Some of these choices could even be, at least in part, automated. As in the case of deciding whether or not to discard a product because it is defective. It is clear that there will be errors in the process of refining this technology toward perfection. Will we be able to predict which ones and how to deal with them?

Finally, for companies that offer a wide range of products, Predictive Analysis can help offer deals with the goal of selling several different products at the same time, an action called cross-selling, and the best example of this is the offer of a smartphone combined with a digital watch. With an up-selling strategy, on the other hand, consumers can be led to choose the products of higher value and higher price. However, the consumer will need to be aware enough to really evaluate value for money, and this, in e-commerce disintermediated by people and places of purchase, is not easy to achieve.

Predictive Analysis on consumer behavior is thus useful in coming up with ideas for product combinations, communication strategies, and seasonality of marketing. And here, however, there is an unresolved paradox, although the increasing computational power of the machine may solve it: consumption trends are standardizable according to population, age income, but they are also customizable by acquiring more and more sensitive data, which themselves have a market, and the recent scandals that broke out in Italy in late October 2024 should push us to better investigate the rules of the game.

Finally, there is the area of preventing fraudulent behavior and risk management: the financial services and insurance sector is certainly among the most affected, and many companies already adopt Predictive Analysis solutions that identify fraudulent transactions and fake information. When it comes to risk management, however, the goal is to reduce or eliminate sensitivity to events that could harm companies. Predictive Analysis, in this case, provides the probabilities that are linked with each risk factor so that the most appropriate measures can be taken.

The most sensitive of predictions: health risk

Among the uses of predictive algorithms, those designed for the medical field definitely point to the goal of improving the accuracy of diagnoses and the effectiveness of treament for particular diseases. And here, as indeed in all scientific applications that analyze data, the key concept is that of data hygiene. In health-related decisions, the right selection and aggregation of data is the first step toward achieving the result. Hygiene of the data is also the search for objectivity without exposure to the ideological bias of those who may lead the interpretation. Let us take a case study that is quite frequent but never really addressed. There are private clinics that claim very low mortality rates of their patients when compared with the public health service. What is not mentioned is that these clinics do not have terminal wards, as they do in the public. And so people can be led to believe that the private is of higher quality.

However, predictive medicine has made progress by optimizing genetic information, biomarkers and personal data. Today predicting the risk of developing diseases such as heart disease, cancer, diabetes and more is easier. Preventive measures or more frequent checkups can then be taken to reduce the risk or to promptly diagnose the disease. Data that will provide patients with specific advice and guidance instead of a generic prevention roadmap. This means that a treatment may be considered appropriate if it leads to positive results for that specific patient, even though it may not be effective for an only apparently similar group of patients. It is clear, however, that this path requires more economic resources. Could it be for everyone?

AI can analyze huge amounts of clinical and diagnostic data to identify patterns, trends, and correlations. The way humans will handle these powerful innovations will then impact on the possibility of creating efficient treatments. That is why protection from risk needs to come through good regulation as soon as possible.

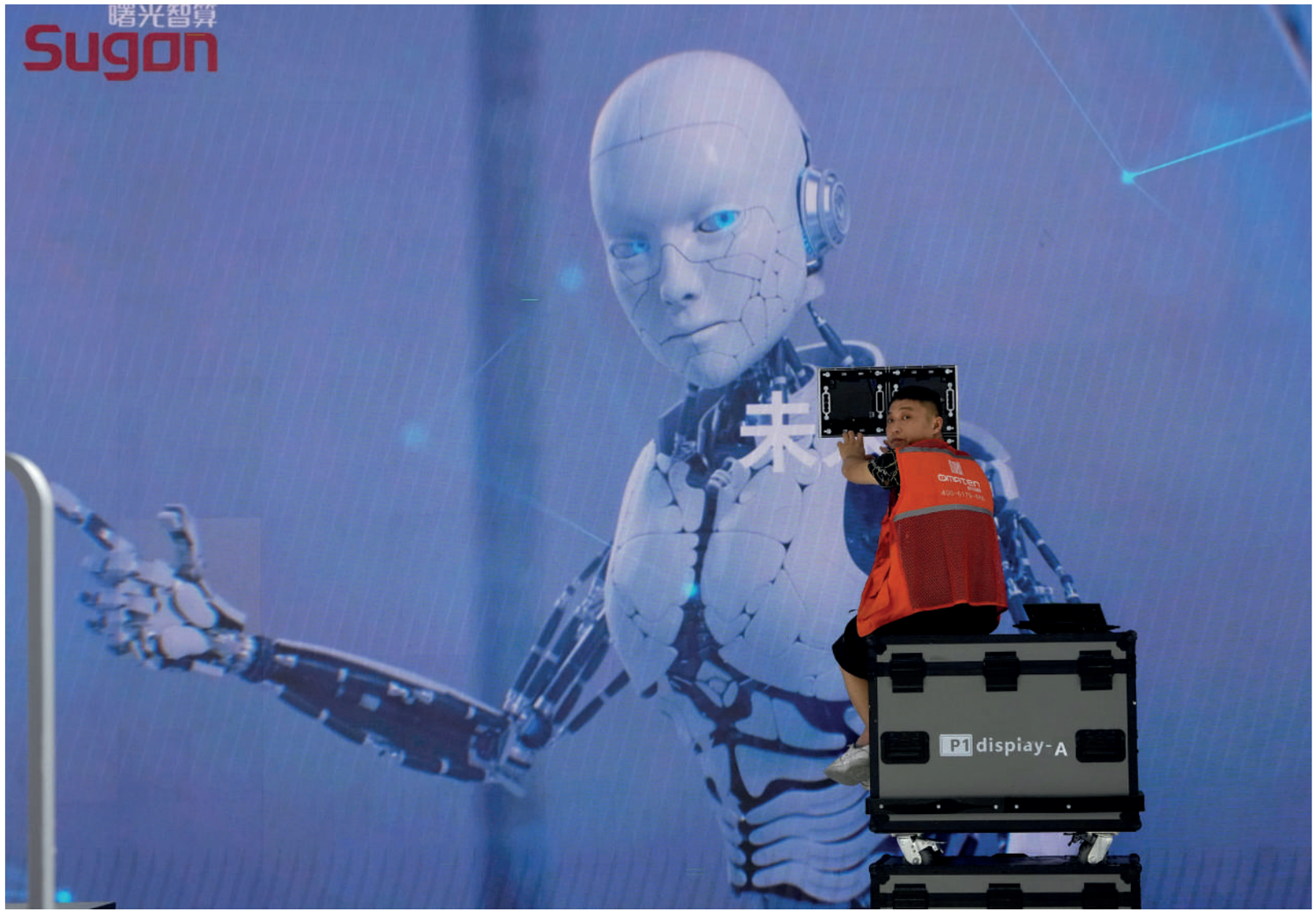
Davide Burchiellaro



Deputy Head of Content at Linkiesta, has worked for many years at Panorama, headed Marie Claire digital and is now studying different and philosophical viewpoints on AI.

AI has become the first defendant in the current professional revolution. Everyone's job is at risk, especially for those who have studied the most. But the impact is (and will be) so significant that it will generate new consumption and, therefore, new jobs

by **Lidia Baratta**



NG HAN GUAN / AP PHOTO

The work that is gone and the work that will be

In 1983, Wassily Leontief, Nobel Prize for Economics, said that human labor would meet the same fate as horses after the arrival of the automobile: "First it is reduced, then it is eliminated." More than forty years later, a new wave of catastrophic predictions revolves around artificial intelligence, the technology that has sparked fresh fears about the replacement of human labor by machines, fueling dys-

topias of a “world without work,” where robots produce everything and algorithms provide all necessary services.

The pattern has repeated itself many times throughout human history: industrial progress has always fascinated humans, but at the same time, it has also frightened them. The truth, however, is that in the relentless technological progress of the last eighty years, the labor market has transformed and re-transformed several times. And the same is likely to happen now. Because while it is true that some professions will become obsolete with AI (as has already happened in the past), others could benefit in terms of productivity, and still others will emerge. The central issue is understanding how artificial intelligence will integrate into the workforce. For example, the investment bank Goldman Sachs has predicted that 300 million jobs worldwide will be exposed to automation due to AI, but it clarified that the “integration” between algorithms and humans will be greater than the “replacement.” The study “Generative AI and Jobs: A global analysis of potential effects on job quantity and quality” by the International Labour Organization (ILO) further explains that generative AI is more likely to increase jobs rather than destroy them, by automating certain tasks and creating new professional opportunities.

Much will depend on the skills that the affected workers possess. According to a study by the AI Enabled ICT Workforce Consortium, which includes tech giants like Cisco, Google, Microsoft, and Intel, with the improvement of AI tools, “some skills will gain importance (such as ethics and AI literacy), while others may become less relevant (traditional data management, content creation, documentation maintenance, programming).” However, 87% of the managers interviewed expect job roles to be expanded, rather than replaced. What is urgently needed, the report explains, is to launch reskilling and upskilling initiatives for workers. Companies must take action, but public resources will also be necessary.

● Data: AI Index 2024 (Standford University)

Most common features of AI in business

We are not yet able to properly measure the force of the AI tsunami on the business world, but many people have begun to do so. And, somewhat surprisingly, we are beginning to realize that catastrophism is not the right way to read this reality.

Personalization of services

23%

Writing documents, notices, reports

9%

Creating marketing campaigns

8%



NG HAN GUAN / AP PHOTO

Left: The impact of the arrival of AI on core business tasks.

Above: Despite amazing advances in robotics, we are lagging behind in emulating more physical jobs.

A map

According to the "Artificial Intelligence Index Report 2024" from Stanford University, the two most common functions where AI is used in companies are the automation of contact centers with virtual assistants (26%) and service personalization (23%). Generative AI is primarily used by workers to draft initial versions of documents (9%), design personalized marketing campaigns (8%), summarize long texts (8%), and create images or videos (8%).

In Italy, where the AI market grew by 52% in 2023, reaching a value of 760 million euros, the most significant market share is linked to solutions for analyzing and extracting information from data (29%), according to the Artificial Intelligence Observatory of the School of Management at Politecnico di Milano. Another 27% is dedicated to projects for interpreting written or spoken language, 22% to algorithms that recommend content to customers based on their preferences, and 10% to video and image analysis.

In this context, the highest demand for jobs requiring AI-related skills in 2023 was recorded in the United States, Spain, and Sweden. However, the countries with the highest hiring rates for AI related professions were Hong Kong, Singapore, and Luxembourg. The most sought-after skill is machine learning management, followed by interaction with AI and Natural Language Processing (NLP). Stanford University's AI Skill Penetration Rate indicates the intensity of demand for these skills across occupations worldwide. From 2015 to 2023, the countries with the highest AI skill penetration rates were India (2.8), the United States (2.2), and Germany (1.9). In the U.S., the penetration of these skills was 2.2 times higher than the global average in the same set of occupations. Italy ranks 13th in the top 15 with an average rate of 1.08%, but there is a significant gender gap, with 1.10% for men and only 0.46% for women.

How AI is Growing

According to Stanford researchers, in 2023, artificial intelligence surpassed human performance in several areas, including image classification, visual reasoning, and basic text comprehension. However, it still lags far behind in more complex tasks, such as advanced mathematical problem solving, commonsense-based visual reasoning, and planning.

The area that has garnered the most public attention is the interpretation, comprehension, and generation of language, both written and spoken, which includes chatbots and Natural Language Processing (NLP). More advanced models, such as OpenAI's ChatGPT-4 and Google's Gemini, allow for the generation of fluent prose and high levels of language comprehension, even with inputs beyond written words, like images and audio.

Despite these advancements, large language models (LLMs), which power these systems, still frequently produce errors or false information. Therefore, as Stanford researchers suggest, human oversight remains essential, especially in fields like medicine and law, where these technologies are increasingly used to make critical decisions.

Focusing on Tasks

As the World Economic Forum explains, replacing workers with artificial intelligence is more difficult than it seems because "jobs consist of a set of tasks, and software may not be able to perform all of them seamlessly." The best analysis, therefore, focuses on the specific tasks that AI can handle, to understand which professions may be most affected by its introduction. A group of Italian researchers and economists–Guido Baronio, Antonio Dalla Zuanna, Davide Dottori, Elena Gentili, Giovanna Linfante, and Luca Mattei–focused precisely on the human skills used in various professions to determine the degree of exposure to AI. The concept of "exposure," they explain, does not imply replacement, but rather a general "interrelation" that may even lead to complementarity, with potential benefits in terms of increased worker productivity. Since AI is more connected to cognitive skills, the occupations most exposed are those where such skills are most used. For instance, a lawyer must be able to "organize information." Because AI can interact significantly with this skill, lawyers are considered highly exposed to AI, at least for this task.

The researchers calculated that in Italy, over

On average, seven out of ten workers are exposed to the effects of AI. However, human oversight will always be needed in areas such as medicine and justice.



MATTEO SECCI / AP PHOTO

In the logistics industry, AI is already being used to optimize warehouse space management.

seven out of ten workers (slightly more than 15 million out of around 21.5 million) are in professions potentially affected by the introduction of AI systems. For nearly 7 million, or one-third of the entire workforce, the exposure will be high. The innovative aspect of this technology is that it is the more educated workers who are most exposed to technological change. Those with a university degree are classified as middle- or high-exposed in 95% of cases. Particularly significant is the proportion of highly exposed workers in sectors like services, public administration, information and communication, finance, insurance, education, healthcare, and other social services. Since women are employed in these sectors 37% of the time compared to 17% for men, they are more exposed to these changes. However, it's not only highly skilled professions that are more affected. High exposure is also seen in administrative jobs, characterized by high levels of "human-computer hybridization." According to the International Labour Organization (ILO), the greatest impact is likely to occur in high- and upper-middle-income countries due to a larger share of administrative positions, which are the most exposed to AI integration.

This is not necessarily about replacement. The research notes that "the most exposed professions may be able to exploit complementarities to increase their productivity and, therefore, their wages." For this reason, it's important to monitor not only the risk of reduced hiring for the most affected professions but also income trends, particularly in the service sector. Much will depend on the kind of "coexistence" we can build with this innovation and the skills we can develop to make the most of these technologies, perhaps leaving automation to handle more elementary tasks while focusing on the creative aspects of our work. According to the ILO, AI could help us save time and further enhance the human contribution to work by reducing time spent on routine tasks and focusing workdays on higher value-added activities. Algorithms won't make final decisions on contracts or court cases, but they can provide basic texts, quickly generating content from existing data. For this reason, jobs requiring critical thinking could become even more valuable.

How Is Coexistence Going

Studies reveal that AI is indeed helping workers across various sectors complete tasks faster and produce higher-quality work. A Microsoft study compared the performance of workers using Microsoft Copilot or GitHub Copilot with those who didn't. It found that the former group completed tasks between 26% and 73% faster than their colleagues without access to AI.

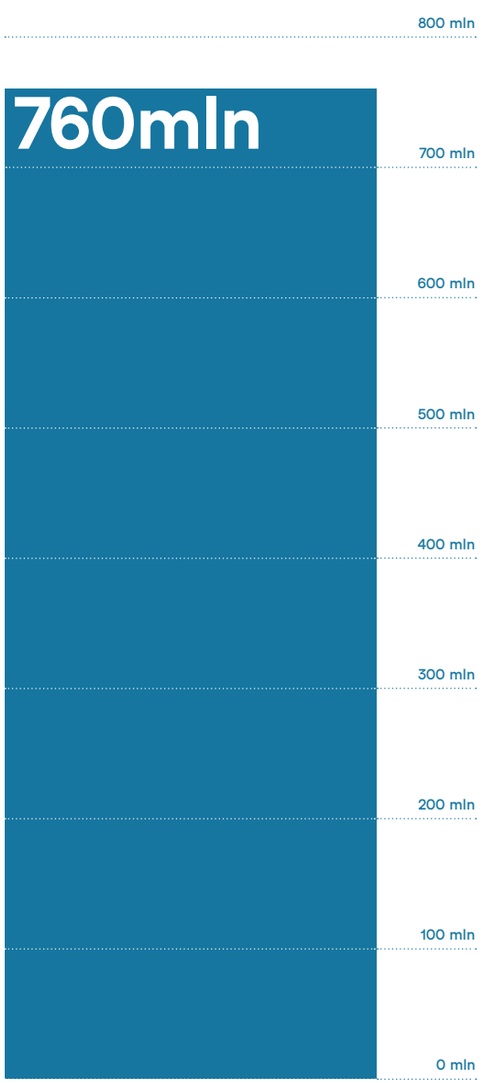
Similarly, a study by Harvard Business School showed that consultants with access to ChatGPT-4 increased their productivity by 12.2%, their speed by 25.1%, and the quality of their work by 40%. Research from the National Bureau of Economic Research highlighted that call center agents using AI handled 14.2% more calls per hour than those who didn't. The legal profession has seen similar improvements: AI's impact on legal analysis demonstrated that teams using ChatGPT-4 significantly boosted efficiency and improved quality, especially in contract drafting.

One surprising aspect emerging from these studies is that access to AI appears to reduce the performance gap between less-skilled and highly skilled workers. Harvard's study on consultancy tasks revealed that participants with lower educational qualifications showed a 43% improvement, while those with higher skills had a 16.5% increase. While more skilled workers using AI still outperformed their less skilled counterparts, the performance gap was significantly smaller when AI was utilized.

● Politecnico data

AI market growth in Italy in 2023

According to the Observatory of the School of Management of the Politecnico di Milano, in a market that grew by 52%, the most significant share is related to solutions for analyzing and extracting information from data. Other applications include: organization and storage management or personalized marketing.



Algorithms that suggest content to customers according to their preferences

22%

Language interpretation activities (written or spoken)

27%

Video and image analysis

10%

Work is Transforming, Not Disappearing

According to the World Economic Forum, it is important to view the changes from a long-term perspective. Philipp Carlsson-Szlezak and Paul Swartz argue that technology is an "intrinsically deflationary force." When technologies like AI have a broad impact on our lives, they reduce costs and prices, increasing real consumer incomes and driving demand for new goods and services, which in turn creates new employment opportunities.

A clear example is the transformation in the food industry. At the end of the 19th century, nearly half of Americans worked on farms and spent over 40% of their income on food. Over the next 150 years, the introduction of machinery reduced this to about 1% of Americans working on farms today, while food expenditure has dropped to around 12% of income. Lower food prices led to higher real income. Consumers spent less on food and allocated the extra budget to new goods and services, creating new jobs.

It is true that the process initially involves job losses in some areas, but it is also accompanied by the creation of new jobs. The same will happen with artificial intelligence. According to the World Economic Forum's white paper, "Jobs of Tomorrow: Large Language Models and Jobs," which examined over 19,000 tasks across 867 occupations, the jobs most at risk of extinction include bank tellers, postal workers, cashiers, and data entry clerks. However, new roles will emerge, such as AI and machine learning developers, business intelligence analysts, interface designers, and specialists in AI ethics and governance. Jobs in education, career counseling, and training will remain relatively unchanged.

"It seems unlikely that AI will end a history of labor market renewal and adjustment," the WEF explains.

Therefore, it is improbable that humans will face the "fate of the horse" predicted by Leontief. A much more likely outcome is a gradual increase in productivity and wealth, accompanied by job losses, relocations, and skill retraining that have characterized previous economic transformations.

AI could also address the challenge of an ageing population. As companies struggle to find employees, the demand for technologies to address staff shortages and improve the productivity of older workers will rise. The world won't be without work, but it will operate differently.

Lidia Baratta



Business editor at Linkiesta.it, she writes a weekly newsletter called Forzalavoro. She has collaborated with D di Repubblica, L'Espresso, La Stampa and Vice and is one of the radio hosts of Prima Pagina (RadioTre).

Protecting against risks and dealing with the uncertainty of the future, our vision of insurance



Insurance has accompanied the birth of commercial economies and contributed to the development of modern societies. And today it aims to work with national and transnational institutions to continue to be at the side of individuals, families and businesses.

by Philippe Donnet
Generali Group CEO

Providing protection from potential risks and reducing their negative effects has been, since the very beginning, at the heart of the insurance business. In pursuit of this mission, our industry has evolved alongside society as a whole; therefore, studying the history of insurance is the equivalent of undertaking a fascinating journey through time and a rapidly changing world.

The earliest insurance contracts, dating back to the Middle Ages, were related to maritime trade and the need to protect goods against the risks of shipwreck, pirate attack or possible seizure in foreign countries. A few centuries later, the Great Fire of London in 1666, which destroyed more than 13,000 homes and many other buildings in five days, was crucial for the development of property and fire insurance. Likewise, the Industrial Revolution led to new types of coverage, such as those for travel accidents, which increased as rail networks expanded and society became more “mobile”.

These few examples clearly show how insurers have always

tried to provide concrete answers to the new needs that gradually emerged, and this is still the case today. In this sense, the current historical period brings us face to face with challenges that are both particularly complex and completely unknown.

First, the Covid-19 pandemic has led to a renewed awareness of the importance of protection at all levels and, more broadly, of the crucial role that insurance plays in the economic and social stability of the whole system. At such a dramatic time for all of us, the ability to rely on life insurance or other forms of protection has made a difference for many individuals and families. Similarly, the impact of the lockdown on the operations of many businesses has highlighted the importance of protecting against the risks associated with business interruption, for which there is still a significant level of underinsurance, particularly among small and medium-sized enterprises.

Secondly, the major megatrends that are redefining our world continue to generate new protection needs. With climate change, for example, we are seeing an increase in the frequency of extreme natural events, even in geographical areas that have not been affected by these phenomena in the past. Similarly, the ageing of populations in the world's most advanced economies is leading to a sharp increase in expenditure on the care and treatment required by an ageing population, putting considerable pressure on current public health and pension systems. In addition, the digital revolution is creating new insurance needs related to phenomena such as mobility, cybersecurity or the stability of information systems. Finally, there is the issue of artificial intelligence and its impact on the working environment and many other areas of our lives.

These are therefore new scenarios and risks linked to very different phenomena, but which, as we have seen on many occasions, have the potential to generate huge social and economic costs that private insurance and reinsurance can't bear alone. It is precisely for this reason that there is a growing consensus that the answers to all these challenges can only come from a joint effort, with public and private actors working together to define original and successful solutions.

During the last G7 meeting, held in Italy at the end of May, the need to create public-private partnerships to reduce the problem of insurance gaps against natural disasters was emphasized. This is a highly relevant message, fully in line with what Generali has been promoting since the months following the outbreak of the pandemic, both publicly and in all our meetings with key political figures at national and European level. In fact, we firmly believe that it is only through the creation of multi-level funds, to which transnational institutions, governments, insurance and reinsurance companies and other major private players will contribute, that it will be possible to create effective protection mechanisms against systemic risks, whatever they may be.

Evidence of this commitment is the partnership between Generali and UNDP (United Nations Development Programme), aimed at reducing the protection gap for vulnerable communities through access to insurance and risk financing solutions, as well as the collaboration with the Insurance Development Forum - for sustainable infrastructure in emerging and developing economies - and with the OECD in the framework of the World Forum on Wellbeing.

In a period of great uncertainty due to the consequences of climate change and technological and demographic mutations, it is essential to understand the impact of these challenges on the well-being of individuals, communities and the planet. Providing adequate responses, in an increasingly challenging geopolitical scenario, will therefore be the key challenge of the coming years, while continuing to do what insurance has always done: be at the side of individuals, families and businesses, protecting them against risks and thus making society as a whole stronger and more resilient.



MILAN MALKOMES / UNSPLASH

The challenges of cybersecurity

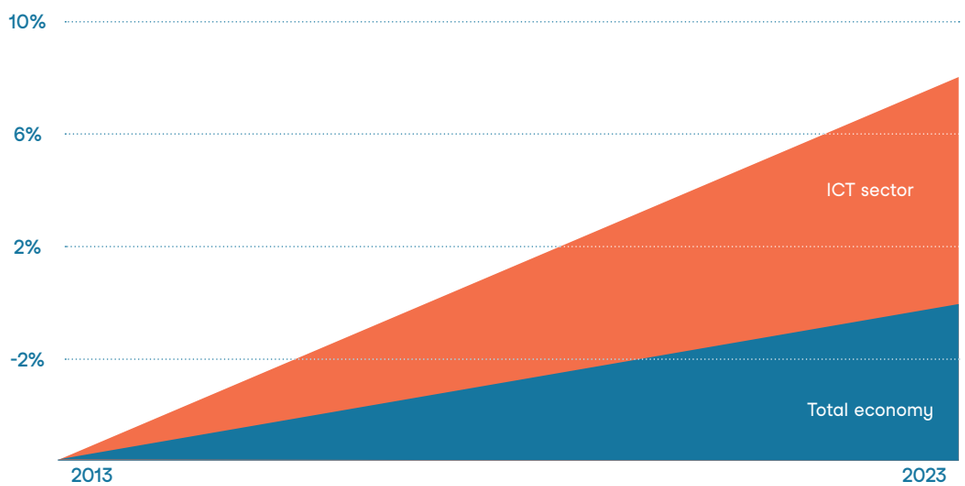
by Remo Marini, Group Chief Security Officer, Generali



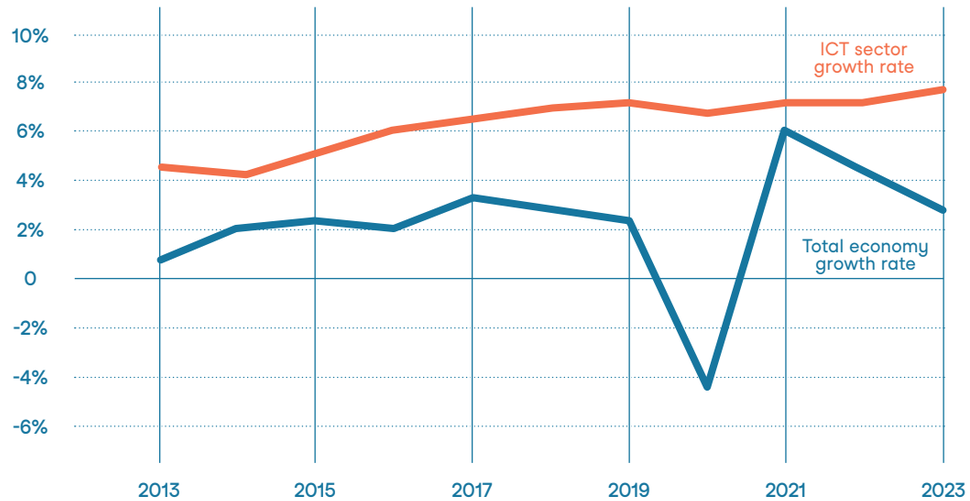
In the digital age, companies and institutions are operating in a rapidly changing technological environment that is characterized by both great opportunities and many risks. Recent events, such as the Crowdstrike incident that caused a global disruption of Microsoft's services, have highlighted the vulnerability of computer systems and the need for strategic management of digitalization.

But progress is unstoppable, and emerging technologies such as generative artificial intelligence, cloud computing, and quantum computing are revolutionizing the insurance industry, among others, with significant implications for data security and customer trust.

The ICT sector grew almost 3x faster than the total economy in the OECD.



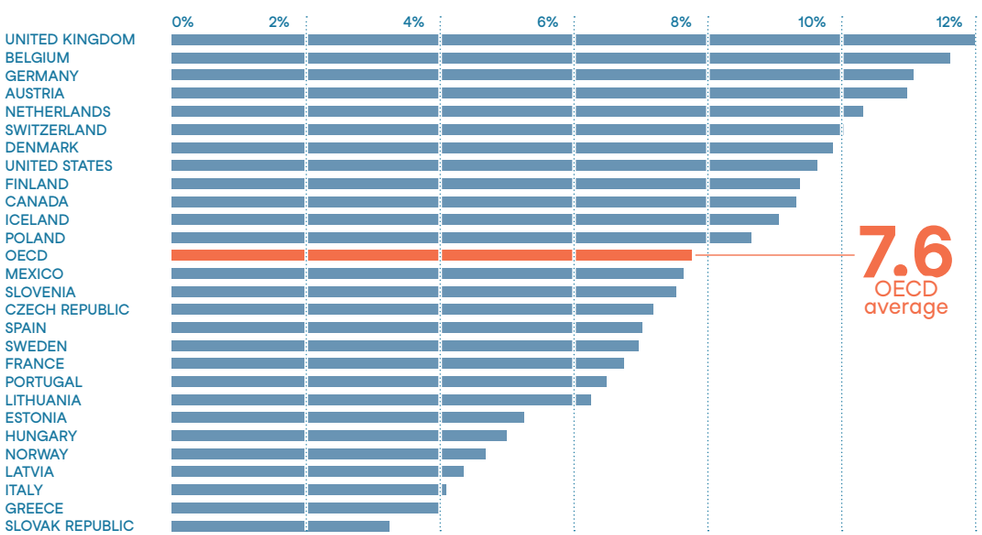
The ICT sector shrugged off the COVID-19 pandemic, in contrast to the broader economy.



Source Gartner

Estimates show strong growth of the ICT sector in 2023.

Predicted ICT sector growth rate, 2023



A rapidly growing industry

In the decade 2013-2023, the ICT (Information and Communication Technology) sector grew almost three times faster than the total economy in OECD countries[1].

Specifically, in countries such as the United Kingdom, Germany, Austria and Poland, the ICT sector has averaged more than 8 percent growth over the past 10 years. The estimate for Slovenia, the Czech Republic and Spain is around 7%, while it is just over 6% for France and 4% for Italy.

While digital transformation is a necessary condition for companies to ensure a higher return on investment for their shareholders, not all companies are able to keep up with technological progress, which often outpaces the ability to adapt and seize new opportunities. In fact, as McKinsey[2] noted, across all the industries analyzed, the companies that are most advanced in terms of digital transformation and adoption of AI-based technologies have a total return to shareholders that is two to six times higher than the rest. This is not only because leading companies understand how to leverage new technologies to create value, but also because they are able to do so more quickly.

One of the key issues facing companies, including insurance companies, is security: how to protect information, sensitive data, and infrastructure to prevent damage to the business and maintain customer trust. As several studies, including one by McKinsey, show, the growth of digitalization is a reality that needs to be addressed; the fact that it is an accelerating and sometimes uncontrolled trend, due to its very rapid evolution, brings with it several challenges that should not be underestimated.

Today's challenges: generative AI...

So, while there are huge benefits in terms of speed, efficiency and scientific progress, there are also potential privacy and security risks. In particular, generative artificial intelligence,

cloud and quantum computing are revolutionizing the cybersecurity landscape.
In fact, accidents related to the use of AI have increased significantly since 2022. So-called "deepfakes" - fake content that is difficult to distinguish from the original - are documents, images and videos that can be used to defraud insurance companies. For example, by supporting claims with artificially generated evidence that is sometimes difficult to unmask. Another issue is the ability of generative AI to improve the sophistication of social engineering attacks. In fact, current algorithms can generate emails and messages that perfectly replicate the style and tone of authentic communication, increasing the chance that recipients will fall into the scammer's trap. These attacks can affect both insurance company employees and their customers, leading to the exposure of sensitive data and financial information; therefore it is essential to implement effective threat monitoring and detection strategies, emergency plans and recovery strategies to minimize the impact of attacks or disruptions, and ongoing employee training. Artificial intelligence models themselves can be the target of so-called "adversarial" attacks. These consist of manipulating algorithms to fool the AI, compromising its ability to detect fraud, assess risk, and make accurate decisions.

In addition, ransomware attacks, which consist of encrypting data and demanding a ransom to unlock it, often accompanied by the threat of disclosing the stolen information, have also been on the rise in recent years. The techniques used in these attacks have become more sophisticated and accessible, partly due to the rise of the Ransomware-as-a-Service (RaaS) phenomenon: a service offered by experienced criminal organizations that significantly reduces the barriers to entry.

Traditionally, malware creation required advanced technical skills in programming, software engineering and computer security. Malware developers needed to have in-depth knowledge of system vulnerabilities and security bypass techniques.

With the advent of generative AI, this could change dramatically:

1 Automate code generation: Generative AI tools can generate code based on simple requests. For example, without in-depth technical training, a user could ask an AI model to write code for a dangerous application. These models can produce code that is technically good and, in many cases, complex, significantly reducing the learning effort required to develop malware.

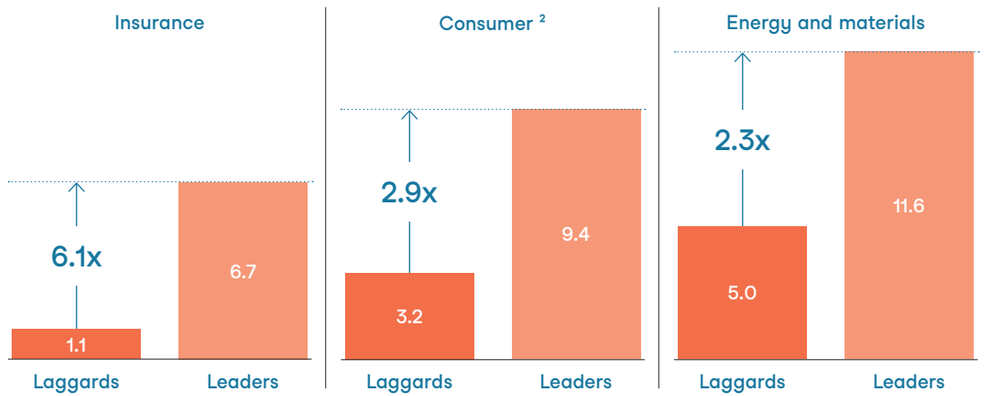
2 Generate attack techniques: Generative AI can help create advanced attack strategies, such as phishing or vulnerability exploits. For example, language models could generate more persuasive phishing emails or design more believable fake websites using sophisticated social engineering techniques.

3 Distribution facilitation: Generative AI tools can also facilitate the creation of malware variants and their large-scale distribution. The ability to automatically generate code variants allows malware authors to evade detection systems that often rely on static signatures.

● Added Value

Companies leading in digital and AI outperform financially.

CAGR for TSR, by sector, %[1]



1 S&P 500 index by sector, 2018-22.
2 Includes consumer packaged goods and retail.

Source S&P Capital 1Q; McKinsey analysis IQ: Analisi McKinsey

...and Cloud Computing

In line with the adoption of increasingly sophisticated algorithms and tools, companies are turning to the cloud to store data, run applications, and manage computing resources. It is estimated that by 2027, more than 90% of companies will use the cloud, with an estimated total spend of $1 trillion[3].

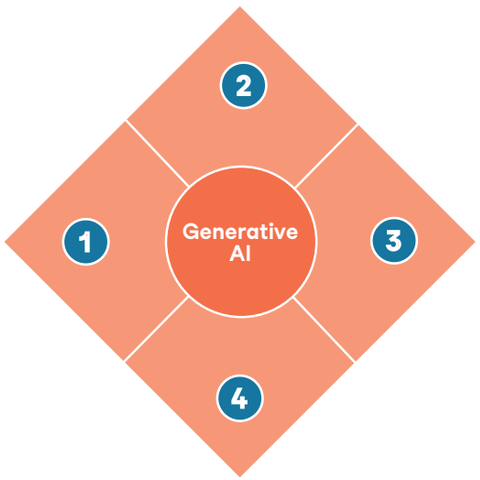
It is a trend driven by the flexibility, scalability, and convenience of cloud services - which, in turn, brings with them some security concerns. In fact, the adoption of cloud services can increase the attack area, for exemple the overall exposure of the entire environment, in part because each new cloud service adds a potential access point. In addition, security settings in cloud services must be carefully configured by experienced technicians: misconfiguration or failure to configure can unintentionally expose data to breach risks. Finally, using cloud services means relying on external vendors to manage one's most important resources -data- which may be located outside of one's home country, leading to privacy concerns and potential breaches of information confidentiality.

Looking to the near future

Looking ahead to the next few years, one of the emerging technologies that will shape the cybersecurity landscape is undoubtedly quantum computing. Although current technologies are not yet ready for practical applications, investment and research in this area are growing rapidly: it is a market that has already reached $42 billion in investment and an estimated potential economic value of up to $2 trillion by 2035, according to McKinsey[4].

The use of hardware and algorithms based on quantum mechanics to solve complex problems that classical computers or supercomputers cannot solve (or at least not fast enough) offers the potential to revolutionize digital systems, but also raises significant challenges in terms of cyber risks. For example, compared to traditional computers, the ability of quantum

Key Impacts of Generative AI for Chief Information Security Officers



1 Consume
Multiple consumption options
Shadow AI
Data privacy and copyright

2 Defend With
Lack of maturity
Risks due to vendor rush
Privacy and efficacy challenges

3 Attacked By
Skill augmentation
Attack automation
Content generation

4 Build
Data theft/poisoning
No best practice
Upcoming regulation

Source Gartner

computers to break cryptographic protocols currently used to protect the privacy of information introduces an unprecedented threat.

Traditional cryptography is based on mathematical problems that require an enormous amount of computing resources to be solved. Currently, it is virtually impossible to break these codes by brute force (systematic attempts), even with the most advanced supercomputers. However, Shor's algorithm, designed for quantum computers, has the potential to radically change this scenario. Shor's algorithm is designed to factor large numbers in exponentially less time than traditional algorithms, directly threatening security. When a sufficiently powerful quantum computer becomes operational, it could break these cryptographic systems in a very short time.

The cybersecurity risks

1 Decryption of sensitive data: the ability of quantum computers to break RSA and similar cryptography could expose sensitive data protected by cryptographic codes. This could have a dramatic impact on the privacy and security of personal, financial and business information.

2 Disruption of security systems: many security systems, including those used to protect critical infrastructure and sensitive data, rely on cryptographic algorithms that are vulnerable to quantum attacks. Compromising these systems could threaten national and industrial security.

3 Exposure of historical data: even if a quantum computer is not yet available, data encrypted today could be at risk in the future. Attackers could collect encrypted data now and wait for quantum computers to become powerful enough to decrypt it.

Generali's role in the era of digital transformation

In this context, Generali continues to invest in its own cybersecurity and in the protection of its customers' data: from 2017 to the end of 2023, the company has centrally allocated about 77 million and hired 29 new experts in the holding company alone to implement three security transformation plans involving all the countries in which it operates. The cyber resilience efforts and the development of advanced expertise to prevent, detect and respond to attack attempts by cyber criminals are aimed at ensuring that the company's systems not only withstand attack attempts and disruptions, but are also able to recover quickly from attacks, minimizing the impact on operations and customers.

At the same time, as part of its "Lifetime Partner 24: Driving Growth" strategic plan, the company has invested more than €1 billion to support innovation and digital transformation, and to collect, process and leverage the full potential of data while ensuring the best possible digital service for customers, channel partners and internal users. A commitment that has allowed the Company to achieve its strategic goals, but also to effectively address emerging challenges, promote greater resilience and sustainability in the insurance landscape, and evolve with the changes of the digital age.

1 OECD Digital Economy Outlook 2024 (Volume 1) EMBRACING THE TECHNOLOGY FRONTIER, www.oecd.org/en/publications/oecd-digital-economy-outlook-2024-volume-1_a1689dc5-en.html.

2 McKinsey Digital, Rewired and running ahead: Digital and AI leaders are leaving the rest behind, www.mckinsey.com/capabilities/mckinsey-digital/our-insights /rewired-and-running-ahead-digital-and-ai-leaders-are-leaving-the-rest-behind.

3 The Future of Cloud: 2027 I Gartner IT Infrastructure, Operations & Cloud Strategies Conference.

4 McKinsey Digital, Quantum Technology Monitor, April 2024 (mckinsey.com).



ALESSANDRO GAROFALO / AP PHOTO

Leadership has evolved. Leaders, not so much

The journey towards a leadership system that embraces empathy, a sense of protection and authenticity has begun, but the dominant boss pattern is still too strong, even among employees. And that is a risk, especially for companies

by **Lydia Romano Dishman**

The evolution of leadership over the past decade reflects a shift towards greater adaptability, innovation, and collaboration. However, the persistent deficit in emotional intelligence and soft skills such as empathy, authenticity, and transparency highlights a critical area for growth and the need for a balanced approach.

"I'm frustrated," confided a young woman working in a corporate office.

The 25-year-old recently graduated and was looking to pursue a creative career. Rent and other living expenses in New York City necessitated finding a job quickly. So she landed work for an operations director at an organization with over 200 employees.

The good news was that the role wasn't too challenging. Basic administrative work didn't require a lot of technical skill. The bad news: The director (her immediate supervisor) was not a good leader. Communication was erratic and sometimes hostile. Responsibilities weren't clearly defined. Recognition was non-existent. "I'm looking for other work," she confessed, "but it's a challenge." Still, she's decided to stay put and endure the daily stresses of dealing with a leader who excels at their job but fails at inspiring staff to do their best work.

This early career professional is not alone. A survey conducted by Culture Amp found that in the last two years, there has been a global decline in workers' confidence in higher-level leaders and 44% of workers globally are thinking of looking for work elsewhere. "Employees report that leaders are less likely to demonstrate how important people are to the company's success; they are less able or willing to keep people informed; and they are less capable of communicating a motivating vision," according to analysis of the data in the *Times of London* by Lynda Gratton, a professor of management practice at London Business School.

This is at odds with what the youngest workers say they want. A small study from Regent University hints at a broader trend: the desire to have emotionally intelligent leaders. "Leaders prioritize their team's needs and operate with transparency and consistency in communication. Leaders operate using an authentic "leads by example" mentality that gains genuine buy-in and loyalty in the process."

Continuing to report to a leader who isn't taking the care or time to exhibit the soft skills workers say they want is due in part to an increasingly tight labor market with layoffs impacting nearly every industry, and the financial burden of rising energy and food prices. Last year the global inflation rate is estimated to have hovered near 7%, the highest increase since 1996.

In the rush to harness generative AI, leaders forget that the most important thing is the humility that comes from knowing you don't have the answers. And that they need to be found in collaboration.

The leaders we had

A decade ago, this may not have been an issue. Older workers were used to a top-down approach, where directives flowed from the upper echelons of management to the lower ranks. Command-and-control leadership was the norm, with leaders emphasizing authority, decisiveness, and operational efficiency.

For some leaders, profits took precedence over people, and ethics were tossed out completely. I recall reporting on the shakeup at Volkswagen: "When the German automaker installed software intended to defeat emissions testing, CEO Martin Winterkorn's character and management style were called into question. Although Winterkorn claimed not to know about the technology, he's been classified as a hard-driving perfectionist bent on securing the top spot among global car manufacturers."

In 2015, Martin Shkreli, founder and former chief executive of Turing Pharmaceuticals and self-professed "Robin Hood" was arrested for securities fraud and subsequently stepped down from his post. Elizabeth Holmes' start-up Theranos was the subject of investigative reports that eventually toppled the company, even as they both leaned into their questionable leadership with impunity.

Alongside this, as organizations grappled with the rise of the digital age, social media, and a more informed and engaged workforce, the paradigm began to shift.

In 2014, Tim Cook was named CNN's best CEO of the year for his leadership at Apple. Cook presided over a 40% increase of the company's stock that year by showcasing how Apple could innovate after the death of Steve Jobs. Notably, his appointment coincided with a coming out. In *Bloomberg Businessweek* Cook wrote that he was "proud to be gay" and understood how he could inspire others in the LGBTQ community.

In 2015 *Time Magazine* named then-German chancellor Angela Merkel to its Person of the Year (the first woman to get the designation in 29 years). That year she was to allow refugees and migrants to seek asylum in Germany, when many other countries were closing their borders. Estimates put the number of people entering the country at 1 million by the end of this year.

In 2016, Hamdi Ulukaya the CEO of Chobani offered to give employees shares in the company–which was not an unheard-of strategy–but allowed workers at the young company to

profit from an IPO. He also committed to giving all kinds of workers an option for employment, including offering refugees a place to work.

2018 saw the rise of activist leadership as top brass elevated their brands alongside social issues. Patagonia then-CEO Rose Marcario pledged to give back $10 million in tax cuts to grassroots environmental organizations, former Levi's CEO Chip Bergh who led the company through a dramatic turnaround, and TOMS founder Blake Mykoskie who pioneered the buy one give one model each took stands on gun control.

The skills leaders need now

These are just a few examples of how leaders in this past decade have stepped up to the expectation that they are more adaptive, agile, collaborative, and inspiring. As the pandemic ushered in widespread remote work, an even more flexible and inclusive leadership style was necessary. Leaders are navigating complex networks of relationships and managing more diverse teams spread across different time zones and cultures.

Moreover, the rise of data-driven decision-making has led to a greater focus on analytical skills. Leaders are expected to harness big data to drive strategic decisions and gain a competitive edge. The integration of artificial intelligence and machine learning into business processes has further complicated the leadership landscape, requiring leaders to not only understand these technologies but also to anticipate their implications for their organizations.

It is no surprise then, that prioritizing vision, innovation, and the ability to inspire and motivate others is tablestakes. Emotional intelligence, EQ or EI as it is sometimes called, a term coined in 1990, also began to evolve into a buzzworthy skill in the past ten years, according to academic research.

While many leaders are scrambling to make sense of how best to leverage generative artificial intelligence as yet one more tool to enable competitive teams, Amy Edmondson, Professor of Leadership at Harvard Business School, maintains that the most important leadership traits are courage and humility. "Courage to meet the challenges–substantive and interpersonal–that lie ahead," Edmondson explains to me via an interview. "Humility to realize you don't have the answers, they must be discovered collaboratively," she adds.

According to Edmondson, the stakes have never been higher. She notes that in 2014 leaders could be effective, or at least seen by others as effective with a higher degree of self-absorption, bravado, and even arrogance. They could also get away with playing it safe–not taking risks that might jeopardize their standing. Now she says, leaders must have the "humility to realize that leadership is not about [them]– it's about making a difference whether for an organization, a country, or the world."

A persistent deficit in soft skills

Courage and humility alongside empathy, authenticity, and transparency are often touted as essential traits for modern leaders and foundational aspects of high emotional intelligence. Yet many still fall short in these areas. Global management consultancy Korn Ferry found that only 22% of 155,000 leaders have strong emotional Intelligence.

Empathy: the ability to understand and share the feelings of others is consistently supported by research. Empathetic leaders can build stronger, more cohesive teams, improve employee satisfaction, and drive better organizational outcomes.

However, many leaders still struggle to exhibit genuine empathy. The pressures of high-stakes decision-making and focus on financial performance often overshadow the need to connect with employees personally. A report published in *Harvard Business Review* reveals a gap between the 78% of senior leaders who acknowledge the importance of empathy and the 47% who believe their companies are effectively practicing it.



FAUXELS / PEXELS

Collaborative leadership: studies show that a less dominant attitude provides companies with more efficient and satisfied teams.

Authenticity: authentic leaders foster trust and respect which are crucial for building strong organizational cultures and driving long-term success.

Gianpiero Petriglieri, Associate Professor of Organizational Behavior at INSEAD (Institut européen d'administration des affaires) has conducted research and teaches what it means, and what it takes, to become a leader. In our current workplaces, Petriglieri finds that people have "deep bonds to work but loose affiliations to organizations, and authenticity and

mobility have replaced loyalty and advancement as hallmarks of virtue and success."

However, he told me in an interview via Zoom that if you look at leadership across industries you can boil them down to a "dominant model." Petriglieri says that is someone in high visibility getting attention and exercising influence. They are often consummate storytellers rather than authentic leaders.

The pressures of maintaining a polished public image and navigating complex political landscapes can influence leaders to present a façade rather than their true selves. This discrepancy between the public persona and the private reality can undermine trust and create disillusionment among team members. Yet workers continue to lift them up because as Petriglieri says, we have a "romanticized view of dominance."

Transparency: leaders who are open and clear about decisions, processes, and intentions, foster an environment of trust and accountability, where employees feel informed and included in the decision-making process. In an era of increasing demand for corporate social responsibility and ethical behavior, building trust through transparency is more important than ever.

Research from MIT shows that trust in the workplace can offer a competitive edge: leading to a 260% increase in motivation, 50% less turnover, and 41% lower absentee rates.

The tendency to withhold information, whether to protect proprietary data or to avoid difficult conversations, can create a perception of dishonesty or evasion. This lack of transparency can erode trust and hinder organizational effectiveness.

It is not always intentional. Some leaders do not quite understand the nuances of transparency. Kieran Snyder, Chief Scientist Emeritus, co-founder of the AI platform Textio, and founder of nerdprocessor.com, believes that communication and appropriate transparency are cornerstones of effective leadership in any setting.

"This doesn't mean that you, as a leader, share every single thought that goes through your head with every single audience. Nobody wants to work for someone unpredictable and chaotic," she explains. "But it does mean that you communicate in honest and forthright ways, whether the news is good, bad, or unusual, Snyder maintains, "It builds trust when people know they can rely on you to be truthful and steady."

The leaders we have

Can soft skills such as communication, transparency, and authenticity be associated with transformative leadership? According to a survey of people managers by LHH, a global provider of Human Resources solutions, nearly half (44%) said that emotional intelligence is most important when leading teams through times of change.

Harvard Professor Edmondson also believes these are essential for leadership to have a transformative impact. "Leadership" means getting things done through others. Leaders do not, and cannot, do the work needed to achieve transformative goals, themselves. Instead, they must inspire and engage others to do the hard work that lies ahead. A leader's only impact lies in their ability to engage others' hearts and minds–and this is inherently about communication."

Edmondson says that for her "authenticity only works if you authentically have a sense of decency and generosity of spirit. If your authentic self is selfish, uncaring, or incurious, authenticity is unlikely to foster impact", she explains.

Unfortunately, Petriglieri argues, a lack of authenticity is just beneath the surface of leaders' initiatives such as promoting diversity or paid leave. He suggests they are used as tools to boost the bottom line. In an opinion piece for *Fast Company* (disclosure: I edited this piece) he wrote:

"Most of those efforts reinforce a view of leadership that, put bluntly, is a means to get your way, and get stuff done–in style. If you can do that, you are a leader. If you can't, you are not. This is the hollow core of popular portraits of leadership as an individual virtue or as a set of tools that let a person bend others' minds and move their bodies too.

Influencing others matters more than representing them. Efficiency matters more than freedom. Participation is framed as a way to get people on board, rather than to free them up."

Petriglieri penned that piece four years ago, at the height of pandemic and a surge of civil unrest. Now, it appears that we are at another inflection point, as global corporate structures are shifting and half the world will vote in high-stakes elections. We are beginning to see corporate, academic, and political leaders turn away from Environmental, Social and Governance (ESG) and Diversity, Equity, and Inclusion (DEI) along with the attendant soft skills once used to promote them.

Petriglieri is not surprised. "We still admire a dominant leader," he tells me, explaining that what is primarily required is creating the perception that the leader "cares" about their workers or followers. This is where the skill of storytelling comes in, he says. By crafting a story of care that people want to hear, a leader can rise. And as they do, they ascend to that dominant model we recognize. "We are pattern-matching machines," he explains, "if that is the template, everyone who behaves like that is a leader." If we select and develop a relatively selfish leader, he says, then "we complain about the product we put out."

Lydia Romano Dishman



Journalist and business columnist for Fast Company, she has a long track record of working with major publications including Forbes and New York Time Magazine.

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Extraction/abstraction: human power over the climate

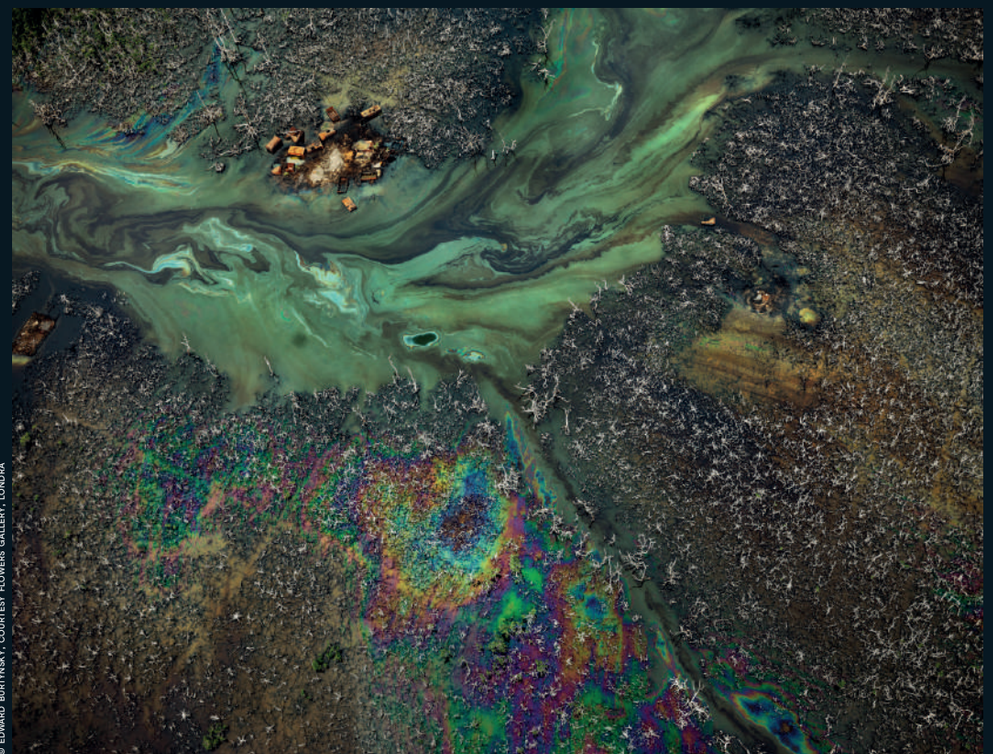
BOLLETTINO GENERALI

In these images there is a beauty that wounds. They document forty years of human impact on the planet. With an unbiased, often top-down view, Canadian photographer Edward Burtynsky explains better than any scientist the cost of supporting eight billion people on an earth that is not limitless and to which no one has ever asked permission.

by **Fabrizio Fasanella**
Photographs by **Edward Burtynsky**

From above, the world is a little more frightening, because our eyes cannot hide in ignorance and dive into the beautiful and the ugly without warning or filter. Think of Sicily, whose slow but inexorable process of desertification is invisible to "earthlings" unaccustomed to living in contact with nature, but violently upsets the gaze of those observing the island from an airplane window.

It is no coincidence that the view from above is one of the favourite perspectives of Edward Burtynsky, Canadian born in 1955, a legend of nature photography who has been travelling the planet for forty years, driven by a mission: to capture the anthropic impact on green and uncontaminated landscapes, now dominated by man, who has never liked to ask for permission. Mines, quarries, refineries, factories and waterways disfigured by industry are part of the



© EDWARD BURTYNSKY, COURTESY FLOWERS GALLERY, LONDRA

Above, the impact of illegal oil bunkering on the Niger River in Nigeria in 2018.

On previous pages: The impact of a diamond mine in Kimberley, South Africa.







(sometimes shocking and gloomy) landscape proposed by Burtynsky, who is also known for his documentaries shown at festivals all over the world.

Within the walls of M9, the multimedia museum of the 20th century in Mestre (11, Giovanni Pascoli St.), it will be possible to experience the largest anthological exhibition dedicated to the career of the artist from St. Catharines until 12 January 2025. 'BURTYNSKY: Extraction/Abstraction', the title of the exhibition curated by Marc Mayer (former director of the National Gallery of Canada and the Musée d'Art Contemporain in Montreal), is divided into six thematic sections that are not limited to large-format pictures: the viewer will be able to see, for example, the drones that allowed Burtynsky to self-reinvent during a crucial phase of his professional life.

The shots come from all corners of the globe - from the potassium mine in Berezniki (Russia) to the salt flats of Cadiz (Spain),

On this page and the previous one: images from Burtynsky's photographic work on Xilella fastidiosa, which is destroying olive growing in Apulia.



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Left, Cathedral Grove, forest in British Columbia (Canada), set of Star Wars and now a destination for pilgrimage overtourism.

The Berezniki potassium mine, the salt flats of Cadiz, the nickel processing plants in Canada: the world is bleeding

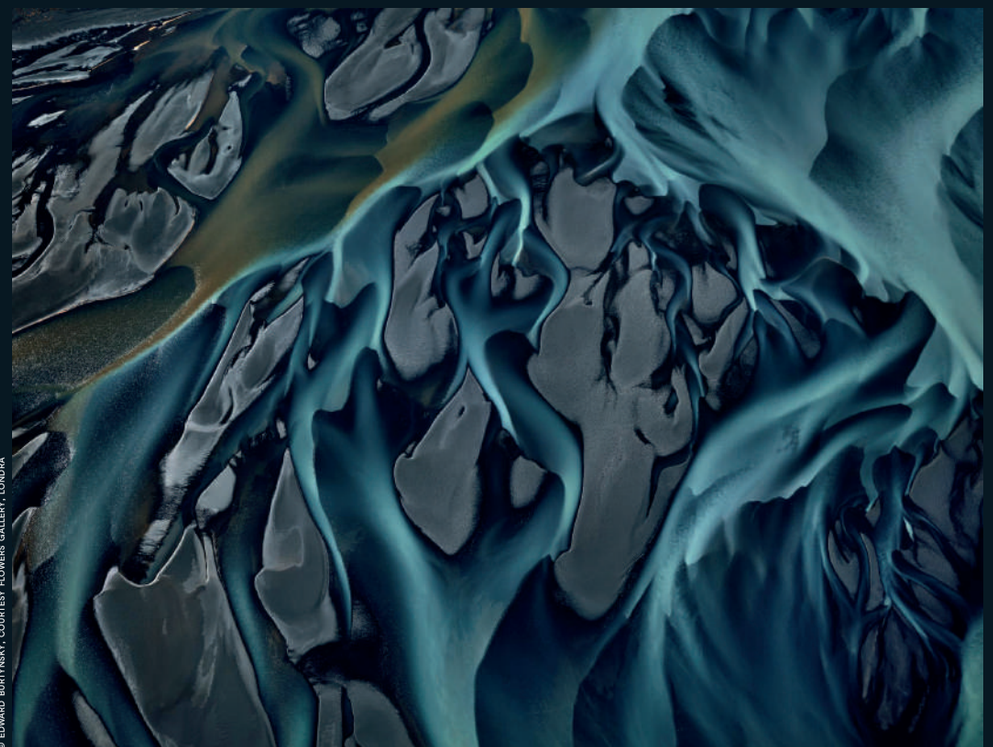
BOLLETTINO GENERALI



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Above, the salt flats of Cadiz, Spain, shot from above in 2013. This area, at the centre of a protection programme since 2021, has seen some of its biodiversity lost in 70 years.

Right, the glacial Thjorsa river in Iceland in 2012, when a construction plan for dams, geothermal power plants, aluminium smelters and an oil refinery was advancing.



© EDWARD BURTYNSKY, COURTESY FLOWERS GALLERY, LONDRA

via nickel processing plants in Sudbury (Canada) or a waste pond near a diamond mine in Wesselton (South Africa) - but Burtynsky has a special wish for the exhibition, and calls for a comprehensive view: “I ask the viewer to dismiss preconceived notions of where beauty can be found and to travel with me, for example, to the landfills of Nairobi to face the reality and the consequences of a planetary culture based on plastic use. These images show the human condition, without approval or condemnation: they are simply the reality of our times and illustrate the huge cost of feeding eight billion people on a planet that is not infinite”, writes the photographer in a text in the volume “Burtynsky Extraction / Abstraction” (Steidl, Göttingen, 2024), translated by Barbara Del Mercato.

In fact, we are talking about an exhibition that acts more like an in-depth textbook, with the aim of investigating the facets of the most pervasive emergency of our historical period: climate



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Above, the Berezniki Potassium Mine, Russia, photographed in 2017.

Nickel mining slag turns waterways into orange in Sudbury, Ontario (Canada, 1996).

change. Burtynsky has also chosen to focus on the issue of agriculture and, as far as Italy is concerned, on the effects of Xylella fastidiosa on Apulian olive trees. Increasingly high temperatures favour the proliferation of a bacterium that, according to the latest monitoring by Coldiretti, has infected more than twenty-one million plants in Apulia, causing damage worth billions of euros.

Photography can also be a vehicle for bringing together, and making more accessible, climate and financial issues that can no longer be dealt with separately: the economic damage of this crisis, according to a study published in Nature in April 2024, is already six times greater than the cost of meeting the Paris Agreement's target (not to exceed +2°C increase in the global average temperature compared to pre-industrial levels, and preferably to limit it to +1.5°C). In this context, according to Burtynsky, art can still emerge as a source of hope and awareness, because it can suggest "a more fulfilling way of being in the world, with a deeper meaning", also showing us "another way forward" and embracing "the best that science has to offer". A concept that is steadily reinforced in the documentary 'In the Wake of Progress' (2022), co-produced by Burtynsky and presented in an immersive mode and exclusively in Italy as the final act of the exhibition.

Fabrizio Fasanella



Journalist at Linkiesta, he is an environmental expert and editor of the Greenkiesta newsletter.

Navigating a Turbulent World

During social and climate emergencies, the role of insurance becomes crucial thanks to rapid and tailored responses in the compensation phase

by **Swenja Surminski**



PHELAN M. EBENHACK / AP PHOTO

We live in times of geostrategic, environmental, technological and demographic shifts, with a pace and magnitude of changes rarely seen before. The Global Risks Report 2024, which surveys 1,500 global experts from academia, business, government, the international community and civil society about current and future risks affecting their organisations, shows a picture of complex and interconnected challenges, from conflict to environmental crisis and social imbalances. These threats are set against a backdrop of rapidly accelerating technological change and economic uncertainty faced by people in every region of the world.

This year's report ranks concern about mis-

● What the Global Risks Report 2024 says.

Not knowing what is happening is a more dangerous risk than the extreme events themselves.

	2 years	10 years
1°	Misinformation and disinformation	Extreme weather events
2°	Extreme weather events	Critical change to Earth systems
3°	Societal polarization	Biodiversity loss and ecosystem collapse
4°	Cyber insecurity	Natural resource shortages
5°	Interstate armed conflict	Misinformation and disinformation
6°	Lack of economic opportunity	Adverse outcomes of AI technologies
7°	Inflation	Involuntary migration
8°	Involuntary migration	Cyber insecurity
9°	Economic downturn	Societal polarization
10°	Pollution	Pollution

Risk categories: Economic, Environmental, Geopolitical, Societal, Technological. Source Global Risk Report 2024



KATHY KMONICEK / AP PHOTO

information and disinformation as the top risk over the next two years, followed by extreme weather and societal polarization, while in a 10-year context, climate-related and environmental risks dominate the list. At closer look it becomes clear how risk can cascade through sectors and systems: floods can trigger damages through supply chains, loss of biodiversity can hamper the development of new medicines, and economic downturn can lead to societal polarization which may trigger the delay of policies and regulations to reduce environmental impacts. These complex interdependencies create instability and turbulent conditions for policy makers, businesses and society as a whole. Rather than quick fixes there is need for integrated solutions that deal with the cause, not only with the symptoms.

Addressing economic, social and environmental challenges together

The effort to balance economic, social and environmental considerations is hardly new. It is at the heart of the sustainable development concept, which emerged in the 1980s as a paradigm for responsible and forward looking decision-making. In 1983 the UN established a commission to consider global environmental aspects of development from economic, social and political perspectives. This led to the 1987 Brundtland commission report, which established the concept of sustainability as the process of formulating policy in the symbiotic relationship between economic growth, social fairness and environmental integrity. This has shaped the discourse on sustainability ever since. At its heart is the aim to reduce the trade-offs and enhance the co-benefits between a strong economy, a fair society and a healthy environment.

Worldwide a growing number of sectors now understand that a strategy that addresses social, environmental and economic challenges can enhance customer loyalty, attract talent, and provide a competitive edge. However, political uncertainty about regulation and unclear

demand signals from consumers or investors need to be navigated carefully. Another challenge is the phenomenon of "greenwashing," where companies exaggerate or falsely claim their environmental and social efforts to appear more sustainable than they are. This can lead to scepticism among consumers and investors, as stakeholders demand transparency and accountability. Importantly, the ability for a firm to be sustainable heavily depends on the leadership pushing for sustainability and overcoming corporate silos that impede the integration of sustainability into business practices (Metcalf and Benn (2013). The financial sector, including insurers, can play an important role in supporting corporates as well as the public sector in their sustainability efforts.

It's encouraging: 90% of companies are discussing climate adaptation strategies. By taking a holistic approach, business leaders can increase resilience to climate risks.

Insurance: Society's risk manager

The insurance industry plays a crucial role in the global financial system, managing over $30 trillion in assets while providing essential risk management for individuals, businesses, and governments. Historically, it has contributed significantly to safety improvements, such as reducing fire hazards and enhancing road safety. As a vital risk manager, the insurance sector faces both challenges and opportunities from societal risks. While it serves as a defense against threats, the industry's capacity to insure is not unlimited and comes at a cost. Claims on insured assets can lead to increased premiums and affect profitability. Consequently, insurers must closely monitor emerging risks and trends to pre-emptively address potential crises. Indeed, a core role for insurance as society's risk manager is to raise red flags and challenge the rest of the system to change course before threats become unmanageable. This makes the sector a natural champion for resilience. The concept of resilience—defined as the ability to anticipate, adapt, and respond to risks sustainably—has become central to the insurance industry's mission. By proactively identifying risks related to environmental, social, and governance factors, insurers can help society navigate uncertainties and minimize adverse impacts. This includes evaluating threats like climate change and regulatory shifts. The insurance sector not only safeguards against financial losses but also fosters resilience by encouraging proactive risk management strategies that create long-term value for stakeholders. By understanding these risks, society can develop robust plans and build resilience, for example in the context of physical climate risks and nature loss.

Demonstrating resilience to the physical risks of climate change as a key sustainability strategy

Climate change is significantly impacting society and economies across various sectors and regions, affecting life and livelihoods, employee wellbeing, damaging assets, and disrupting operations and supply chains. The increasing frequency and intensity of extreme weather events—such as wildfires, windstorms, floods, and droughts—pose substantial risks. Key examples include:

- Excessive heat: rising temperatures threaten employee health, compromise the quality of perishable goods, and damage infrastructure like asphalt, which can hinder transportation.
- Water stress: this growing concern is impacting global supply chains, particularly in agriculture, manufacturing, and energy production.
- Intense rainfall: severe weather can lead to power outages and property damage; for instance, record rainfall in April 2024 resulted in a $110 million loss for Emirates Airlines.

As climate change continues to escalate, these disruptions are expected to worsen. The Marsh McLennan Flood Risk Index highlights vulnerabilities, indicating that currently, 18% of international airport capacity and 26% of trade outflows through ports are at risk of flooding. With a projected 2°C increase in global temperatures, these figures could double, further straining businesses and communities.

In the face of these trends, adaptation is crucial; it does not imply defeat but is essential for responsibly addressing the ongoing crisis. Ignoring the need for adaptation will complicate



MARK BAKER / AP PHOTO

future risk management efforts. A recent Marsh survey found that understanding of risks and their impacts is growing, but still limited: while many companies currently assess climate risks qualitatively, nearly half do not quantify their impacts effectively. Encouragingly, 90% have begun discussing climate adaptation strategies. By adopting a holistic approach to risk management–including enterprise risk management and supply chain management–business leaders can develop robust adaptation strategies that enhance resilience against current and future climate risks. Insurance can play a key role in this, by combining its financial risk transfer role with the promotion of practical risk reduction. To highlight their role in societal risk reduction, the International Cooperative and Mutual Insurer Federation (ICMIF) and the United Nations Office of Disaster Risk Reduction (UNDRR) recently launched the ICMIF Prevention Hub. This platform outlines several ways in which insurers can reinforce risk reduction signals, showcasing over 60 case studies ranging from Building Back Better strategies after a claims event to risk engineering and collaboration on risk data sharing and awareness raising. Implementing these can be challenging for insurers. But faced with multiple risk drivers and ever-more complex risk trends, the industry is starting to realize that risk management needs to be transformed to be more forward-looking and cross-cutting, tackling the underlying risk drivers; and framing risk management as an investment opportunity (Marsh McLennan 2023).

Insurers can help society realise sustainability co-benefits: the example of nature-based solutions

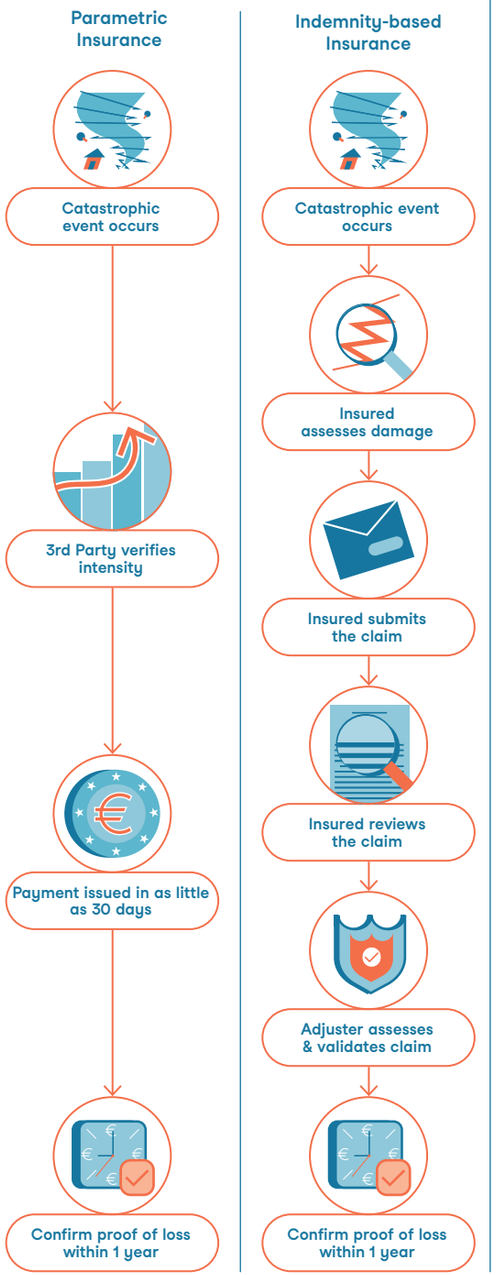
Nature-based solutions (NbS) offer a promising approach to tackle the risks of climate change and nature loss. Unlike traditional hard-engineering solutions, NbS focus on utilizing the inherent benefits of nature itself. These solutions involve actions to protect, manage, and restore natural ecosystems, providing societal and biodiversity benefits while effectively addressing risks. If well implemented and managed, NbS can not only aid in adapting to climate change but also offer economic gains and opportunities for emission reduction through carbon sinks as well as wider social benefits to local communities. For example green infrastructure, such as wetlands and green spaces, can mitigate climate impacts and alleviate the strain on drainage systems. Implementing interconnected networks of wetland areas on a larger scale can further enhance resilience.

Risk transfer can play a vital role in reducing businesses' impact on nature and building corporate resilience to nature loss. Existing insurance solutions, such as Environmental Impairment Liability (EIL), Directors' and Officers' (D&O) insurance, and Business Interruption (BI) insurance, are being adapted to address nature-related vulnerabilities. Additionally, innovative solutions like parametric insurance are being explored. Technological advancements in remote sensing and modelling enable underwriters to expand coverage to new risks, including biodiversity loss. Parametric insurance emerges as a powerful tool for risk transfer and resilience-building in the face of climate change. When properly designed, parametric insurance offers swift payouts based on predefined criteria, facilitating rapid financial recovery after extreme weather events. Recent advancements in data collection, remote sensing, and analytics have paved the way for tailored parametric insurance products, bridging gaps left by traditional insurance models. Examples include community-based catastrophe insurance in New York City, rainfall-indexed drought coverage for smallholder farmers, and extreme heat income insurance for women workers in India. Parametric solutions also hold promise in preserving ecosystems and reducing insurance premiums related to climate risks.

As awareness of nature-related risks grows, the potential of parametric insurance solutions expands. These products can complement traditional insurance methods by providing additional coverage for environmental liabilities and business interruptions. However, successful implementation requires supportive regulatory frameworks and integration with broader resilience strategies. Public-private partnerships play a crucial role in establishing a sustainable private insurance market that enhances financial resilience and widens coverage options. By combining risk reduction measures with parametric solutions, initiatives like the CBCI pilot project exemplify how integrated approaches can bolster climate resilience in vulnerable communities. (Rooted in Resilience, 2023)

● The simplification

More science, less bureaucracy



This is still an emerging area and there are significant barriers to mainstreaming the adoption of nature insurance solutions, such as lack of data and regulatory issues. It suggests that new models of collaboration and investments in analytics and risk management systems are needed to foster innovation and bring new insurance solutions to scale. Initiatives, such as Naturance, are designed to help overcome these: Naturance, established by the EU Horizon Europe Research and Innovation Framework, aims to evaluate the feasibility and performance of solutions to climate and biodiversity crises. By integrating disaster risk financing with nature-based solutions, Naturance explores "nature-based investment and insurance solutions," recognizing the value of ecosystem services and translating them into financial instruments like insurance, insurance-linked securities, and resilience bonds.

Conclusion

In a world facing unprecedented challenges from environmental risks and climate change, the role of insurance in building resilience and addressing these issues has become increasingly crucial. The insurance industry, with its vast assets and risk management expertise, plays a vital role in steering society towards more resilience. It can raise red flags and challenge the rest of the system to change course before threats become unmanageable. This includes evaluating threats like climate change, extreme weather events, and regulatory shifts. In order to continue safeguarding society against financial losses the industry also needs to foster resilience by encouraging proactive risk management strategies, including the adoption of NbS. The insurance industry can play a vital role in supporting the implementation of NbS by adapting existing insurance solutions and exploring innovative approaches like parametric insurance. These solutions provide additional coverage for environmental liabilities and business interruptions, facilitating swift financial recovery after extreme weather events and promoting resilience.



JEFF ROBERSON / AP PHOTO

As businesses and society as a whole become increasingly aware of the risks posed by climate change and environmental degradation, the insurance industry has a unique opportunity to lead the way in promoting resilience and sustainability. By embracing insurance as a catalyst for change, businesses can enhance their risk management strategies, build resilience, and contribute to a more sustainable future. Through collaboration, innovation, and a shared commitment to addressing environmental risks, we can navigate the turbulent world we face and build a more resilient and sustainable society for generations to come.

Prof. Swenja Surminski



Climate and Sustainability Manager at Marsh McLennan, she teaches at the Grantham Institute on Climate Change and the Environment, London School of Economics and Political Science (LSE).

Protected by the extended family network

The key word is net, networks. Everyone will build their own shelter. Leaving the household is linked to increased life expectancy and individualism. But it is necessary to learn to exchange, using the only possible currency: trust.

by Rossana Campisi



ZACH REINER / UNSPLASH

Between *Lessico famigliare* by Natalia Ginzburg (the novel that won the Strega Prize in 1963 and was later translated even into Korean) and *La portalettere* by Francesca Giannone (a family saga that became the best-selling book of 2023), sixty years have passed. But, above all, three things have happened. We recorded the highest birthrate in history in 1963 and, in 2023, we reached its lowest point (we've fallen below 59 million people for the first time). Meanwhile, we've also created new families. Ginzburg's story, so full of tales of uncles, brothers, cousins and family friends, is part of us, but it's only our comfort zone, intimate and deeply rooted. Beyond that, everything has changed

Previous page: The end of the traditional family as a comfort zone of conviviality and family speech.

Right: single-parent families, single-income, few children. The only way out against the danger of isolation: social housing.

outside: our story is less collective, and we enjoy reading sagas like Giannone's, but only that. In everyday life, we practice individualism as if it were the only internal law, and if there's an epic we're working on, it's the personal one. We are the only heroes, or perhaps the only protagonists: that's the truth.

We are the baby boomer who, at her 70th birthday party, announced to her children and grandchildren her divorce from her husband. We are the grandmother who is often on the phone for work calls: the Fornero law doesn't allow women to retire before the age of 67, and some of them are fine with that ("I love my job", they say). We are the diverse group of millennials, where one has divorced in six months (thanks to the 2023 law on fast-track divorces),



ALEXANDER DUMMER / UNSPLASH

The extended family map is a patchwork of relationships between former and new partners with children, old and new relatives, flexible jobs and elderly people on a call. That is why social housing is on the rise

another has sold the family villa in Sicily to buy a small apartment on the outskirts of Milan to keep elderly parents nearby, and another has rented out their house in Turin to move back to Naples, the city where they have relatives and friends, and where they will live between remote work and flights to the Turin office. We are the ones writing wonderful books with plots that, coincidentally, always revolve around relationships with the father and mother.

Or with exes, the people we part from while improvising a necessary emotional education that no one has ever taught us before. From *Invernale* by Dario Voltolini to *Il fuoco che ti porti dentro* by Antonio Franchini, to *I dieci passi dell'addio* by Luigi Nacci. We are also something else, finally: we are bearers of an intellectual legacy that sounds like a slogan. "Family is the people you choose," Michela Murgia reminded us before she passed away. We choose our relatives not because we are often only children, single, or separated today, but because we have first realized a truth: everything changes. That is, the change to which we are exposed is proof that we are alive, and the indissolubility of things born to dissolve has expired.

In other words, we have families that remain our roots, certainly, because we are Italian, and we are also from the land of "amoral familism," where the interests of one's family come before those of the community. But these are roots that no moralism, hypocritical happiness, or fake bourgeois values can hide: they are roots exposed to the winds of social change. Vulnerable, shifting. They are like the dangling roots of a ficus tree in Palermo. Conspicuous and visible, hanging behind branches that, after all, are the children to follow when they move to a new city, the grandchildren to care for. Or the new partners to marry for the second time, since, as Murgia said, that "I promise to never leave you" is the cruelest, most arrogant, and inhuman promise one can make.

The confirmation of this trend is the increase in divorces (including late ones, for those over 65), as well as second marriages, blended fami-



Above: enjoy retirement, yes, but how? Divorces among the over-65s are on the rise, people are wintering in London with their children, Ltds are opening.

lies, and projects focused on social housing: living together, even with friends–essentially, the relatives we choose–has finally become a reality on a national level. Thus, while the nuclear family (mom, dad, children) relies on video calls to maintain relationships with the extended family (grandparents, uncles, and cousins), in the meantime, a new kind of family is emerging–either much larger (old relatives joined by new partners of exes) or much smaller (single parents by choice or due to separation). Sometimes, it's a couple that remains childless, which is happening more and more frequently.

By 2042, says Istat, only one in four families will be made up of a couple with children. More than one in five will be childless, and 37.5% will consist of just one person. But wasn't "family" a term used for a group of at least two people? No, families made up of individuals living alone have always existed, but whereas in the past this mainly applied to young men leaving their families for work, for some time now, the "micro-families" are the elderly living alone. This is driven by well-established phenomena–namely the increase in life expectancy and marital instability–and the rise in these figures is a realistic prediction. If today, people aged 65 and over make up about half of those living alone, by 2042 that number will reach almost 60%. There will be more men living alone (+13%), but especially women (+21%).

The numbers are what they are, but everyone thinks about what they will. And I think of the two key words in my conversations over drinks with my friends: aging together. A big house, a little garden. Falling asleep by 9 p.m. on three couches in front of Affari tuoi, cooking and cleaning on a rotating schedule like in student houses. Helping each other, above all–handling paperwork, picking up laundry, surviving the aches and sorrows of the third and fourth age. In our plans, we only see women, and I don't think that's just because men live shorter lives. Perhaps it's because the word "solidarity" is a feminine noun, and language always hits the mark. In any case, senior cohousing is a phenomenon that began in Denmark in the 1960s, initiated by an architect, and it's now on the rise. In Bari, four women in their sixties have already tried it, and in France and England, it represents 68% of investments in the sector (in Italy, there are about thirty such projects, two-thirds of which are private initiatives).

What really matters is the example you absorb indirectly–in other words, the cultural context. This holds true even in Japan. Essentially, the global population values the marital bond because women, by nature, understand that stability is best for children. But not for other reasons: the proof is that today, we can conduct vast and rapid searches to find partners, and the opportunities for relationships are far more numerous, yet this doesn't seem to contribute to an increase in the number of marriages. As for birth rates, negative records have been updated year after year since 2008: in Japan's ongoing demographic crisis, the number of babies born decreased for the eighth consecutive year in 2023, reaching a new historic low. This means that up to 42% of women born in 2005 will never have children. While Tokyo has the lowest average number of children per woman among the 47 prefectures (0.99 children per woman), the government has launched a dating app to combat the country's demographic decline. It's called "Tokyo Futari Story" and is part of a larger government plan to boost birth rates, with a budget of 500 million yen.

All this suggests that in the near future, the overall size of family units will permanently decrease on an international scale. If in 1950, a 65-year-old woman had 41 living relatives, by 2095, a woman of the same age will have only 25. These are the findings of a study coordinated by the Max Planck Institute for Demographic Research (MPIDR), published in the journal of the American Academy of Sciences. The most drastic reduction is expected in South America and the Caribbean: in these regions, the average 65-year-old woman in 1950 had 56 living relatives, while by 2095, a woman of the same age will have just 18.3, marking a 67% decline. In North America and Europe, where families are already relatively small, the changes will be less pronounced, with a decrease from an average of 25 relatives in 1950 to 15.9 by 2095.

Alongside all this, the rise in single-parent families is evident and undeniable: according to research by the Pew Research Center, based in Washington, the United States has the highest number of single-parent households (23% of all families). This means that nearly a quarter of American children under the age of 18 live in a single-parent family. The second coun-

try is the United Kingdom (19%), followed by São Tomé and Príncipe, Russia, and Denmark. The only African country in the survey with over 15% of children living with single parents is Kenya. It's important to note that these figures don't include families where the single parent lives with their children and other people (relatives or friends), which immediately suggests that if these were accounted for, the numbers would be much higher.

In any case, we are heading towards a world increasingly populated by people living alone: it sounds like a future revolution, but in reality, it's already a bit of our present. Widows, singles, women thawing frozen eggs stored in banks and deciding to become mothers without a partner, single-parent families (which will grow from 2.7 million to over 3 million in twenty years). What matters, however, is that we will all choose to rely on a network that is incomplete, imperfect, but evolving: it will be the family we want, constantly changing. And it will be the one that protects us because we are learning to cultivate it every day. When we leave and change our lives, when we uproot and are reborn elsewhere, while still maintaining a dense network of reference points. Stefania, Lucia, Mariateresa, Titti, Chiara: these are the names of the family I am cultivating, while I watch hordes of my friends' parents abandon their 200-square-meter homes in the South–filled with dreams and grandchildren who never set foot in them–and move into new 38-square-meter apartments in the outskirts of a distant city, where their children and grandchildren now live.

These are the "reunifications" of expat grandparents, and they all reveal two major gaps in our society: support for young couples with children and care for the elderly, who lack social spaces and spend entire days in isolation. While there is plenty of data showing that the economic crisis following the pandemic worsened conditions for young families (today, one in two grandparents financially supports their children and grandchildren, acting as the cornerstone of "informal" welfare), much less is said about the elderly. "A new phenomenon has occurred," explains Stefano Poli, a sociologist at the University of Genoa and author of *Gli anziani che verranno* (FrancoAngeli). "The fact that parents are moving reflects a cultural welfare system that is distinctly Italian and rooted in family ties. However, this time, the two generations are reuniting to address the issues linked to the growth of the third generation. In other words, while in the past people moved to receive care from their families, today they move to help their children as well."

The unstoppable rise in retirees moving abroad has been ongoing since 2008. Every year, around 4,100 leave, with a third consisting of foreign workers, less than a third choosing countries like Switzerland and Germany to be closer to their children, and the remaining third opting for places like Spain, Portugal, and North African countries due to tax benefits and favorable climates. Migration varies, of course: the baby boomer who stays in Italy doesn't experience the same difficulties as those who move abroad and lose the advantages of Italian residency (such as healthcare benefits). "The real novelty, however, is this" Poli continues. "If the individual is today's basic unit of measurement, it's also true that as individuals, we haven't lost the ties and obligations toward the elderly. A separated woman with children always returns to her parents' home, and vice versa. So, despite being heavily targeted, the family remains the bulwark that protects us. On one hand, welfare resources are dwindling, and on the other, families are breaking down into micro-units."



ELENA RABKINA / UNSPLASH

New offices that become social places and houses that become workplaces with screaming children. Flexibility increases the need for a network of mutual help.

"Who still goes to eat at their grandparents' house on Sundays to reconnect with cousins like in the past? Very few. Yet, for me, protecting the family remains the only solution until we find an alternative. Maybe a family expanded to include the neighborhood. Who knows? What matters is that we urgently need to rethink it," concludes the speaker. Enter the concept of the "neighborhood": a network that could precede the retirement-stage option of social housing. The homemaker on the first floor becomes the nanny on Monday afternoons, the retiree on the top floor fixes the boiler and stays for dinner because he's a widower and good company. And the grandmothers? Some will continue to support their son's young family full-time, caught between the high cost of living and insufficient services. Others will do so part-time or on demand, having become the trailblazing baby boomers of a new "grandparent trend," where relationships with younger generations are different–of higher quality, and not just out of necessity.

The situation is this: Italy is a country where workforce participation among those over 55 continues to rise steadily, absolute poverty for this age group has been halved in less than twenty years, and the country maintains its lead in having the highest proportion of over-65s in the EU (23.5%). More than half of these individuals see their grandchildren on a weekly basis, and 60.4% of them help care for grandchildren when both parents work (according to Istat). However, this percentage will likely decrease. And not just because laws like the Fornero Law require women to stay in the workforce longer. “A woman, after a lifetime of work, has the right to choose how to manage her days, doesn’t she?” asks Silvia Vegetti Finzi, a psycho-pedagogist, grandmother of three, and at an age where she could technically retire. “I work from morning to night because it makes me feel alive. My rest is doing what I enjoy. Besides, I feel like I still have something to say, and I don’t want to give that up.”

“The youngest granddaughter is twelve, and of course, I’m available if needed, but I also support a more active role for grandparents–meaning the right to help organize family life according to our availability, while also respecting our right to say no. The idea that grandchildren are always best off with their grandparents is pure rhetoric”, adds Vegetti Finzi, author of *Nuovi nonni per nuovi nipoti. La gioia di un incontro* (Mondadori). “That said, if working until 67, as the Fornero Law suggests, can help make grandparents less ‘obligated’ by their children to manage the grandchildren, then that’s fine. But if someone prefers to stop working earlier, they should still have the right to do so because our energy levels are different as we age,” she concludes. In essence, we want the freedom to choose not only our relatives but also our time: time for ourselves, for our grandchildren, and for work–until we decide to stop. Time for life, which, fortunately, has become longer.

It’s a story of “blurring boundaries,” we might conclude. The margins of family stories are thinning, dissolving, making room for new figures–friends, neighbors, fluid grandchildren, parents who winter with their children in London and return to the village in summer. The key word, however, is net–the network. Each of us will build our own, from city to city, and within it, we’ll feel protected. In the meantime, we need to get better at trading a bit of individualism for trust in others. Call it solidarity. Think of other words if you wish. After all, we need a new family lexicon–or perhaps we already have it.

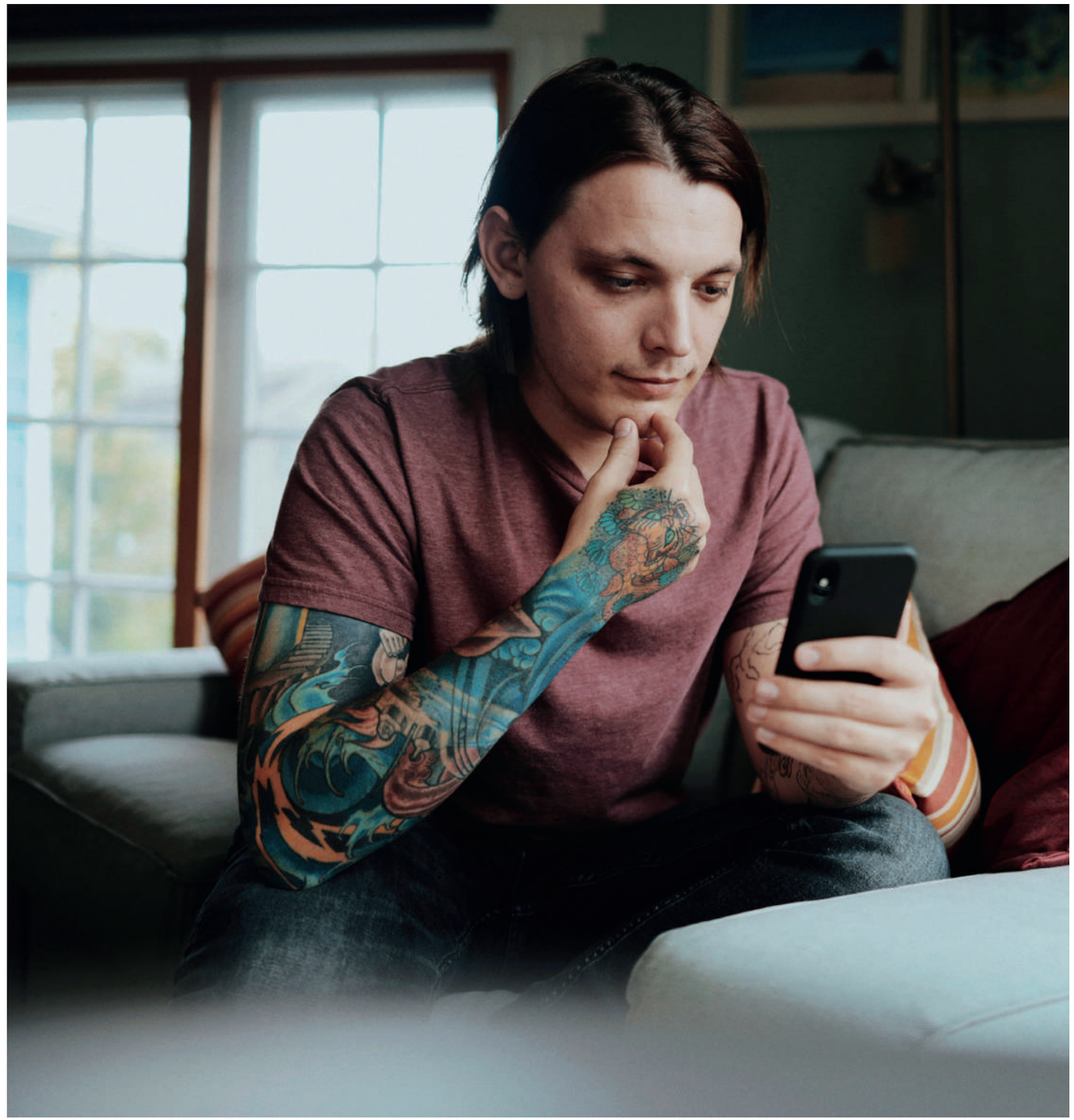
We want to be free
to choose our relatives,
but also our time: time
for ourselves, for work,
for our grandchildren,
for a life that has,
thankfully, lengthened

Rossana Campisi



Sicilian by birth and Milanese by adoption, she is a long-standing journalist and expert in female work-life balance issues. She published Partorirai con dolore (Rizzoli) on the subject of pregnancy in the Italian healthcare system.

Protecting relationships



CHARLEY PANGUS / UNSPLASH

Love, fraud, revenge porn. One second to become a victim, at least five years to get an unfair justice. Sex and feelings experienced ‘remotely’ increase crime. And the law is always one step behind

by **Ester Viola**

On the previous page, a common scene in families and schools: relationships via smartphone no longer facilitate physical relationships, but replace them.

On the right, the investigative techniques of the postal police are evolving, but too slowly: the latest report on love scams shows that 4,500,000 euros were stolen in one year.

Years of predominantly written love affairs. It is expected, contemplated, normal for two people to date online. Being in chat rooms and not seeing each other. Being in chat rooms and staying there. This is the premise - delusional or acceptable, it seems to depend on the age - that explains the new things that surround us.

People say: if you find in your hands the mobile phone of anyone in their twenties, you will find a minimum (sometimes more than a minimum) of home-made porn made by the owner. It has something to do with the interest in offline sex that has sunk, but it also has to do with convenience. Seeing each other at home, from the couch, is easy to do with all the benefits and no investment of time and effort. Of course, the argument about the virtual world would be even more articulated: images have replaced the people they represent. Instagram for instance gives a continuous bordering-on-porn imagery, the pattern is the hyper-sexualised and unreal cartoon of the Kardashian-Jenner and the other counterparts, whether they are singers, pop stars or creators, as the famous people are called.

To be even more precise on the sentimental trend, one must necessarily list the most frequent of contemporary relationships, called situationship.

An untranslatable word, a middle way between liking and disliking. It must also be admitted that non-love has existed at least as long as the Greek classic, even going as far back as the Aeneid, where Dido did not die by chance.

But current reference, situationship, has recently been upgraded and has become one of the virtuous words. It is curious that it has happened to the most defective part of the sentimental repertoire: who wants to be in situationships? In that quicksand that passes between friendship and love. The trap they warned you not to fall into. The much more prosaic 1990s defined them as those who want you and then don't want you. Meanwhile the years pass. But only yours, meanwhile they find someone else, they fall in love but not with you.

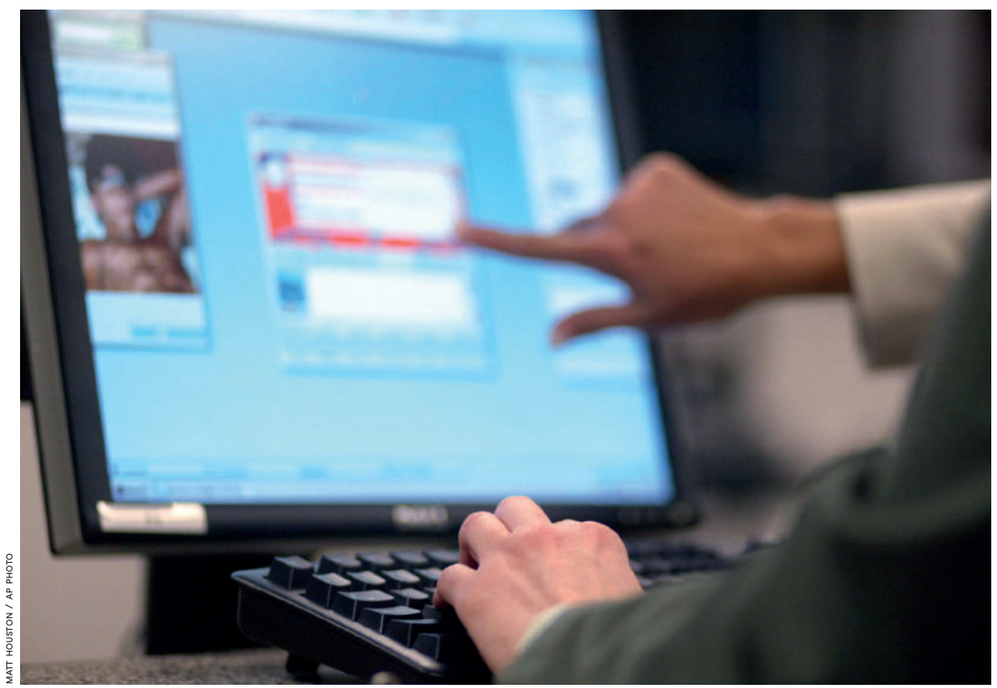
Situationship stands for 'there is nothing between us, though'. Situationship is a good description of the prevailing illusion of these last few years of written love affairs. Years of obsessive text analysis, misunderstandings, trawling, even an 'ok' in chat can generate frustration because what is an 'ok' if not an unemotional way of telling you: I'll get you out of my way, I don't have time for you? To the point that the new generations seem to have declared surrender, love is not for them, too complicated, too many risks, and who wants to suffer.

In short, there is a new and unseen acceptance protocol of the relational minimum and the socio-romantic framework that emerges is as follows:

Have you never seen each other? OK.
You just write to each other? Fine.

A stranger asks you for pornographic material suggesting that there is something going on between you since you have been exchanging chats for weeks? Fine.

If this is the background, if 'The best technologically equipped generation in all of human history is also the generation troubled like no



MATT HOUSTON / AP PHOTO



Public and private profiles, the distinction is now meaningless. The posting of personal data and images is still wrongly regulated and often the victim of such abuse becomes guilty.

Love scam, or deception, the cunning technique of pretending to love someone in order to steal their money. It relies on regulatory gaps and victim shaming

other by feelings of insecurity and powerlessness' as Bauman said in a black prediction from years ago, there is very little to be surprised about if the numbers (the latest available are from 2021) record year-on-year increases of more than 100 % of love scam cases compared to the previous year.

Love scam. Here is the simplicity of the English language to delineate a complex case: pretending to love a person in order to obtain a financial advantage. It is only fraud, if we move the Anglo-Saxon love scam to the definitions of our penal code.

The interventions of the Supreme Court of Cassation are still few and all of them recent, the case-case being the ruling of the 2nd Crimi-



Screenshots of private conversations being shared in Whatsapp groups. One of the most common crimes that violates personal correspondence.

nal Section, 13 June 2019, No. 25165.

In the case in point, a man had simulated a romantic relationship with an older woman: he proposed to her the co-ownership purchase of a flat, he asked for loans, for a co-ownership of company shares. He had managed to obtain a lot of money.

How does this lead to a fraud trial?

First, the objective element of the offense is required (Article 640 of the criminal code). For the conduct to be criminally defined, there must be a precise sequence of tricks or deceptions, and these must be linked to the error of the victim, who, led by fake motivations, makes unforeseen or directly insane asset choices that otherwise would not have been made.

Deception is simulation: it serves to make the false pass as true, it works on the victim's psyche. Artifice is skill in setting up external reality so as to create even the non-existent. The "cathedrals of lies" of the romantic scams are impressive. The human capacity to believe anything, blinded by love, also.

The law is elastic: the probability that trickery and deception become decisive elements is based on a single fact, the causal link between the action and the event. On the other hand, the victim's lack of control, diligence and capacity for checking is not relevant. Objectivity is not contemplated, the possibility of asking oneself for lucidity neither. What the law demands - and then that is enough - is the verification that the mistake the victim made was a consequence of those pretense and deceptions.

Everything is clear, in theory. One might say this is an excellent defense structure. Not only the most beautiful Constitution in the world, the Italian one, but also the legal codes and jurisprudence. One cannot say the same for the other gear, the vital one for laws, enforcement. The application of that perfect rule takes - in our country - five years for three levels of judgment, and this is an optimistic estimate by default, because everything must go perfectly well and one should be assigned to virtuous courts.

Five years for the delineation of fraud and a penalty application. And what are the internet times instead? The same as lightning.

A sentence is the only compensation provided, it is justice that tries to compensate for the inborn defect of trials: no one can go back until the damage that has been done has been repaired. Repair is not possible. The law is the universal admission that we only have the possibility of counting those damages and hopefully providing for some unlikely sort of compensation. A piece of paper with a decision made in the name of the Italian people should restore parity, since it is too late for the previous status quo. This is the best one can obtain. In the name of the Italian people someone - a judge - tells you that you are right. Money, generally little and hardly recoverable, because the other side has already made itself safe by emptying what could be emptied. It ends there, that's all.

There is no lack of defense, there is a lack of rapid application of that defense. Any judicial office, anywhere in the country, will say the same thing: the solutions are there, there are not enough people.

For the moment we count the damages, the sentimental scams. The Postal Police has so far provided up to the 2021 report and the stolen amounts stand at 4,500,000 euros.

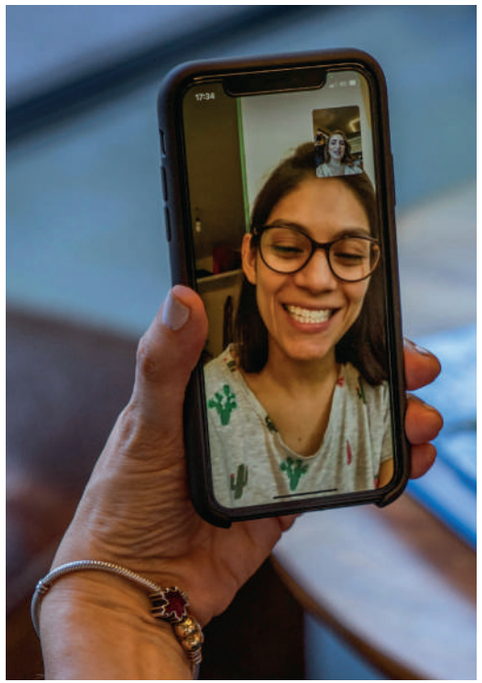
And complaints are still few. The reason, the obvious one: shame. One has to admit to having been a stupid, thoughtless, weak adult. Money at the price of feeling special for someone you have never even seen.

Revenge Porn

In your twenties the lover asks and you give. Without even asking too many questions. Love words are no longer used, *send nudes* will be the statistically most frequent message between couples, I'm guessing but not too much either. Young, not so young, teenagers, old people. For a few years now, it no longer seems crazy to send free, explicit photos, shoot and send home-made pornographic material. On the naive assumption the stories will last forever. We've all been there, only the luckiest of us didn't have cameras at that age when you don't perceive any imminent danger.

In Italy, cases of Revenge Porn are worryingly increasing. This is what the Guarantor Authority for the Protection of Personal Data points out in its Report to Parliament 2024, with 299 notifications of people for the danger of spreading photos and videos with sexually explicit content, 'doubled compared to last year'.

We waited for some avoidable tragic epilogue to end up in the news, - it was a carnage, in some cases - and then even the Italian Parliament tried to answer the question 'what do we



CRISTIAN ROJAS / PEXELS

Even a simple romantic chat, a private video that is not necessarily sexually oriented, if shared with others, may fall within the context of 'revenge porn'.

do with these explicit videos spread without consent? There is little to beat around the bush, this is an endemic phenomenon son of our times and of the fact that it has been established that we are free, very free, to adapt to the new tempora o mores, and if you are against the various freedoms you are a boomer or an ordinary old man or even a fascist, so we keep away from any question of ethics, decorum or common sense. Even if it were a two plus two that even children would understand.

This is how the introduction of the new Article 612-ter in the Penal Code, approved by a relay amendment to the 'Code Red' package (Law No. 69 of 19 July 2019), served its purpose.

Some questioned the placement of the rule within a system dedicated to the protection of victims of domestic and gender-based violence. It was said that it would have more prominence and more force in a new Code Title on crimes against sexual privacy. Here is the predominance of technique and doctrine, while the problem spreads in a form already different from the one described by the case law.

The scope of 'revenge porn' comes from its Anglo-Saxon definition, which considers a precise and (in the opinion of many) already too narrow hypothesis: the publication, by one of the two members of a couple, of pictures or videos of the ex-partner acquired with the other's consent and with sexually explicit content, with a precise intent: revenge. The terrifying punishment that follows the break-up of the romantic relationship.

The remedy only came later, when the term 'revenge porn' became a catch-all formula for all possibilities of disseminating intimate material. Also in our legal system, the new Article 612-ter of the Penal Code, which punishes 'with imprisonment from one to six years and a fine ranging from 5,000 euros to 15,000 euros' those who divulged the material, and also includes the so-called 'second distributors' of sexually explicit images. Those who do not know the girl in the photo or video but disseminate anyway, for fun.

It is still called Revenge Porn, but the definition, as well as the law, has become deficient in a few years. Because it is no longer even revenge. It is a macabre whim. In some cases it has become extortion: if you give me that much, I won't publish them. Or a brand new crime, mitigated, better managed because the revengers have gotten smart: we are talking about a trivial ex-girlfriend, a high school friend, and you send the video to your best friend and twenty people see it, so they delete it. They've become better criminals, they stop in time, they have a secure chat. Or they're underage.

Privacy is perhaps the newest of rights. The most fragile without a doubt. Right to be left alone. Lost or sold, it no longer matters to wonder about it, because public and private are lost, they overlap all the time. Moving from the highest criminal systems to the minimums of civil law, not even material acquired from an ex-spouse's mobile to prove infidelity can be considered a violation.

This is an elementary assumption: the partner cheats, a divorce is requested with charge for infidelity. Where before a private investigator was needed, now a secretly taken photo is enough.

Chats taken from a phone, photographed, sent to another device: it seems like something common, in theory it would have criminal relevance, because this is correspondence and confidentiality is protected by art. 616 of the Penal Code.

Even if it is a criminal offense, the privacy code cannot exclude its usability in civil proceedings for the right of defense (Art. 24 let. f); Art. 13 and Art. 160 co.6, Legislative Decree no. 196/03. That is to say, if the authenticity is not contested, the magistrate can take screenshots acquired unlawfully and use them to pronounce sentences with a charge (Ord. Court of Turin VII civil section 17.11.11 and sentence 08.05.13, see also Cass. no. 3034/11 and no. 18279/10).

It was almost fifteen years ago that the first judgment warned us of the imminent collapse. Court of Monza, Sez. IV, no. 770/10: 'Those who decide to become users [of social networks] are well aware not only of the great relational opportunities offered by the site, but also of the potential overflowing of the contents they upload there: to a certain extent it is a risk which is undoubtedly accepted and consciously experienced'.

The disaster has arrived, and so far the law is running after it without much success.

Ester Viola



Lawyer, she is a labour lawyer who sometimes deals with divorces. She has published three novels, L'amore è eterno finché non risponde, Gli spaiati and Voltare pagina, published by Einaudi.



GUIDO CALAMOSCA / AP PHOTO

The generation that wants a safe environment

It is all about anxiety, messianic visions and dystopian futures. People in their 20s and 30s embrace ‘ecosophy’, a belief that makes them militant and ready to change the present

by **Ivo Stefano Germano**

According to a recent Deloitte Global GenZ and Millennial Survey 2024 report, in Italy, compared to the global average, 68% of Generation Z (62% global average) and 64% of Millennials (59% global average) speak in terms of broad sensitivity to climate change. More generally, the overall data tends to reinforce the notion of ‘concern’, if not quite ‘fear’. Not just words, not even slogans, but concrete and actual practices: 37% of Gen Zers and 42% of Millennials are concerned about reducing their environmental impact, for example by avoiding fast fashion, limiting air travel, going vegetarian or vegan. Around the age of 30. Well informed. Socially, culturally, nutritionally ‘eco-friendly’. Strongly convinced, from the point of view of the most critical people, that they have to deal with environmental issues, ecological transition, climate change and other issues that are fueling the debate in the international political arena.

In an increasingly overheated land, media, governance, companies represent a semantic ‘blockade’ against the intensifying instances and waves of environmental activism, although in different gradations. Ideas are on fire, as are the many fires that have been raging for some summers now, even if the 30-year-olds are almost alone in raising the great ‘environmental question’ of the coming decades. Thinking about significant issues, we see the presence of a generation (a term that is never entirely cogent) that experiences, day after day, a double level of anxiety: technological and environmental. This is a sociologically ambiguous theme, in relation to the fears, conflicts and commitment, if not quite to the post-modern obsession that characterizes those who, in their thirties, are concerned with the fate of our planet. In the midst of the contradictions of woke capitalism, resilient and sus-

tainable sociality, a new generation is emerging, as it were, with no way out.

Far be it from me to throw it into the 'metaphysics of youthful custom', but the defense of the environment has once again become something archetypal, affirming the synchronicity of social practices with the rhythms of nature. This is what the sociologist Michel Maffesoli has called "Ecosophy" (2018), as an awareness of the nature of things, i.e. the primordial harmony between Mother Earth, communities and individuals, and at the same time the care, the protection of the cracks and wounds of that "industrial and post-industrial Prometheanism" and mono-paradigmatic technology. A theme that has its premises in the reflection on culture and civilisation so evident in the critical thought of the Frankfurt School in the 20th century, in the sense of crystallizing the existence of what Adorno defined in the subtitle of Minima Moralia as 'damaged lives'.

Quite apart from the huge amount of headlines and televised denunciations of the defacing of monuments and motorway blockades carried out by an elite of white, rich people with rich parents, few of us have the problem of doing the shopping and "if my washing machine breaks down in my house I am happy to fix it". But "we also fight for those who cannot fight", as Marina Hagen, the Austrian leader of Ultima Generazione, recently told Il Corriere della Sera on Friday 9 August 2024. According to a less lazy reading, there would be an opportunity to come to terms with the vision of who is not interested in what he can no longer see. More a warning from visionaries or returning anchorites of contemporaneity combined with the ancient projection of every social and cultural movement to make their dreams or hallucinations real. Even the most tragic, twisted and desperate ones, which are the widespread outlet of the totalitarian beast. Being/feeling perpetually anxious allows one to produce ideas, never shrouding oneself in ideologies. Believing that we are faced with a series of catastrophic errors, in the name of an active paradigm that forces us to get out of the 'downward game' between categories and segments of society that cancel each other out in the rumpus of an exhausted list of effects.

It is better to discuss causes in order to retrace the path of a common goal, without necessarily being pandering, sympathetic and self-referential. Out of embarrassment, fable of fables or parable of the end of everything, almost science fiction, of the consumer society in all parts of the planet, from São Paulo to Detroit, from Calcutta to Kuala Lumpur. Theoretical passages that unite Slavoi Zizek's and Alejandro Jodorowsky's readings of the imaginary, more Lenin's cook than artist, we are dealing with a generation that wants to modulate and de-structurise the imaginary, almost as if it were a Dürer table. "Everything is anxiety": a kind of pervasive social atmosphere, the result of a precise culture that produces anxiety, as Vincenzo Costa, Professor of Phenomenology at the Faculty of Philosophy of the Vita-Salute San Raffaele University, explores in depth in his recent essay: 'The Anxiety Society' (2024). It is now known that the 'post-pandemic' has disproportionately extended the perimeter of anxiety. During the day we deal with anxiety, at night we deal with anxiety. Moreover, each phase of the day produces and aligns different anxieties. A multiple state, a common condition, an eternal bite in the stomach that attacks us deeply. A true imaginary has been built around anxiety, to the extent that simply saying or declaring that you are anxious is enough to engage in a flowing conversation on social media. Between immediate solidarity and acid stigma.



VALENTINA STEFANELLI / AP PHOTO

Creating a common feeling and, at the same time, perceiving a common destiny, a multiple consonance. This is how the world and things are in the "age of anxiety": a mature phase of globalization or a new time of impossibility? More than answers, riddles. Complicated legacies of a widespread, compact, almost overwhelming discomfort. Whether it is Amazon's delivery or the end of the year play. Without rest. Whether 'incel', 'eco-anxious', 'neo' or 'post-fragile', 'eternally precarious', the anxious state is the drôle de guerre of the present. Impossibility as destiny takes the form of a permanent and total anxiety. A reality beyond the imagination and a direct consequence of chronophagia, as a consciousness of being devoured by obligations, more or less real, necessary. Anxiety. A transversal, omnipresent word. If you do not feel anxiety, you are nobody. I am deliberately exaggerating. Given the subject: I stress the concept. But it remains undeniable that the state of mind that characterizes contemporary life is anxiety. Roadworks

The digital society requires an immersive state of consciousness, where there is no time for detachment or contemplation, but only a frenzy that translates into a perpetual social performance, driven by technological times.

and speed limits, work, study, environment, school, affections, promises, premises, each, in its own way, create anxiety. Whether small or large, living in an anxious society seems to be an inescapable destiny.

The turn of events unfolds in a precise state of mind. Just to wait for a courier we mobilize a building, the local shop, if it is still open, a nearby bar. This is not minimal apologetics, but the observation of a permanent state and movement. Without prior agreement or even sufficient truth. Expectations are projected without knowing how to keep them, because there are too many, more and more. Not to mention the fact that, according to the social psychologist Jonathan Haidt, we are living through a phase of full maturation, as one of his recent essays calls it, of a veritable "The Anxious Generation: how the great rewiring of childhood is causing an epidemic of mental illness". According to Haidt, sooner rather than later, anxiety will be waiting for us with open arms. More precisely, within reach of a smartphone. It is not as if time is organized enough to spare us a little anxiety, to the point that we feel unprepared for the slightest change in schedule, for the more than natural change in things. We are not ready. We feel unprepared in a time of deep loneliness, no matter how much we flaunt our brilliance and prominence on social media. A kind of uninterrupted spleen in the information and communication overload, the blue ticks, the buzzers, the proclaimed voice notes, the recommended notices, the dizzying chrono-compression.

Anxiety caused by the round-the-clock flow of information. The digital society demands an immersive state of consciousness, where detachment and contemplation no longer exist. Frenzy, that is the absence of stasis, which translates into a continuous social performance dictated by machinic, technological times. The finite and the indefinite are welded together in the new "anxiogenic ecosystem", expanding the sensory perception of a widespread sense of fatigue combined with a resurgent disease of life. Every sphere or situation generates anxiety, beyond the positive aspects represented by the anxiety to grow, to improve, to experiment in new fields. To be honest, the other declination of anxiety turns out to be neglected, removed. It prevails, in various ways, a mood in which, perhaps for the first time, we are ready to openly (and I don't know how consciously) declare that; unlike voting behaviour, sexual preferences and values, we do not see any obstacle to declaring, or more simply admitting,



VALENTINA STEFANELLI / AP PHOTO



VALENTINA STEFANELLI / AP PHOTO



VALENTINA STEFANELLI / AP PHOTO

that we feel anxiety. Don't worry: I won't give in to the temptation to discuss the structural causes of the phenomenon. It seems to me that anxiety arises primarily from the awareness of the inevitability of certain processes. It is a form of perpetual disorientation with no future solution in sight. A constant re-starting in the face of too much novelty, in the absence of the unprecedented. A fifth state, psychic and social at the same time, is advanced: 'the eternally anxious'.

Whether the fears and doubts are more or less well-founded is unknown. Anxiety is one of the great contemporary adhesives. An issue. A dilemma. It takes on a metaphorical imprint that, the more it diminishes in relational terms, the more it increases the surplus of distraction and diversion, which resembles giddiness. Once the existential and anthropological surprise that every social act should guarantee has been abandoned, an upside-down perception advances that sometimes distorts, sometimes confuses. Anxiety coincides with everyday life. Everywhere: a countdown to which the print media, social media, television, learned intellectual discourses, talk show recitations, television series, films and fashionable reportages are feverishly working. For the first time, the social imagination has nothing to do with the future, nor does it present itself as a memento mori, to prevent social disfigurement. Being anxious is no longer the prerogative of managing life, but a drastic transformation of family, professional and gender culture. A certain idea of the environment, and not in a political sense, is offered by those who demonstrate a reasonable knowledge of the environment. A metaphorical attitude that seeks to move away from the spirit of competition, challenge and the race for energy supremacy, towards the nihilistic prophecies and pessimisms of civil and practical reason, of the "professionalism of the coming apocalypse". It is a matter of working sensitively on values, with good grace on the fundamentalism of principles and virtues, starting with the "things of creation", focusing attention and listening, as compatible with a social climate, trusting that the environment will become a flywheel of the knowledge economy.

The 20th century has already seen Arcadian and Romantic impulses, as well as drastic technological metamorphoses. Social time, suspended between nature and culture, is joined by the material substance of the things and objects we use. Very often we are in danger of not noticing the change in mental structures and the immediate consequences for our behaviour, attitudes and cultural life itself. Probably what politics demands, or rather should demand, is not to limit the complex nature of the debate to an exhaustive listing of effects or, certainly not, to a discussion of causes. Effective politics knows that we will always need energy to act, to create and to know, not so much to know reality as to make it more plastic, thus avoiding an attitude that radicalizes issues and then trivializes them. In life, human responsibility towards the global environment must combine imaginative and cultural patterns with those of vigilance and protection, symbolizing the restoration of the ecosystem. A chiaroscuro generation that aims very high, that is, at the universe. And which, whether it succeeds or not, will be an essential crossroads of tomorrow.

Ivo Stefano Germano



Professor of Sociology of Cultural and Communicative Processes at the University of Molise, he teaches Theory and Techniques of New Media and Public and Social Communication. He is the author of essays on Italian pop culture.

It all starts with a red line

by **Viana Conti**

‹The treasure of human unity is human diversity, but the treasure of human diversity is human unity›
Edgar Morin[1]

‹Ecosystems must be seen as networks of interaction in which each living being evolves together with the others›
Tomás Saraceno[2]



PHILLIP BOND / ALAMY

Antidote to the effects of casualty in life: The insurance company

Network, humanity, thought and art are interconnected along a red thread. Does a path of metaphors begin? As in Kafka, metaphor is a poetics of metamorphosis. A thread of air to breathe, a thread of water to hydrate the human being, a material/immaterial thread to extend, to stretch a net in evolution towards the other, the elsewhere, to create community, horizontal cohesion. But also the thread of language that never stops weaving, in space and time, its history, its myths, to point to the thread of light that illuminates the beauty of the multicoloured mosaic of humanity. An iridescent mosaic of which each one of us, together with those who live next to us or those who come from afar, is a living piece, aimed at consciously, responsibly, cognitively, ethically nourishing the durability of human life in the environment of Planet

Earth that hosts it. Even artists know, between one oracle and another, that insurance means to comprehensively analyse the effects of the accident in life, especially in the context of a desirable ecological transition that goes from green vegetables to blue water, through environmental, social and governance factors.

The image of the net - the icon of The Human Safety Net - in the human consortium communion, starting from early childhood and leading to the fulfilment of a technical, humanistic, scientific, socio-political, confessional, artistic profession, represents the setting of new inter/infra/relational, mental, empathic paradigms, as a response to the projections of desire, to the search and practice of solid existential values on the ethical, critical, cultural field. In this regard, the lesson of the philosopher-sociologist Zygmunt Bauman[3] is symbolic and it is aimed at understanding his well-known metaphors of solid Modernity which in the past produced those steady values that, with the arrival of liquid Postmodernity, marked by a frenzy of consumption, have irreparably dissolved on a global scale, producing the spread of those insecurities that only an interstitial protective action can prevent. An authentic industry of fear of disaster, both natural and man-made, seems to lead - writes Bauman - to a social redistribution rather than a quantitative reduction.

At the centre of a questioning question is man - a man of the world and in the world - an integral part of the cosmos in its chaos and order, an entity within a community moving outwards as well as inwards - in the double lacanian shift of *Extimité*[4] - by a dynamic of desire always stretching out, as Georges Didi-Huberman[5] would have it, towards the reality and imagination of the other, towards a knowledge that includes a conscience. We speak of a social body, an extended, rhizomatic social body, as Gilles Deleuze[6], the French thinker and philosopher for whom Michel Foucault has imagined a century bearing his name, a Deleuzian century, would want it to be. In the volume *Mille Plateaux/Millepian*i Deleuze, with the psychoanalyst Félix Guattari[7], theorised a de-territorialising vitalism that re-territorialises itself by taking part in the becoming of other living beings, as when he writes of that wasp that, at the point of contact with an orchid, turns imperceptibly into an orchid, and of that orchid that, at the point of contact with a wasp, turns imperceptibly into a wasp.

Hovering between logic and transgression, sign and aura, knowing and not knowing, technique and invention, reality and dream, singularity and community, artists are the most sensitive seismographs of reality, a reality, however, that participates in the virtual as another reality, commonly defined as digital, numerical. Artists, as agents of the imaginary, become moving references, a kind of haruspices, who never stop making oracles, questioning the sky and the earth, the sea and the air, questioning themselves on behalf of all of us when we look at works of art that are related to us, that reflect us. In this context, between the West and the East, there are, for example, three paradigmatic names, from different generations and different genders, working in the present expanding network. In the artistic context, women have never ceased, throughout history, to seek the protection of their rights of authorship, regardless of the predominantly masculine power of signs, in whose reflective light they have been operating for too long. It is therefore worth noting that Generali is the first insurance company in Italy to be awarded the Gender Equality Certification, which attests to its commitment to the implementation of gender equality policies and the empowerment of women in various fields, including culture and the arts.

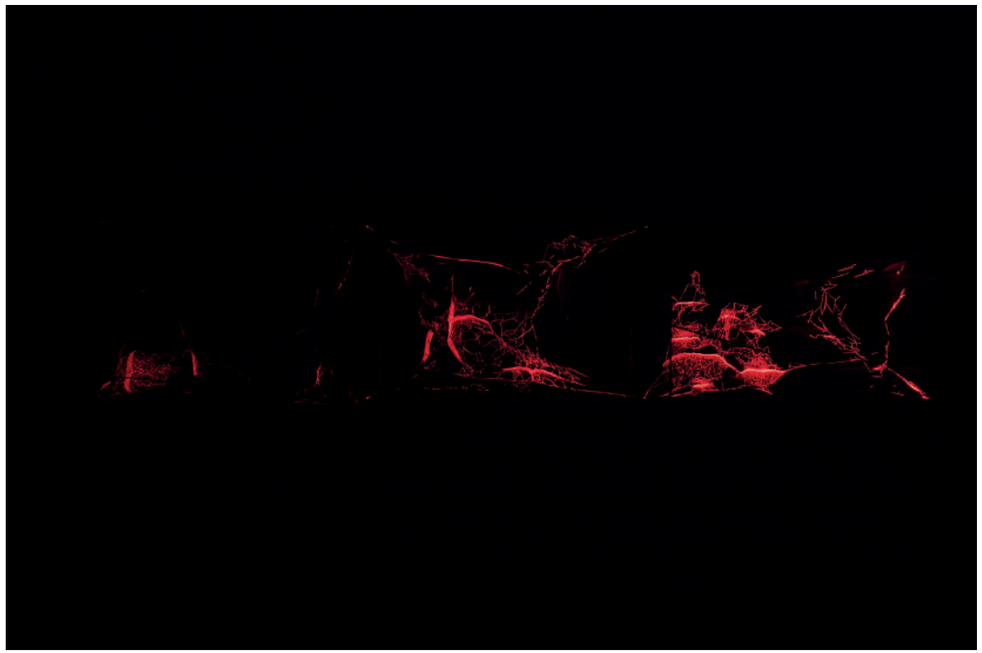


Chiharu Shiota (Osaka 1972, Japan, lives and works in Berlin since 1996), *Light as a trace* environmental installation. In 2015, he represented Japan at the 56th Venice Biennale with the project The Key in The Hand.

Federica Marangoni (Padua, 1940, lives and works in Venice, international multimedia artist and designer) *Wake up*, red laser wire, Piazza San Marco-Procuratie Vecchie, 7 April 2022.

NETWORK - Three paradigmatic examples in contemporary art

Born from the light of the mind, formalised by the gesture of the hand, **Federica Marangoni**'s writing becomes the emblematic thread of a life under the sign of art. *Memory: The Light of Time*, a site-specific mega-installation/event in the legendary setting of the Biblioteca Nazionale Marciana in Venice, is not an exhibition about the book, but a deployment of that chromatic arc of knowledge that is the bridge between Heaven and Earth, between The Book and Humanity as a whole. During the days of the opening, the bright rainbow, the emblem of her work, crosses the dreamy Piazza San Marco in Venice, becoming the link between the Insurance Institution, with its new headquarters in the Procuratie Vecchie, and the cultural Institution of the Sansovino Library. Federica Marangoni, a master of metaphors, symbols and archetypes, is also the international artist who presented the monumental/documentary sculpture *Luce della Mente (Light*



ELA BIALKOWSKA / OKNO STUDIO

Tomás Saraceno (San Miguel de Tucumán, 1973, Argentina, lives and works in Berlin), ***Aria***, aerial environmental installation, based on the spider's web as a resilient weave of very thin threads, exhibition at Palazzo Strozzi Florence, 2020, Photography © Ela Bialkowska, OKNO Studio. The Argentinian artist is in dialogue with scientific communities such as NASA - National Aeronautics Space Administration, MIT - Massachusetts Institute of Technology in Boston, the Max Planck Institute, based in Munich.

of the Mind) at the BookCity 2023 edition in Milan: a book open to the world, from whose pages of tarnished iron sharp neon phrases of blue light emerge, evoking values and disvalues such as peace/war, tolerance/intolerance, love/hate, but also words full of humanity such as people, freedom and energy. Located in the extraordinary setting of the Cortile d'Onore of the Palazzo Reale in Milan, this work of art is a universal warning for a time darkened by world conflicts and humanitarian crises.

Tomás Saraceno, an Argentinian artist-architect and researcher, conceives of a behavioural ecosystem of shared life between the human and the non-human. His concept takes the form of a web of reticular threads, dust, wind and heat. A project that moves from art in order to connect to a natural and social world of sustainable living. Trained in Buenos Aires, he moved to Frankfurt to train a multidisciplinary team in which biologists, engineers, architects, art historians and designers cooperate. After moving to Berlin, Saraceno realised those suspended and floating structures that have made him internationally recognised. His ethical project of aerial architectures, which fully exploit the spaces in which they stand, aims to reconnect people and nature within Planet Earth, breaking down walls, geo-physical, economic-political and ethno-social barriers.

Saraceno's complex scheme follows the reticular design of a spider's web, where everyone's actions are crucial to the system's functionality. When Saraceno is not presenting aerial mega-installations in open museum spaces, he exhibits micro-models in glass cases, using 3D printing technologies or laser systems of his own design, such as the Spider/Web Scan technique, which makes the three-dimensionality of a stratigraphic sample visible. The Argentinean artist's futuristic and visionary model of sustainability in the Aerocene - a term related to air and flight, coined by rethinking the term Anthropocene - is clearly inspired by his strong arachnophilic inclination, as a form of sensitive life outside the human. The artist's proposal advocates an existential behaviour that does not harm the climate and encourages symbiosis between different life forms rather than competition.

In the age of digital capitalism, of global warming, in which the Earth is enveloped by electromagnetic radiation, Saraceno's utopian *Cloud Cities*, born from thermodynamic imagery, would inaugurate an air nomadism for a shared cosmic network, free of carbon emissions, able to fly without using fossil fuels. Knowledge, as Tomás Saraceno suggests, could also come from non-Western epistemologies, from intelligences that are not only human.

The monumental net installations of Japanese artist **Chiharu Shiota** - a former student of the Serbian and naturalised American performer Marina Abramovic - represent allegories of her mind, born from memories of love and pain, dream and nightmare. As she hand-knotted her endless red cotton threads, the artist moves through the space as if she was drawing freely in the air. Her airy constellations of monumental, labyrinthine, reticulated ensembles rise from the floor from a highly symbolic object and become a soft habitat with doors, windows, chairs, keys, clothes, a bed. Vintage suitcases hang in the void, swinging from long, stretched red threads anchored to the ceiling. The *topos/utopos* of the spider's web acts as a web of emotional, existential entrapment on the themes of home and habit, memory and travel.

Chiharu Shiota reactivates that psycho-perceptual condition that Gaston Bachelard[8] calls *retentissement*, a psychic state that implies a profound resonance of self-recognition in the work of art in the viewer, as if it were a mirror in which to find oneself, as if he were its author. Indeed, in the Japanese artist's mega-projects, a Bachelardian poetics of space and everyday objects emerges, a poetics of the dwelling, in which she weaves nets during the day and draws on dreams at night. In her vision, the boat, the bed, become cradle and grave, a journey between departure and arrival. The key, endlessly multiplied, becomes a symbol of the passage from house to house.

This artist, inclined to excess and monumentality, who combines the calligraphic East with the anthropo-psycho-iconographic West, has simultaneously portrayed the collective and the Lacanian overexposure of her intimacy, staging the ceremonial value of the relics of a shared humanity.

Artistic creation and act of resistance in philosophical thinking

If the aim of an artist-researcher can also be to construct and deconstruct fluid structures in order to produce forms of life with a low environmental impact and a high potential for social exchange, the aim of a thinker, philosopher or scientific researcher is certainly no less concerned with finding ethical solutions, social, political, economic categories, in order to face the unexpected, such as the pandemic - Alain Badiou[9] - for example, in order to contain it, to defeat it, possibly without irreparable losses.

Question: what is the reason for presenting in the Bollettino, the historical magazine of the Generali Group, figures of artists, even if they are paradigmatic of the conditions that characterize contemporary reality? Because in the above-mentioned work called *Mille Piani*, Deleuze and Guattari theorize a close relationship between artistic creation and the act of resistance. While on one side, in fact, art would set the conditions for human development and the developement of a population that opts for sharing, on the other side it would produce an act of resistance against the advance of so-called societies of control, from Big Brother to the Algorithm.

As mentioned above, in 1980, Gilles Deleuze and Félix Guattari published *Mille Plateaux/ A Thousand Floors*. Capitalism and Schizophrenia, which continued the discussion begun with *L'Anti-Edipo*, éditions de Minuit. This publication is an "event of language and thought, shocking in its capacity to strike and imperceptible in its transformative action, which continues to act on individual and collective bodies" - as Paolo Vignola, who edited its republication in 2017, Orthotes editions, said. The volume is not divided into chapters, but into bookshelves that can be read separately, except for the conclusion, which must be read at the end.

With a focus on a green and digital paradigm, devices are being developed to hybridize the natural and media worlds. Today, the adventure of knowledge consists in finding the escape lines from the rigid postulate of information, communication, connection, interaction and intervention, avoiding the acquired mobility of the system to establish itself precisely on these escape lines in order to keep it under control and feed on it, at the same time advancing by reformulating its own bio-political, micro-physical spheres of power.

Communitas, in Roberto Esposito[10]'s reading, can only derive etymologically from the Latin *cum munus*, in the sense of "with a duty that is both debt and gift". The category of *communitas*, in Esposito's hypothesis, would be the key to the whole paradigm of modernity. It is a key that revolves around the fear that the postmodern state does not want to eliminate, but to turn into the engine of its own functionality. In this regard, it is enough to question the above-mentioned Zygmunt Bauman[11], who made inventories of fears, to discover that the system of a liquid state, such as the contemporary one, does not eliminate them, but multiplies them in order to spread them, precisely at a time when we enjoy unprecedented well-being. Hence the unstable state of the community itself, experienced by finite beings who renounce living together because this very inability is their *munus* - shared duty/obligation/gift, the basis of Communitas. They only have to share the common responsibility for their own Care. In order to achieve an equilibrium of *communitas*, a commitment to investigate its signs and symptoms, which, on the basis of an ethics of vulnerability, can restore its critical points in order to fully realize its potential, appears to be indispensable.

Provocatively combining cinema, noir literature, American pragmatic philosophy, the aphorism "Each of us is an insurance company" was written in front of the occurrence of risk in our existence.

Finally, it is impossible not to mention the most brilliant predictive philosopher of the technical-machine-perceptual-electronic-nuclear accident (ship/wreck, train/devastation, airplane/precipitation, acceleration/crash, nuclear power plant/reactor explosion), to whom a futuristic museum (Musée de l'Accident) has been dedicated. He is the French Paul Virilio (1932, Paris - 2018, Paris), also known as an urban planner, artist, theorist and expert on new technologies. With the exhibition *Ce qui arrive/What happens* (Fondation Cartier, Paris, 2002), Virilio exhibits the accident in order to exorcise the accident itself. With his characteristic ironic and provocative spirit, Virilio does not fail to add that a museum of the accident is already in place and active the moment one turns on the television.

Viana Conti



Viana Conti, art critic, essayist and journalist, was born in Venice and lives in Genoa. Since 1972 she has been writing about the neo-avant-gardes and European and American experimentalism.

1 Edgar Morin (pseudonym of Edgar Nahoum, Paris, 1921, French philosopher and sociologist) aphorism from *Cambiamo strada*, Raffaello Cortina editore 2020.

2 Tomàs Saraceno, Argentinian artist, architect and performer, born in San Miguel de Tucumán in 1973.

3 Zygmunt Bauman, (Poznaǹ, 1925 - Leeds, 2017) was a Polish sociologist and philosopher.

4 The word '*Extimité*, a term coined by French psychoanalyst Jacques Lacan, combines the condition of exteriority with that of intimacy.

5 Georges Didi-Huberman (Saint-Étienne, 13 June 1953), French art historian and philosopher. Among the awards he has received are the Theodor W. Adorno Prize, 2015, the Warburg Prize of the City of Hamburg, 2020, and the Walter Benjamin Special Prize for the body of work, 2021.

6 Gilles Deleuze (Paris, 1925 - Paris, 1995) was a French philosopher.

7 Deleuze-Guattari, *Mille plateaux*, the second of two volumes entitled *Capitalism and Schizofrenia* (The first is *L'Anti Edipo*), was published in 1980 by Castelvecchi, in 2017 by Orthotes.

8 Gaston Bachelard (Bar-sur-Aube, France, 1884 - Paris, 1962, French philosopher of science, poetry, epistemologist) *La poétique de l'espace*, 1957, Presses Universitaires de France - PUF; *Poetica dello Spazio*, Edizioni Dedalo, 1975.

9 Alain Badiou, *Niente di nuovo sotto il sole. Dialogo sul Covid-19*, Paolo Quintili (ed.) Castelvecchi editore, 2020.

10 Roberto Esposito (Piano di Sorrento, Naples, 1950) teaches Theoretical Philosophy at the Scuola Normale Superiore in Pisa.

11 Zygmunt Bauman, *Liquid Fear*, Editori Laterza, 2008.



At the Home of The Human Safety Net at the Procuratie Vecchie, artist Tracey Snelling builds windows on the real world and possible worlds, in which to work together to change people's lives in a better way

by **The Editorial Office**

Visible Cities

An investigation of the human condition through inhabited spaces, expressing the identity of the individual within their community, and a reflection on how to protect people in the face of today's global challenges. This is the concept behind "About Us", the artistic project by Tracey Snelling for The Human Safety Net at the Procuratie Vecchie in Piazza San Marco, Venice, inaugurated in April 2024 and on display until 28 April 2025.

With this project, the artist offers new insights into the permanent exhibition "A World of Potential" - an interactive and immersive experience designed to understand and connect with one's potential, exploring strengths and discovering the best qualities within ourselves and others, also through the stories of beneficiaries, operators, and volunteers of the Generali Foundation's The Human Safety Net.



Above, Lighter, among the works proposed by Tracy Snelling at the Procuratie Vecchie in Venice. On the opening page, the work About Us.



A familiar imagery portrays corners of the planet, highlighting real problems, from poverty to climate issues. And finally, it reveals the strengths of each individual to build something new.



Facing page, on the left: portrait of artist Tracey Snelling next to one of the works exhibited in Venice.

Above, everyday microcosms made up of reality and its representation.

Windows to the World

Visitors traverse urban conglomerates crafted from artisanal materials and simple technological insertions such as photographs, sounds, and lights: a surprising city teeming with life, where inhabited spaces encapsulate stories, images, and voices. This vibrant microcosm invites exploration, showcasing individuals within their communities and highlighting personal strengths and the potential for change.

In these endless cities, through tiny windows as small as five by five centimeters, one can glimpse snapshots of travels, clips from vintage films and TV series; but beyond cinematic fiction, there are also moments of real life: a sister embracing her little brother, a man smoking a pipe. Or a woman holding a sign that reads “Poverty has a woman’s face.” Behind the facades of these buildings, electrical wires and speakers, neon signs in multiple languages race across the tops of structures: “love,” “home,” “embrace.”

Peering through the windows of these sca-





led-down sculptures, visitors are encouraged to engage with societal challenges and discover diverse cultures and experiences that unite humans beyond apparent disparities.

Real and Social

With “About Us”, Tracey Snelling addresses some of the significant themes at the heart of The Human Safety Net’s mission, foremost among them the right of every individual to improve their living conditions and those of their family and community, even starting from a state of vulnerability. The encounter with the pathway “A World of Potential” invites an experience of ‘coexistence’ through collective and tangible action in the real world.

“Through my collaboration with The Human Safety Net and the exhibition ‘A World of Potential’, I feel that we share the same ideas,” the artist states. “We seek to understand how to help people so that they can get the most out of their lives, so they do not have to worry about where to sleep or what to eat, allowing them to focus on their families, on trying to be happy, and not just on basic needs.”

The exhibition “About Us” literally concerns us: starting from a tangible condition of our existence, living in urban spaces that express each individual’s identity, it tackles the themes of globalization and poverty, fostering a sense of sharing, empathy, and solidarity, so that everyone can recognize their capacity to effect positive change within the global community. This is essential for building a true network of safety and protection.



NATHAN CIMA / UNSPLASH

Protect the future

In partnership with the United Nations Development Programme, Generali aims to strengthen the financial protection of the most vulnerable communities by promoting an ever broader collaboration between the public and private sectors.

by **the Editorial Office**

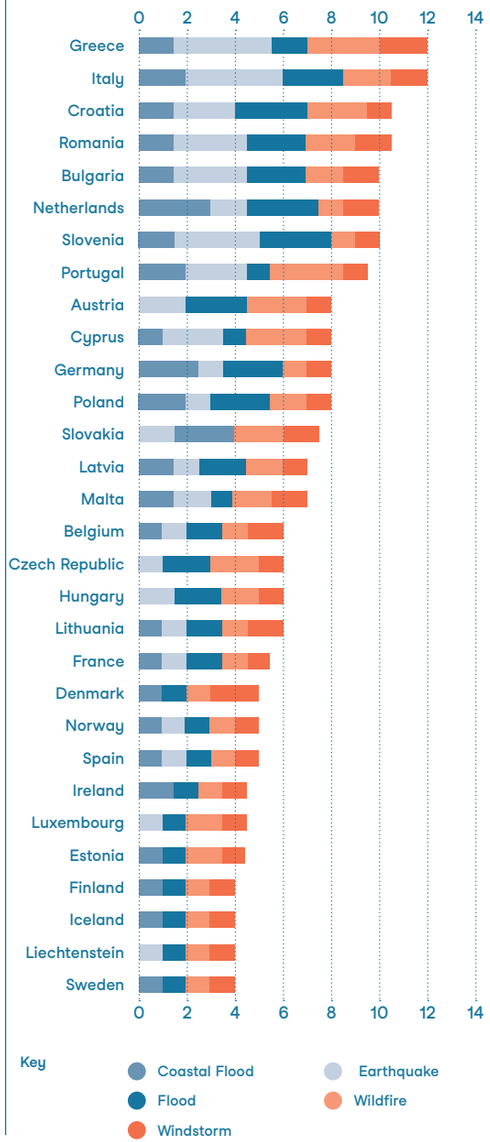
Today's world is one of increasing uncertainty. Uneven development progress, intensifying inequality, escalating political polarization, and climate-induced hazards are the main reasons for that. In this context, global interdependence is being reconfigured, and defining a path forward where multilateralism plays a pivotal role is of the utmost importance.

That is the focus of the latest Human Development Report "Breaking the Gridlock: Reimagining cooperation in a polarized world", presented on March 18th in Venice at the Procuratie Vecchie - the home of Generali's foundation The Human Safety Net. The launch came as part of the multi-year partnership between Generali and the Insurance and Risk Finance Facility of UNDP, the United Nations Development Programme, designed to reduce the pro-

● Planet under pressure

Frequency and nature of extreme events in Europe

The frequency of catastrophic events has increased and in Europe, Greece and Italy are competing for an unwanted record.



tection gap for vulnerable communities worldwide through access to innovative insurance and risk finance solutions.

Standing at crossroads

The 2023/2024 Human Development Report highlights that the rebound in the global Human Development Index (HDI) - which reflects a country's Gross National Income (GNI) per capita, education, and life expectancy - has been partial, incomplete, and unequal, with a widening gap between the richest and poorest countries since 2020. Despite being now projected to reach a new high, the global HDI value would still be below trend compared to pre-2019 values.

The global figure also masks disturbing divergence across countries: every OECD country is projected to have recovered, but only about half of the Least Developed Countries are projected to have done so. After 20 years of steady progress, inequality between countries at the upper and lower ends of the HDI has reversed course, ticking up each year since 2020. If the global HDI value continues to evolve below the pre-2019 trend, as it has since 2020, losses will be permanent.

Meanwhile, international collective action to address shared challenges such as increasing inequality, climate change, peace, and security is hindered by political polarisation, distrust, and a sense of powerlessness. This fuels inward-turning policy approaches - starkly at odds with the global cooperation needed to address urgent issues like the decarbonization of economies, misuse of digital technologies, and conflict.

Suffice it to consider that, while 9 in 10 people show unwavering support for the ideal of democracy, there has been an increase in those supporting leaders who may undermine it: today, for the first time ever, more than half the global population supports such leaders. Political polarisation is thus poisoning practically everything it touches, impeding international cooperation, as are misperceptions about other people's preferences and motivations.

All too often, in fact, people make biased assumptions about others, including those on the other side of political divides, while actually agreeing with one another more than they think. For example, while 69 percent of people around the world report being willing to sacrifice some of their income to contribute to climate change mitigation, only 43 percent perceive others believing the same (a 26-percentage point misperception gap). The result is a false social reality of pluralistic ignorance where incorrect beliefs about others hamstrings cooperation that, if recognized and corrected, could help build collective action on climate.

To sum up, we stand at an unfortunate crossroad: one characterised by insecurity, inequalities, and disempowering narratives that engender defensive fatalism and catastrophic inertia - all circumscribed and, in some sense fuelled by, dizzying political polarization.

However, there is a way out: it consists, on the one hand, in pushing back on political polarisation by providing global public goods and enhancing people's voices in deliberation and tackling misinformation; and, on the other hand, in promoting international cooperation, greater equity in harnessing new technologies for equitable human development, and new and expanded financial mechanisms to support development.

Strategic partnerships for resilient communities

A particularly important role in this direction can be played by public-private partnerships: such strategic alliances can empower investors and investment service providers to cultivate fertile ground for innovative investment solutions, identify policy enablers, and call for the changes needed. As financial protection, business development, and human rights all go hand in hand, private and public institutions can greatly contribute to comprehensive solutions for the most pressing socio-economic and climate-related issues of our time.

This is also true for the insurance industry: while the private insurance sector can provide extensive expertise in prompt loss assessment and pay-outs, as well as risk management and mitigation solutions, public authorities can improve the legal framework and act as a reinsurer of last resort. That's why developing insurance and risk finance solutions that can be accessible for the people who need them the most is so important - and it stands precisely as the centrepiece of the partnership between Generali and UNDP to enhance the resilience of communities and local businesses.

Insurance can in fact provide an essential stabilising force in the face of uncertainty and contribute to reducing the protection gap for vulnerable communities worldwide, focusing on innovation and the modernisation of services, for businesses to grow securely and for people to deal more effectively with the current context of instability.

That is why "Protect the future" - which sums up the goal shared by Generali and UNDP - is about offering a transformative path to human development, leveraging insurers' understanding of risk to help organisations and countries mitigate and adapt, thus protecting a greater share of the global economy and leading to stronger and more resilient societies.

To this end, protecting the future is also about supporting a sector that represents a key driver of growth, development, and innovation: that of small and medium-sized enterprises (SMEs).



Above, the event organised by Generali and UNDP in Kuala Lumpur, Malaysia, and dedicated to promoting the resilience of small and medium-sized enterprises in Asia

Small businesses with a big impact

Since the launch of their partnership in 2022, Generali and UNDP have worked on building the resilience of SMEs and vulnerable communities to climate and other risks through research, advocacy, and innovation, with a particular focus on Southeast Asia.

In Asia as in the EU - where SMEs make up over 99% of businesses and collectively account for more than half of Europe's GDP - small and medium enterprises are the bedrock of the economy in their respective countries. If we also consider micro enterprises in the picture, in the ASEAN region MSMEs account for 97% of all businesses, 85% of the workforce, 45% of GDP, and 10-30% of exports[1]. Safe to say, therefore, that protecting and supporting MSMEs means contributing to the economic stability and wellbeing of the region.

These businesses remain in fact most vulnerable to shocks, whether from natural disasters exacerbated by climate change, geopolitical tensions, or other disruptions to the manufacturing or logistics continuum - and less than 5% has any form of insurance, which makes them particularly exposed to risk. Hence the importance of promoting a culture of sustainability among SMEs and ensuring their financial resilience, which are the goals at the heart of Generali's SME EnterPRIZE initiative to support SMEs in their transition to socially and environmentally sustainable business models.

Building on the engagement carried out with thousands of SMEs from across Europe over the past years, the SME EnterPRIZE project has expanded in Asia in the framework of the event organized in Kuala Lumpur by Generali and UNDP to present concrete solutions on how to boost SME resilience against climate change and other risks. One such tools is the 'SME Loss Prevention Framework'[2], a digital platform to raise the readiness and awareness of SMEs to the risks facing vulnerable communities, starting in Malaysia with the flood risk.

As part of the Generali-UNDP partnership and exploring innovative alternatives to reduce the protection gap, a joint framework on parametric insurance[3] was also issued. Unlike traditional insurance, which requires a loss to occur, parametric solutions offer pre-specified payouts based upon a trigger event such as natural hazards (wind speed, too much or too little rainfall, earthquake intensity), disruptions in agriculture or renewable energy yield, and more. As a solution that offers cost-effective, efficient risk transfer mechanisms, and protection from natural disasters, parametric insurance provides an ex-ante solution that can reduce the financial burden of climate, demographic, and economic changes, leading to greater resilience for governments, financial institutions, businesses and households, and unleashing productivity and investment.

Looking ahead

With developing nations facing a significant shortfall in the capital they need to build resilience and to support a low-carbon transition in their economies, innovative insurance solutions and public-private partnerships are important tools for mobilising greater private capital into these markets and meeting the needs of climate-vulnerable people.

Because global insecurity demands a collective approach and a long-term perspective: challenges related to climate change, political polarisation, and technological advancement are interconnected and need coordinated responses. As a leading insurance and asset management provider that has fully embedded sustainability into all strategic choices, Generali can contribute in several ways; but only through cooperation and more people-centred, co-owned, and future-oriented institutions can we tackle insecurity and build a safer, more sustainable future.

1 Building MSME Resilience in Southeast Asia, Generali-UNDP joint research report, 2024. Available at: https://www.sme-enterprize.com/wp-content/uploads/2024/03/Building-MSME-Resilience-in-Southeast-Asia.pdf.

2 Available at: https://www.generali.com.my/form/protectmysme.

3 Parametric insurance to build financial resilience, Generali Global Corporate & Commercial - UNDP joint research paper, 2024.

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Editor-in-chief
Simone Bemporad

Editorial coordination
Monica Provini

Editorial consultant
Christian Rocca

Editorial office
Group Communications
& Public Affairs

Content & Project Manager
Ilaria Invernizzi

Editorial staff
Gabriele Allegro
Elena Bacis
Ilaria Invernizzi

Editorial project and graphic design
Linkiesta — Milano, Italy

Cover illustration
Jacopo Rosati

Portraits
Marta Signori

Language support
Sara Scagliarini

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Graf Art S.r.l. — Viale delle Industrie 30,
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Contact information
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2019

2019
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3 Hermes Creative Awards: Platinum Winner in “Publications, Magazine”, “Design, Publication Overall” and “Design, Publication Interior”

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1 Spark Award: Gold Winner in “Communication”
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2017
3 Hermes Creative Awards: Platinum Winner in “Magazine”, Gold Winner in “Publication Interior” and “Employee Relations”
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There was a time, as we read in encyclopedias, when people protected themselves with shields and fortified walls. Today, those who write these definitions are rethinking everything in light of the contemporary challenges posed by climate change, technological revolutions, and the rise of economies that give voice to new powers. An unprecedented interdependence between the actions of individuals, states and nature. The climate challenge, which encompasses all the others, demands that we protect ourselves. Harsh summers, flooding autumns and springs, dry winters. The impact on agriculture leads to migration, while AI puts jobs at risk. We need both prevention and mitigation. In Europe, only a quarter of the damage caused by natural events is covered by insurance. In this edition of the Bollettino, we have examined new risks for people and communities in order to rethink the meaning of protection. Fortifications have become useless.



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