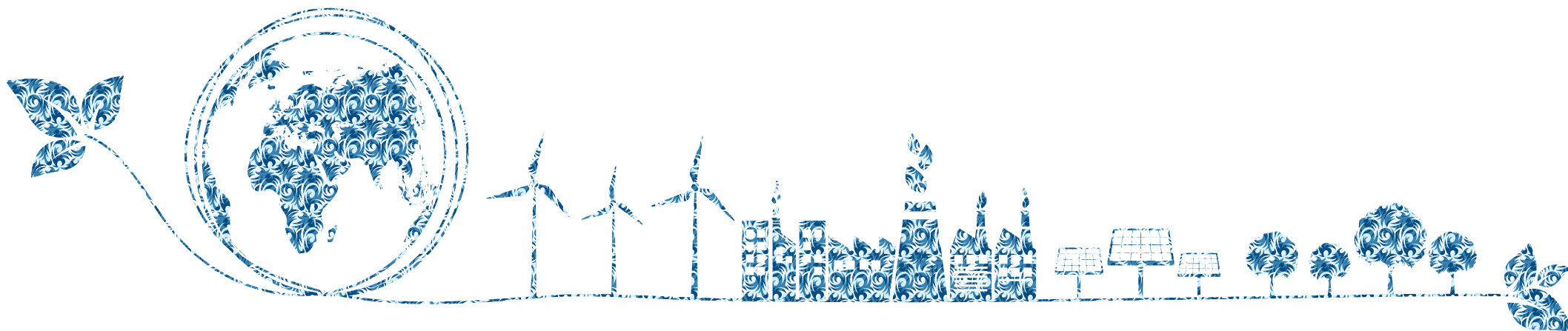


CSR^{Report} 2021

Corporate Social Responsibility Report



INTRODUCTION FROM OUR SENIOR PARTNER

At Artemis, our aim is to be an organisation that all our stakeholders are proud to be associated with. Our stakeholders include our staff, our clients, the regulators that oversee us and the wider society of which we are a part.

With this aim in mind, we have set ambitious corporate social responsibility (CSR) goals for the next few years in climate and the environment, diversity, equity, and inclusion and our societal impact all of which we believe are challenging but achievable.

As asset managers, our biggest contribution to these efforts is through our investment processes and engagement with investee companies. How we do this is described in detail in our annual Stewardship Report.

We expect to meet the same standards as the companies we invest in and in this report we will outline the efforts we are making internally as a firm. We are proud of the work

and ethos of the Artemis Charitable Foundation and other initiatives that we, as a firm, support to engage our staff with its aims. We also have ambitious plans on diversity, equity, and inclusion as well as playing our part in tackling climate change.

We recognise, however, that our ambitions must be supported by a number of tangible goals. In our first CSR report, we aim to set out these goals and our thinking behind them. In future reports we hope to share how these goals evolve and track progress towards them.

We hope that you enjoy reading our first report.



Mark Murray
Senior Partner



FOUNDED
IN
1997



OWNER MANAGED
BUSINESS

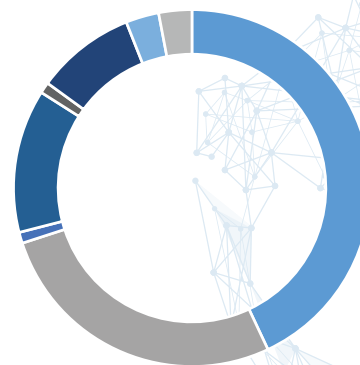


FUND MANAGERS'
INTEREST ALIGNED
WITH INVESTORS



£29.3_{bn}
UNDER MANAGEMENT

ASSETS UNDER MANAGEMENT BY STRATEGY FOCUS



- UK equities
- Europe ex UK equities
- Emerging market equities
- UK fixed income
- US equities
- Global equities
- Global fixed income
- Multi assets



OFFICES IN
LONDON
EDINBURGH
MUNICH
ZURICH



221
EMPLOYEES

of which

43
INVESTMENT
PROFESSIONALS

ARTEMIS CHARITABLE FOUNDATION

Since its inception in **2007**, the
Foundation has donated over

£11_m

to a wide range of CHARITIES

ARTEMIS' CULTURAL PRINCIPLES

CLIENTS COME FIRST

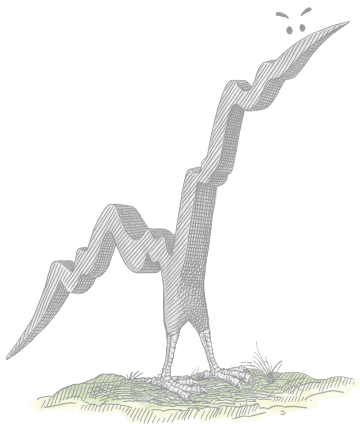
We aim to deliver superior performance for our clients over the long term. In doing so, we are responsive to our clients' expectations, treat them fairly in every interaction and communicate with them in an open and transparent manner.

COLLABORATION

We believe in creating a collegiate environment that helps to deliver favourable client outcomes. At Artemis, we promote positive interactions, co-operation and teamwork across all levels of our business and across different functions.

INTEGRITY AND ACCOUNTABILITY

The character of our people, across all areas of our business, is as important as their technical expertise. We believe all individuals must have integrity, be accountable for their areas of responsibility and demonstrate effective risk management at all times. We aim to attract, develop and retain the best people, who all see Artemis as a desirable place to work.



A CHALLENGE FOR OUR TIMES

At Artemis we strongly believe we should lead by example and to do that, we have set ourselves CSR targets which we believe we will achieve. While our Executive Committee has been set some very clear objectives, this is about the role everyone at Artemis can play to make a real difference.

Our focus is on three key areas:

- Climate and the environment
- Diversity, equity, and inclusion
- Our societal impact



CLIMATE AND THE ENVIRONMENT

There is no doubt that we all need to take significant action to tackle environmental issues if we are to avoid the worst consequences of climate change.

At Artemis, we have already begun reducing our carbon footprint and ensuring our energy comes from renewable sources but we know we need to go even further.

As stewards of clients' assets, we have to live up to the standards against which we measure the companies we invest in.

Our targets have to be tough but robust which is why we first collated and verified data about our environmental impact. Then we identified and began to address the issues through an environmental working group whose aim was to set goals and suggest ideas beyond our regulatory requirements.

Assessing our carbon footprint and setting environmental targets

As a priority, we pledged to reduce our carbon footprint year-on-year. We chose Planet Mark as our partner to carry out a comprehensive environmental audit and advise us on initiatives that will reduce carbon emissions. Planet Mark has conducted workshops for staff to encourage them to engage in Artemis' sustainability efforts. One criterion of this environmental accreditation is that we commit to reducing our footprint by at least 5% a year, although we aim to be more ambitious.

Pre-pandemic, as might be expected, the vast majority of our carbon footprint was generated by air travel so we aim to reduce domestic flights, particularly between our two offices, by 30% by the end of 2022 (measured against our 2019 figures). We are well on track to achieve this thanks to the success of hybrid working and staff choosing to travel by rail as much as possible.

The second largest contributor to Artemis' carbon footprint is energy. We are pleased to report that as of the end of 2021, 100% of the gas and electricity in Artemis' London and Edinburgh offices is from renewable sources.

We also wanted to offset 100% of our carbon emissions. Following a review of the carbon offset market, we chose to work with Gold Standard. Gold Standard was established in 2003 by the WWF and other NGOs. They set the standard for initiatives that reduce carbon emissions, ensure the highest levels of environmental integrity and contribute to sustainable development. They also have a very low administration fee which means that 90% of the money received for offsetting goes directly to the projects.

Reviewing the impact of the supply chain in running our offices was also important. Both Edinburgh and London offices have always worked with local, independent businesses where possible and we intend to continue to do so. Recently we conducted an internal audit of suppliers and as a result swapped to more environmentally friendly options, an example being the stationery provided for staff.

We recognise, however, that there are many ways in which we can become a more sustainable, environmentally conscious business and look forward to collaborating with our partner organisations to reduce our impact year on year.

Our environmental giving

The Artemis Charitable Foundation's environmental giving programme has expanded in recent years. We have supported numerous important environmental initiatives that are focused on protecting our planet.



BLUE MARINE
FOUNDATION



CleanupUK
Pick up the past – Protect the future

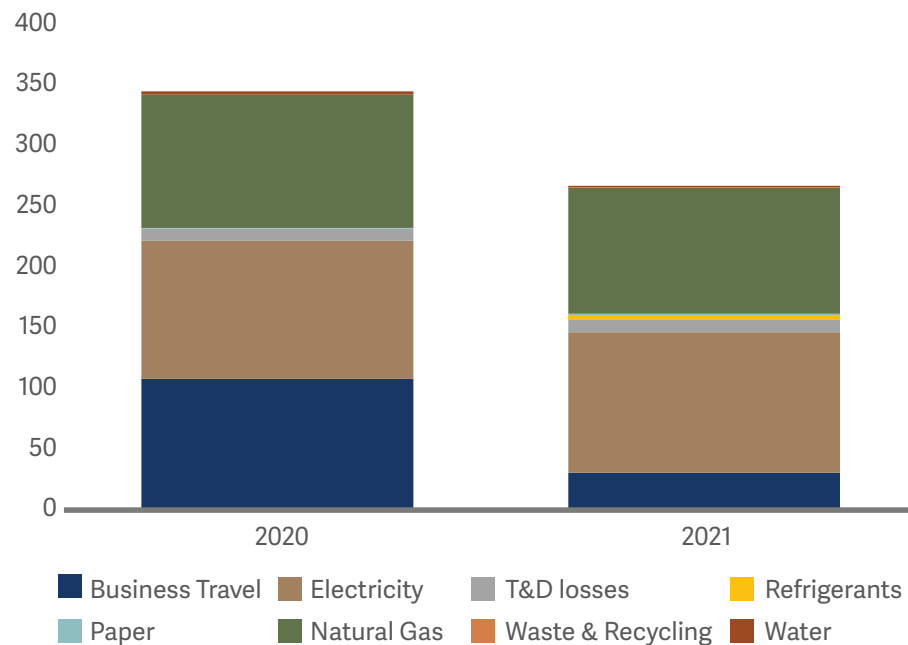


ClientEarth®



Carbon emissions shrink during the pandemic

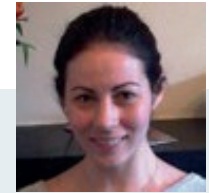
The pandemic has clearly had a significant impact on Artemis' overall emissions thanks to greatly reduced air travel and less office based working. 2021 saw a further reduction on 2020 because of a continuation of the hybrid model of working and also due to actions taken by the firm to improve its energy efficiency. If the economy remains fully open in 2022, our footprint will likely grow as we resume business as usual, but we remain committed to meeting our climate goals.



Carbon footprint by emission source for 2020 and 2021, tCO2e

Source: Planet Mark/Artemis

Case study



Michelle Blenkinsop, Office manager, London – Working with Planet Mark

In 2019 we signed up to Planet Mark, an organisation that helps companies to measure and reduce their carbon footprint and provides certification. We opted to work with Planet Mark as we felt the organisation was a leader when it came to holding companies to account. The certification not only measures our footprint but commits us to actively decrease it by a minimum percentage. So, for the last two years we have embarked on the journey of gathering and analysing our carbon data, and reducing our carbon footprint. The certification has helped to inform our travel policy and clarify our waste streams, as well as highlighting inefficiencies and areas where we can make big differences. For instance, one flight between our London and Edinburgh offices has a similar carbon footprint to around seven train trips – so travelling by train has quite the carbon saving! Armed with information provided by Planet Mark, we have been able to engage staff to help drive down our carbon footprint. We believe that by providing people with the right information and tools, we can work towards reducing our carbon emissions.

Gold Standard®



ARTEMIS AS INVESTORS

As with all risks and opportunities, our analysis of climate change is rooted in the investment case and how this might impact cashflows over the long term.

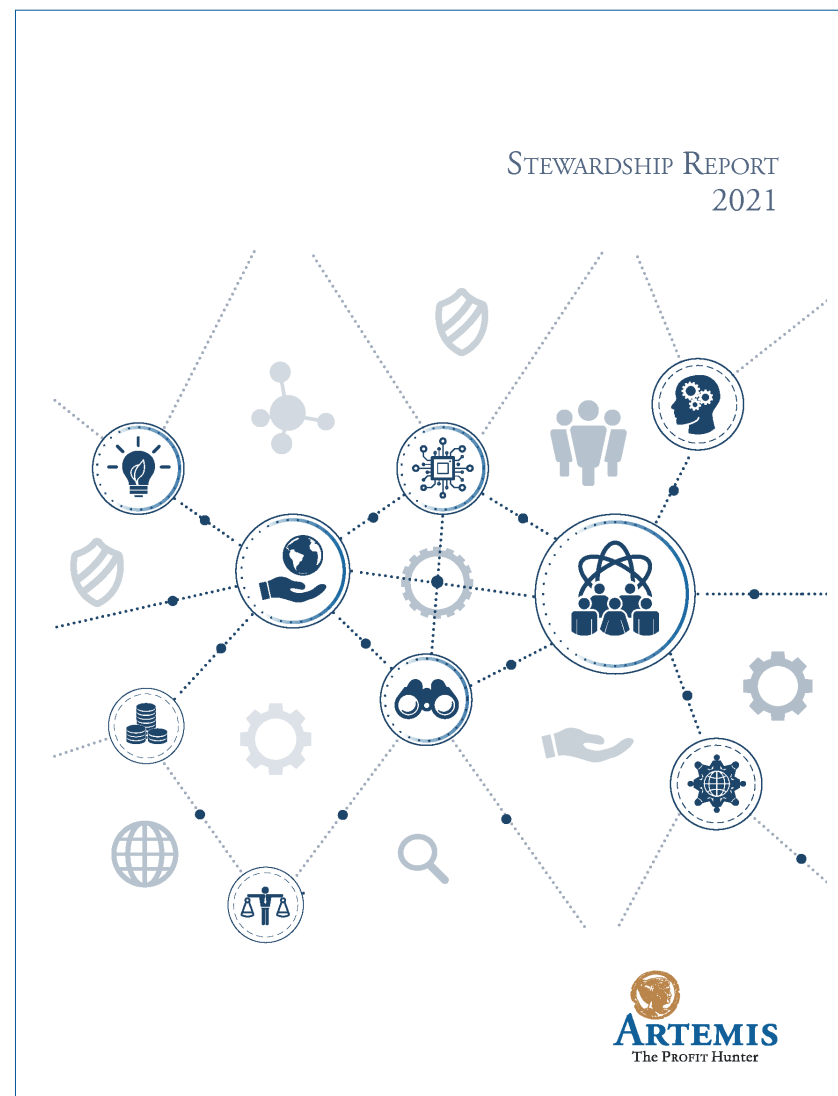
We use quantitative and qualitative data to inform our analysis of portfolio companies. This includes examining data on the current and historic performance of carbon related activity such as carbon intensity, fossil fuel reserves, green and carbon-based revenues. We have more recently looked at analysis of how closely a company's greenhouse gas emissions pathway is aligned with keeping global warming to well below 2°C above the preindustrial average by 2100 alongside its climate strategy, investment decisions and internal governance around climate risk.

As responsible investors, we actively use our voice and our vote to engage with companies on climate change issues. And through our membership and support of the Investment Association and the Institutional Investors Group on Climate Change, we promote public policies which align with a transition to a low carbon economy.

As part of our commitment to tackling climate change:

- we have signed up to the Net Zero Asset Managers Initiative
- we are a signatory of Climate Action 100+
- we are a supporter of the Taskforce on Climate-Related Financial Disclosures
- we are members of the Institutional Investors Group on Climate Change
- we are supporters of the Transition Pathway Initiative
- we are a signatory of the UN-backed Principles for Responsible Investment
- we are a signatory of the Financial Reporting Council's UK Stewardship Code

For further information on how we integrate the impact of climate change into our investment processes, please refer to our Stewardship Report:
<https://www.artemisfunds.com/en/gbr/adviser/stewardship-and-esg/stewardship>



DIVERSITY, EQUITY, AND INCLUSION

Being an inclusive firm and having a diverse workforce isn't just a label that's 'nice to have'; it's core to our culture at Artemis

It runs through every aspect of our organisation: how we invest, the way we interact with clients and our involvement in the wider community.

But we also recognise that a lack of diversity is an industry-wide problem in asset management and we want to play a leading part in finding the solution.

Diversity, equity, and inclusion is at the centre of the people agenda at Artemis.

The Artemis approach

Diversity of thought has always been at the heart of how we manage our clients' money. We are open, communicative and always keen to debate investment ideas.

While our managers have the freedom to invest without the constraints of a single house style or process, we are collaborative. Artemis' policy of co-investment, and our structure as a partnership, give our managers every reason to share their views with each other.

Central to this, we believe in 'eating our own cooking'. That is, our managers invest in their own and their colleagues' funds, and this aligns their interests directly with those of our clients. In the same spirit, our aim as an employer is to live up to the standards against which we measure the companies we invest in.

We recognise that there is a lack of diversity in asset management. And we want to be part of the solution. So, we have transformed our approach, and positioned diversity, equity, and inclusion at the centre of our people agenda.

Our Executive Committee members each have an objective to promote diversity, equity, and inclusion within their areas of responsibility. Building on this, we believe that a strategy on diversity, equity, and inclusion is only effective if it has commitment from everyone in the organisation. This is achievable because we are a small, non-hierarchical firm, with a collegiate approach. We are all aware that each of us has a role to play in promoting diversity, equity, and inclusion – as investors, hiring managers and colleagues. This reflects the fact that a strong sense of individual accountability is also core to Artemis' culture.

We are concentrating initially on four key areas:



GENDER



SMART
WORKING



CULTURAL
DIVERSITY



MENTAL
HEALTH

We are already an active member of The Diversity Project, an initiative championing a more inclusive culture within the savings and investment profession. We have representation on the Advisory Council, Steering Committee and across several workstreams.

Recruitment/Talent attraction

We are continuing to make Artemis an inclusive place for our staff but, at the same time, we need to ensure our new recruits reflect society as a whole. We only work with recruitment consultants who have taken active steps to broaden their reach to ensure greater diversity on short lists. This has already yielded some success and we will look to build on this progress by enhancing our end to end hiring process, candidate experience and outcomes.

But we know we can do more. For our early career roles, we work with recruitment partners who specialise in attracting diverse talent among those who might traditionally not consider a career in investment, to help them get their first job in the industry. We advertise and hire all entry level talent through Arrival Education or Investment 2020.

There is a great deal of work to be done but we have made progress. We outline progress in our focus areas on the next page.

Case study

DE&I Working Group

Our Diversity, Equity, and Inclusion (DEI) work is guided and supported by a working group and consists of volunteer employees who seek to drive for change and inclusion in their areas of interest.

The areas of interest are 'workstreams' and each workstream is supported by an executive sponsor: gender; cultural diversity; mental health; and smart working.

The working group's role is to provide leadership, support, advice, challenge and input into the overall DEI strategy. Business-wide recommendations are passed to the executive committee and HR team, while each workstream remains responsible for its activities, communication and engagement across the business.

Members of our DEI working group have volunteered their time to the group through personal experience and interest with the workstreams. From senior leaders within the firm to those who are at the beginning of their careers, the members of the working group reflect Artemis' diverse workforce. The different workstreams allow people to get actively involved and in turn influence strategy and policy.

Alongside internal DEI work, members of the working group represent Artemis at external industry-wide initiatives. The smart working, gender and mental health workstreams have all been involved with The Diversity Project, an organisation with aims to accelerate progress towards an inclusive culture in the investment industry.

Over the last year alone, the DEI working group has been involved in enhancing our parental leave policies; the introduction of hybrid working across the firm; supporting our plans to collect ethnicity data from staff; and rolling out a series of webinars focused on mental wellbeing during and after the pandemic.



GENDER

We signed the Women in Finance Charter in 2019, committing to a target of 30% of women in senior management

positions (Executive -1) by 2022. As of March 2021, we had 26% female representation in senior management.

Due to our size, and with limited turnover, we may not hit our target of 30% by the end of 2022, however we will continue to work toward increasing female representation in our senior population. We believe the actions set out in our DE&I strategy will help us make sustainable progress against our objectives and will maintain our focus and commitment to diversity, equity, and inclusion, both at Artemis and in our industry.

We have enhanced our family leave policies in recognition of the importance of supporting our working families. Our maternity and adoption pay has been increased to 26 weeks full pay. Our paternity pay has increased to six weeks full pay which can be taken at any time during the first year of a child's life, to provide maximum flexibility for new and expanding families.

These enhancements acknowledge the role that flexibility plays in the overall success of the firm and were informed by feedback from colleagues; not least, representatives from our Diversity, Equity & Inclusion working group.

Case study

arrival
education

The Artemis Charitable Foundation was one of Arrival Education's first sponsors, providing co-Founder Dan Snell with a small grant in 2005 to support his initial research into the challenges and barriers that stop young talent from low-income communities accessing top careers in top companies.

Since then Artemis has developed a long-standing relationship with Arrival Education and, as a result, the Arrival team has facilitated many workshops and coaching relationships with Artemis, benefiting over 500 young people, as well as providing scholarship support for over 500 students.

Arrival Education exists to give young talent (aged 16-26) from low income homes and communities in London the skills, insight, networks and mindsets needed to flourish in life and work and which are not taught in formal education.

Artemis staff are closely involved in the partnership with Arrival Education helping to deliver:

- **Success Skill Workshops** - held at Artemis after work/school, these sessions bring together Artemis staff and Arrival Education students to help students develop core life and work skills.
- **Developing Leaders Coaching Programme** - a 1:2:1 relationship where Arrival Education pairs a volunteer from Artemis with one of its students for a 6-9 month period.
- **Scholarship places** – Arrival Education's programmes are free for its students and school partners. They rely on partners like the Artemis Charitable Foundation to cover the core costs of running the programme.

Since 2019, Artemis has also run the 'Profit Hunt' challenge providing a unique experience for Arrival Education students working with Artemis staff on a real-world business challenge: investing in the stock market.

All of these initiatives give Arrival Education students a unique opportunity to get comfortable in unfamiliar work environments, meet people they would never normally come across, learn important skills for life and work, and build confidence and relationships that will be crucial for their future.

Lesley Robertson, Artemis Investment Management:

"I feel the coaching experience was a mutual journey where we my student and I both learned to challenge, be more open and honest and consider new ways of approaching situations."

Arrival Education student:

"The coaching programme has helped me overcome problems that were stopping me from achieving my goals".



SMART WORKING

At Artemis we have always been supporters of the SMART working manifesto, developed by the Diversity Project.

Its aims are that leaders lead and model inclusive cultures and behaviours, flexible working arrangements should be 'reason neutral'; and flexibility should be designed into jobs as standard. The pandemic provided plenty of opportunities to put the guidelines into practice with resounding success.

Throughout the pandemic, our strong, collaborative culture has served the business and our clients well. Across every team we witnessed our cultural principles (*Clients come first, Collaboration & Integrity and Accountability*) in action – whether through our commitment to being present and doing the right thing for our clients, collaboration across teams to keep the business running effectively, or integrity and accountability in stepping in and stepping up in a time of crisis. The experiences we had, while challenging, demonstrated that flexibility is an essential component of a successful business.

At Artemis, we have always been supportive of flexible working requests but now, more than ever, we have come to see the positive benefits that flexibility brings and the importance of empowering managers to support flexibility in their teams.

As we began to plan the reopening of our offices during 2021, we ran a survey to check how colleagues were feeling and to find out what additional support would be helpful. There was clear feedback that flexibility was important and, in response, we introduced hybrid working. This is a more formal blend of office and homeworking through which colleagues have the option to work remotely up to two days per week. We recently ran training for managers on managing remote teams and so far the arrangements are working well. We fundamentally believe that there is tangible value in being together in the office but recognise that home working as part of the blend delivers important personal benefits. Our aim was to achieve the best of both and we continue to be open to feedback from colleagues on how we continue to review our working arrangements.



CULTURAL DIVERSITY

We do not currently hold data on cultural diversity

however collecting demographic data including ethnic origin is planned for 2022. This will allow us to assess and track outcomes across the employee life cycle, including pay and bonus awards. We took a step toward this outcome in 2021, by collecting demographic data through our staff survey. The majority (86%) of staff responded, and we see this as a positive indicator as we plan for more formal data collection.



MENTAL HEALTH

Supporting our colleagues' mental health was crucial

during the pandemic. We have a number of staff who are trained 'Mental Health First Aiders': a first point of contact for staff to speak to and seek support from on their mental health. We have held a series of mental health workshops with expert speakers covering a range of topics. Our Employee Assistance Programme and private healthcare (available to all staff) provide access to counselling and other mental health services.

We aim to continue the positive dialogue and support on mental health.

DIVERSITY, EQUITY, AND INCLUSION

Our targets

30% of women in senior management positions by end of 2022
(Women in Finance charter target)

We report annually, and on 31 March 2021
women made up **26%** of this population.

In 2021 we accepted two targets set by
The Diversity Project:

30%
female fund managers
by 2030

halve
our gender pay gap
by 2030

*We will report progress against these targets to
our Executive quarterly/annually respectively.*

Case study

**Matthew Olatunji – Dealer support – Arrival Education
recruit and member of Investment20/20 programme**



Currently coming up to a year of my time at Artemis, and the Artemis team have contributed heavily to my personal development. My team have been very patient and informative, I feel as though they enjoy helping me learn about the business and are actively engaged in my personal development. They have encouraged me to take the IMC qualification (I'm halfway through) and allowed me to use SQL which is a very useful tool to learn. Both of these have consolidated my knowledge of the industry. Learning to code specifically helps me understand what I could do in the future to make certain processes more efficient.

**Hifsah Malik – Stewardship team – Arrival Education
recruit and member of Investment20/20 programme**



Everyone at Artemis has been very welcoming and has provided me with all the relevant training. I have always been encouraged to complete professional qualifications and work alongside different teams to see how the different departments work together. With the help of the team at Artemis, I have had the privilege to answer client queries independently, work closely with the marketing team and learn how to use Salesforce. This has allowed me to gain the confidence to take on more regular tasks. After being given the responsibility to answer client requests and run ESG reports, I have found an area of interest and have been encouraged by the team at Artemis to accept new challenges and explore further into the business.

I enjoy working collaboratively so working at Artemis, a place where people have a passion for what they do and are always willing to help, has been a lovely experience. The entire journey from Arrival Education to Artemis has been a positive one as I believe I have built strong relationships and feel that I have had a solid start to my career. None of which would have been possible without the joint effort of Arrival Education and Artemis – who have been an absolute blessing for a young person like me.

OUR SOCIETAL IMPACT

Underpinning everything we do at Artemis is understanding our important role as part of wider society. The changes we are making to reduce our environmental impact and improve the diversity of our, and our industry's, workforce reflects our desire to make a difference where we can and over the last 15 years, the Artemis Charitable Foundation has been doing just that.

The Foundation is at the heart of our culture. Artemis gives a proportion of annual revenues to the Foundation which manages our charitable activities and our engagement with the wider world. Since it began in 2007, the Foundation has donated over £11m to help countless numbers of people and charities across the globe.

And we do this through a truly inclusive approach; our staff and the trustees are the ones who choose which charities will benefit.

We support a number of 'core' charities in the areas of Health, Education, Poverty and the Environment. The Foundation works closely with these charities, usually on a multi-year basis, to achieve greater impact and a deeper understanding of their work. Staff are often given the opportunity to take part in volunteering days, charity trips, fundraising events and workshops with these charities. The Foundation also makes donations to global disasters and emergencies when they occur.

We encourage our staff to get involved as much as possible through:

- Staff-nominated Charity of the Year and Cancer Charity of the Year
- Support and fund matching for staff who are undertaking fundraising challenges
- Volunteering with our partner charities – staff have five paid volunteering days a year
- Charity trips overseas (recently curtailed due to the pandemic)
- Give As You Earn matched funding (Artemis has been awarded a Platinum level Quality Mark, meaning that 20% or more of employees participate in this scheme)

How we made a difference in 2021



OVER **£770,000**
DONATED TO
88 CHARITIES

143 ARTEMIS STAFF
TOOK PART IN **CHARITY CHALLENGES**



52 ARTEMIS STAFF
VOLUNTEERED
WITH **PARTNER ORGANISATIONS**

£35,000
DONATED TO GLOBAL
DISASTERS AND EMERGENCIES



OVER **£70,000**
RAISED BY STAFF THROUGH
FUNDRAISING CHALLENGES

OVER **£75,000**
GIVEN BY STAFF VIA
GIVE AS YOU EARN



Our 'core' charities include SANE, City Harvest, Alexandra Rose, Shivia, Arrival Education and Client Earth. Our Charity of the Year in 2021 was Challenge Partners, an educational charity. More details on some of these charities and our involvement can be found on the following pages.

We are delighted that our contribution to the community has recently been recognised by Funds Europe:



Case study

The Artemis Charitable Foundation has supported City Harvest since 2017. In 2019, Artemis and the Foundation funded the purchase of a delivery van to help City Harvest in its mission to distribute surplus food in a sustainable way to organisations that feed the hungry in London. Since then, the Artemis Charitable Foundation has provided additional support to help City Harvest scale up its operations and tackle the emergency food aid situation in London.

City Harvest delivers surplus food to over 350 charity partners, including soup kitchens and homeless shelters that feed vulnerable people. The Artemis Charitable Foundation supports City Harvest with regular donations and Artemis staff often volunteer at City Harvest's depot in London.

Laura Winingham OBE, Founder of City Harvest:

"The support from the Artemis Foundation has enabled more than 500,000 meals to be distributed in London in the last 12 months. The City Harvest Artemis van operated on the frontlines during the COVID crisis, supporting families unable to feed their children, nourishing NHS workers, and enabling the survival of those isolated at home with no access whatsoever to food. It will enable us to fight rising levels of food insecurity which will affect vulnerable individuals amongst us long after the risk of infection has waned."



Case study



Marisa Charosky – Charitable Foundation co-ordinator

Since its inception in 2007, the Artemis Charitable Foundation has donated over £11 million to charity. Every year staff nominate and vote for a Charity of the Year, which then receives a donation of £25,000 from the foundation and staff carry out fundraising and volunteering for the charity throughout the year. For example, every year in February the Artemis team comes together and completes a range of fundraising challenges for our Charity of the Year from giving up chocolate to running 100km. In 2021 117 staff took part in 'Fundraising February' completing 432 challenges and raising £21,600 for Challenge Partners.

Case study

Our partnership with Shivia

Shivia aims to empower people living below the poverty line in rural West Bengal in India, allowing them to earn an income by raising chickens and goats and more productively growing crops. It provides the tools and training that those most in need, particularly women, require to work their way out of poverty and build a brighter future.

The Artemis Charitable Foundation has supported Shivia since the charity's early days in 2009. During that time, Shivia has built up a team of nearly 70 people and delivered over 65,000 poultry toolkits to over 13,500 families, benefitting more than 80,000 people.

Our partnership with Shivia is unique. To date 37 Artemis staff and their family members have seen Shivia's work in West Bengal, India first hand. This enables us to truly understand the importance of Shivia's work, and to see the incredible impact the chickens in the poultry toolkit and accompanying training can have on families who have so little.

90% of the poultry farmers Shivia works with are women and the toolkits have increased household income by 30% on average. The women have gained respect in their communities, inspired their children to work and in many cases kept their children in school. 51% use their additional funds to invest in a second enterprise and 35% invest in their children's education.

We were delighted when Shivia was named International Charity of the Year by Charity Times in October 2017, a well-deserved achievement for this small charity that punches well above its weight.

Olly Donnelly, founder of Shivia:

"To change the world, charities and businesses need to work together in long-term partnerships. It takes time for people's lives to really improve and stay better. In the impact numbers above, you can see the deep and lasting impact that the Shivia-Artemis partnership is having on some of the poorest people in the world. Most small charities can't use money to attract talent, advertise, take risks and invest in long-term results as donors want results within weeks. Our long-term partnership means we are witnessing real results and investing in finding the right solutions for poverty alleviation."



The aim of this report is to provide an insight into the importance we place on our corporate and social responsibilities. We are proud of all we, and our CSR partners, have achieved during 2021. Our focus now is to build upon these successes and deliver on the ambitious targets we have set ourselves for 2022.

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