

Creating meaningful connections

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*Selina*

# 2021 ESG REPORT

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*Rafael Museri*  
CEO / CO-FOUNDER

*“Selina was born out of a desire to celebrate the nomadic lifestyle - to experience our planet's most beautiful places, to build community, to engage with locals and fellow travelers, all while working and enjoying new adventures”.*

## Hi! Welcome to Selina!

Selina was born out of a desire to celebrate the nomadic lifestyle – to experience our planet’s most beautiful places, to build communities, to engage with locals and fellow travelers, all while working and enjoying new adventures. ESG is part of our DNA and we are working to make sure this DNA remains strong and vivid while we keep growing.

This last year was a pivotal year for Selina. Despite the global COVID-19 pandemic and the challenges that it brought about in the hospitality industry, we persevered, opening more than 30 locations across four continents and expanding into three new countries between 2020 and 2021. Moreover, we used this crisis to refocus our ESG efforts, working to create a new, clearly-defined strategy for the upcoming years.

As a global company that operates in over 20 countries, we experience every day the ways in which diversity, equity and inclusion strengthen Selina. Gender, ethnic and national diversity is present within all levels of the company. We celebrate all voices: people from the LGBTQ2+ community, people with special needs and everyone who would like to join us.

We continuously support and learn from the communities in which we operate. By creating collaborative ecosystems, we are able to work in partnership with our stakeholders to ensure we minimize our impact on the environment while having a positive impact on the people and communities in which we operate, helping to create a better world for present and future generations.

As we look toward the future, there is no doubt that new challenges and responsibilities will continue to arise, and we look forward to tackling these challenges in partnership with our host communities, to foster environmental, social and governance best practices.

I am thrilled to share with you Selina’s first annual ESG report, which highlights our 2021 initiatives and accomplishments as well as our commitments to our stakeholders.

**We welcome you to join us along this journey!**

**Rafael Museri**  
CEO and Co-Founder

## Report parameters

This report was structured based on the **Global Reporting Initiative Standards guidelines (GRI)**. This document represents our first reporting exercise. It describes the activities related to the sustainability management of **Selina Hospitality PLC** and includes its controlled companies (**Annex I**).

Selina is a public limited company formed under the laws of England and Wales. As of the date of the report, we had over 60 shareholders, the largest of which owned approximately 35% of the company's share capital. Our headquarters are located at 6th Floor, 2 London Wall Place, Barbican, London EC2Y 5AU England and our registered address is 6th Floor, 2 London Wall Place, Barbican, London, EC2Y 5AU, United Kingdom.

The report covers activities carried out from January 1 to December 31, 2021. The company established an annual reporting periodicity for its sustainability reports. As this is our first reporting exercise, all indicators and definitions herein are the baseline for reporting the evolution of our business in future periods.



@Marianne Therrien

## Contact

If you have any questions or comments about the Report, please contact our ESG team at [sustainability@selina.com](mailto:sustainability@selina.com)

## Our Stakeholders

We maintain a fluid and transparent relationship with all our stakeholders – from individuals to organizations that can reasonably be expected to be significantly affected by our activities, products or services – so we can understand their expectations and concerns, and translate them into information of strategic value for the management of our business. We carry out an internal process to identify and select said stakeholders based on interaction criteria and impact on the business. We have dialogue mechanisms in place with each relevant stakeholder group.

STAKEHOLDER	DIALOGUE MECHANISM
<p><b>Employees</b></p>	
<p>Persons who work at Selina and that we call <b>connectors</b>. They have the mission to create locally inspired concepts that enhance the experience and spaces where guests and locals connect and engage.</p>	<ul style="list-style-type: none"> <li>- Talent acquisition and onboarding</li> <li>- Internal communications (intranet sites, newsletters, meetings, etc.)</li> <li>- Learning and development</li> <li>- Performance management</li> </ul>
<p><b>Customers</b></p>	
<p>Persons who visit or stay at our locations and to whom we offer the Selina experience.</p>	<ul style="list-style-type: none"> <li>- Booking process</li> <li>- Stay or meetings and events (on-site use of facilities)</li> <li>- Post-stay communications (e.g., quality survey)</li> <li>- Loyalty program</li> </ul>
<p><b>Suppliers</b></p>	
<p>Companies, organizations, consultants and entrepreneurs that provide goods or services to Selina.</p>	<ul style="list-style-type: none"> <li>- Account management</li> </ul>
<p><b>Shareholders</b></p>	
<p>Owners of Selina's shares.</p>	<ul style="list-style-type: none"> <li>- Financial reporting and regular communications</li> <li>- Representatives on the Board of Directors</li> <li>- Investor meetings</li> </ul>
<p><b>Regulators</b></p>	
<p>Entities in charge of evaluating Selina's compliance with relevant legal requirements.</p>	<ul style="list-style-type: none"> <li>- Regulatory reporting</li> <li>- Voluntary and mandatory surveys and consultations</li> <li>- Engagement through trade associations</li> <li>- Assistance with economic development initiatives</li> </ul>
<p><b>Local partners, landlords and lenders</b></p>	
<p>Individuals or organizations that own or invest in our properties or provide credit to us, to support our growth and development.</p>	<ul style="list-style-type: none"> <li>- Deal negotiation</li> <li>- Regular reporting and meetings</li> </ul>
<p><b>Communities</b></p>	
<p>People, organizations and institutions that live and work in the surroundings in which we operate.</p>	<ul style="list-style-type: none"> <li>- Local 'experience board' to drive community engagement</li> </ul>



@Luis Felipe Franco



@Magdalena Bodzioch

## SDG Objectives

To determine the relevant contents to be featured in our report, we focused on the pillars of our ESG strategy, which summarize our most significant economic, social and environmental impacts. These priorities are tied to our ongoing efforts to reach the objectives outlined in the United Nations Sustainable Development Goals (SDGs).



@Julio Rosales



@Julio Rosales

	ESG STRATEGY PILLAR	MATERIAL TOPIC	SDG
ENVIRONMENTAL	Climate Change	Climate Change	13 CLIMATE ACTION, 7 AFFORDABLE AND CLEAN ENERGY
	Air quality		
	Natural Resources	Water management	6 CLEAN WATER AND SANITATION
Waste management Recycling and upcycling		12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
SOCIAL	Health and Safety	Health and Safety	8 DECENT WORK AND ECONOMIC GROWTH
	Customers	Customers experience	8 DECENT WORK AND ECONOMIC GROWTH
	Connectors empowerment	Diversity, Equity and Inclusion	10 REDUCED INEQUALITIES
		Connectors empowerment	8 DECENT WORK AND ECONOMIC GROWTH
Local Communities	Local Communities	8 DECENT WORK AND ECONOMIC GROWTH, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
GOVERNANCE	Business integrity	Business integrity	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Internal Controls	Internal Controls	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

# 4. OUR COMPANY



## We are Selina

### Connecting people, places and communities

We are Selina, one of the world's largest hospitality brands built to address the needs of Millennial and Gen Z travelers, blending beautifully-designed and flexible accommodation with coworking, recreation, wellness, and local experiences.

**Selina is an ecosystem of platforms and destinations where global and local communities travel, meet, work, stay, play, interact and forge new experiences.**

From the heart of urban cities to the depth of the Amazon jungle, we put our soul and wanderlust into providing forever-travelers, break-takers and staycaters with a new and exciting way to explore the world. We started our operations in 2014 and brought travelers together in an environment that blended work and travel with an authentic local experience. As of 2021, we are present in 20 (1) countries across four continents. In 2021, we opened Selina properties in 12 countries: Israel, United Kingdom, Colombia, Austria, Mexico, Greece, United States, Panama, Argentina, Brazil and Uruguay. We also expanded to a new whole continent, Australia, with two initial locations in Melbourne.

**In a world of lockdowns, quarantines and isolation, we believe that our mission of creating new connections between people, places and communities is more important and relevant than ever.**

The world has changed in the last two years, along with the purpose and way of traveling. People are looking to meet others but work remotely; to have new experiences and connect with locals. At Selina, we work every day to shape an environment that connects with this lifestyle and with the values of the Millennial and Gen Z generations who visit our locations every day.

According to a survey conducted by Eventbrite (2), 78% of adults would rather spend on an experience than on material goods. The experience we co-create together fosters connections between people: friendships, couples, and even businesses were born at Selina locations. A key aspect of that shared experience is the engagement of all our visitors, guests, connectors, and the local community with meaningful initiatives that positively impact people and the planet. This is the lifestyle we believe in and through which we want to reach more and more people.

**Selina has welcomed over 1 million guests through our locations and employed over 5,000 people since 2014.**

(1) In 2021 Selina had a presence in 20 countries and 4 continents. In 2022 Selina is present in 25 countries in 6 continents.

(2) Harris Interactive Report, 2014. Based on a survey conducted online within the United States by Harris Poll on behalf of Eventbrite from June 27-July 1, 2014, among 2,083 adults ages 18 and older, among which 507 were millennials ages 18-34.



## Connections as a Driver of our Origins

In 2007 Rafael Museri and Daniel Rudasevski were living in Pedasí, a small fishing town in Panama. They ran real estate projects and started developing the town when a bigger vision began to emerge - a unique hospitality offering that could change the world.

To test the idea, Rafael and Daniel traveled extensively over the course of the next year, staying in more than 120 hotels, hostels, and houses, looking for a consistent offering that allowed them to meet new people, experience new cultures, and seamlessly live and work anywhere.

Inspired by their experiences, they set out to create a hospitality concept that catered to a new generation of travelers - somewhere they could feel a sense of community and be comfortable, have a space to work, experience unforgettable moments, and create meaningful connections with other guests and locals.

Opening the first Selina in Venao, a surfing town just outside of Pedasi, in 2015, the model was proven a success, and expansion throughout Latin America and other continents began.

This is the story of how Selina was born. While growing rapidly in the last seven years, Selina preserves its DNA; each space we create is built around interaction and socialization, merging with nature and the environment; a destination for both locals and travelers.

OUR MISSION

**TO INSPIRE AUTHENTIC AND MEANINGFUL CONNECTIONS WITH PEOPLE, PLACES AND COMMUNITIES AROUND THE WORLD.**



OUR VISION

**TO BE THE LEADING LIFESTYLE PLATFORM FOR STAY, WORK, PLAY, AND DESTINATIONS GLOBALLY**



**OUR VALUES**



**AUTHENTICITY**

From designer to recipes, live music to local tours, we foster a deep-rooted connection to our local communities. Respecting cultural integrity means ensuring each location has a distinctly memorable local culture experience.

@Leyghphoto



**IMPACT**

Every Selina is a contributing member of its local community. From social, educational, or environmental initiatives giving back to the community is a cornerstone of our beliefs.

@estefaniasteck.photography



**SIMPLICITY**

Simple comes closest to honest. The simple things are remembered. Simple is being fair.

@Leyghphoto



**FLEXIBILITY**

We support people who experiment and take risks, they inspire us and all around them. Being adaptable and flexible helps us grow as individuals and as a collective. Travelers and nomads adapt to the different environments, societies and cultures they visit.

@Rachel Fritz

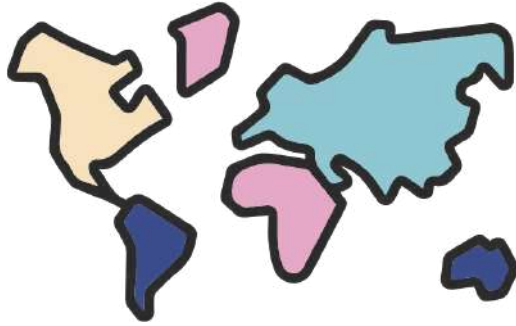


**FUN**

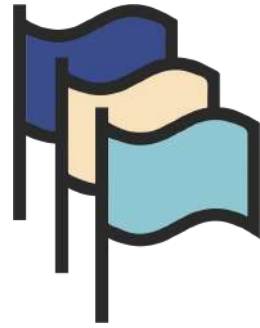
What drives us to achieve excellence in the experience we deliver our customers, whether it's through daily social interaction with guests to the unique programming we curate for every location. We believe that the journey we create must be a fun filled one.

@aliayphotography

### 2021 IN FIGURES



4 CONTINENTS



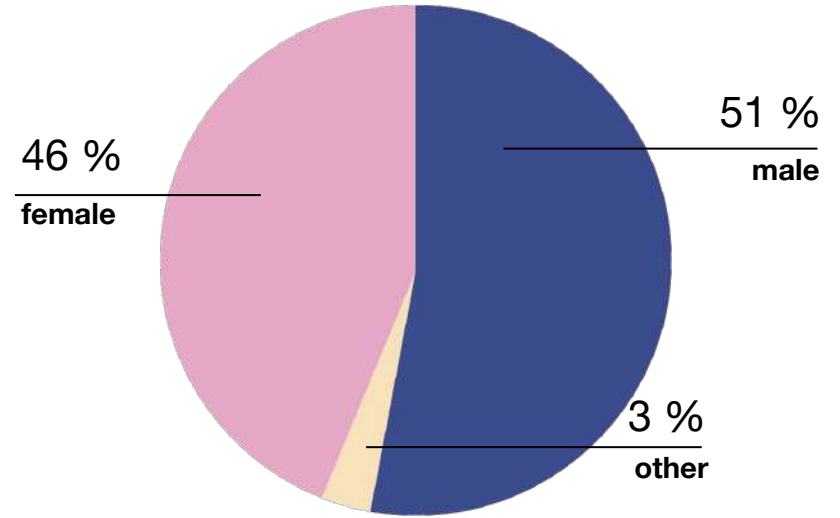
20 COUNTRIES



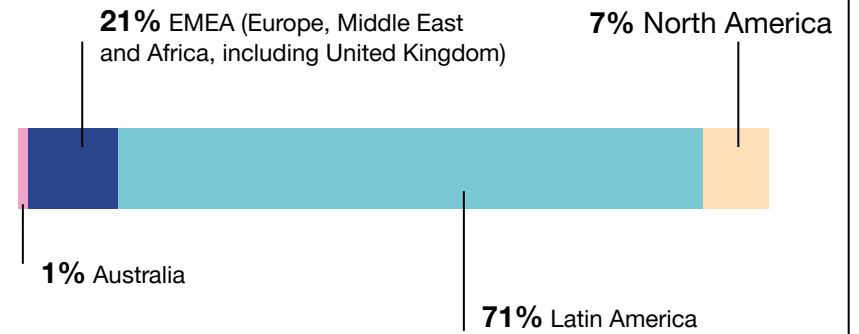
90 LOCATIONS



23,000 BEDS



1,843 CONNECTORS



90 LOCATIONS

## A Conscious DNA of Care and Responsibility

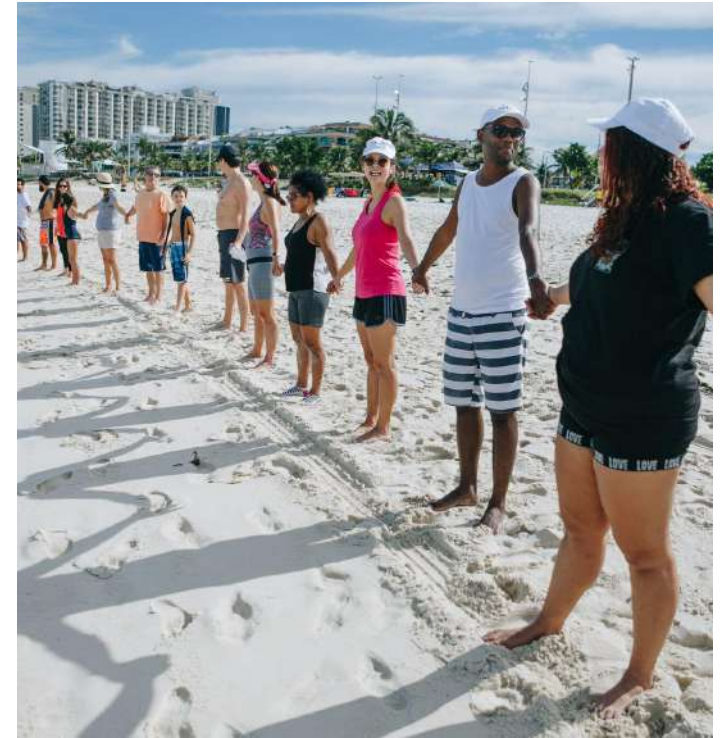
Making connections is in our DNA. Every time we open a new Selina location, we see the community around it flourishing. New businesses emerge and jobs are created. This contribution to local socio-economic development in the places where we have operations is one of our major impacts. Our commitment is to foster connections with the communities around us and integrate them as a fundamental part of our business.

This commitment also involves creating connections among our guests. Selina brings people together offline, enabling the creation of more human and meaningful exchanges. We are aware that loneliness and depression are two phenomena that are growing globally, especially among new generations, and that feeling connected to someone or a purpose is a promising start to reducing these feelings.

As nature lovers, we take the responsibility to strengthen and support the environment where we work, live and enjoy. We constantly work to improve our operations to minimize negative impacts on the environment and increase the positive impact on the people around us.

With a strong agenda, we will continue working to care for the local communities where we operate, to have a positive environmental, social and economic impact on them while minimizing the negative environmental effects and creating strong corporate processes to ensure our resilience. These values represent us and deeply connect with our guests and communities.

**In 2021 we improved our ability to measure our sustainable operations based on ESG criteria, establishing a strategy to enhance our mission to people and the planet. This strategy allowed us to evaluate, structure and unify our initiatives and efforts for a sustainable present and propose medium-term goals to enable a future of authentic and meaningful connections with people, places and our communities.**

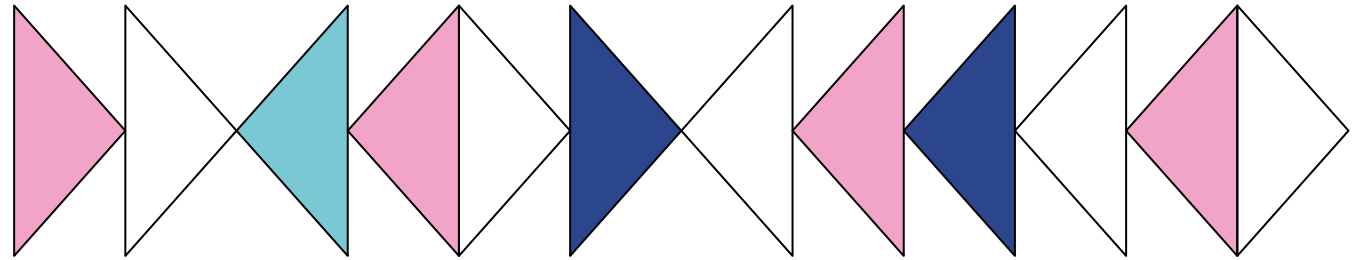


@Julio Rosales



**Maya Federman**  
DIRECTOR OF ESG

***“Selina’s commitment to sustainable operations comes from our hearts, which makes collaboration and impact authentic”.***



## Message from our Director of ESG

Since its foundation in 2014, Selina has grown steadily while preserving what is important to us; to ensure the wellbeing of the people who surround us, the environment and the earth where we are all living on, and our resilience.

Sustainability is part of who we are, cherishing the environment and the different communities we get to know. There are stunning landscapes, beautiful beaches, the water, and oxygen the world provides us. The diversity, beliefs and colors from the people who work with us, who stay with us and who surround our hotels. Everything and everyone are part of our business.

At Selina, we believe in improving ourselves constantly. We have the challenge ahead of developing the tools and processes required to measure and build on the positive impact of our initiatives. And that is clearly where we are moving, working together with all our stakeholders.

In the last eight years, Selina implemented diverse initiatives related to ESG matters. But this year, Selina took its sustainability vision a step further. In 2021 we introduced our first holistic ESG strategy that will lead us to maximize our social impact, minimize our environmental footprint, and operate with high standards of corporate governance goals.

**Maya Federman**  
Director of ESG

# ESG Strategy

## ESG STATEMENT

Selina strives to foster sustainability and a caring culture in order to positively impact the environment, the local communities, our connectors, guests, and other stakeholders.

### STRATEGY PILLARS



### FRAMEWORK



## A Year of Constant Evolution



@Luis Felipe Franco

Although the COVID-19 pandemic challenged our operations in many ways, in 2021, we witnessed the commitment of our connectors during hard times, reflecting our strong culture. We worked to ensure a safe and positive environment for them while offering opportunities to grow personally and professionally and ensure their wellbeing. We continue to implement care and prevention measures to avoid the spread and transmission of the virus to create a safe and healthy environment for all our stakeholders.

We strengthened our efforts to continue promoting social initiatives to build a better reality. We continued implementing our impact programs, understanding their importance to the local communities, especially in hard times. In addition, a formal DEI strategy was introduced to make sure everyone felt celebrated and included in our movement.

We leveraged our commitment to each stakeholder in building healthy and safe connections while ensuring ethical conduct, protecting their human rights, avoiding child labor, and responding to any possible violation of Selina’s policies. Moreover, this year we consolidated our corporate processes and management systems while fostering more resilience in our business.

In 2021, we started to implement innovative technologies to help control and measure energy consumption, and that adoption process will continue in 2022. At the same time, we started a pilot program implementing low flow showerheads, that showed significant results for water reduction. And in the last few years, we have worked intensively to minimize single-use plastic in our locations.

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**We are committed to continuing implementing our ESG strategy, accompanying our movement growth and expansion, while preserving its strengths and values.**



# 5. ENVIRONMENTAL IMPACT



# We connect with the planet.

From global and urban cities to remote or off-the-grid locations, we seek out incredible destinations around the world and create places where people can experience our locations' natural environment, local activities, food, community, work, and wellness.

The first Selina location was created in a remote location, blended with the environment. Since then, the environment has been a natural part of Selina's DNA and defines the process of creating a new location, integrating new standards, and offering our customers unique experiences.

We recognize our responsibility to minimize the negative impact on the environment and integrate solutions for this purpose. We foster the implementation of energy and water best practices to reduce negative impacts.

Our approach is to convert old hotels or existing buildings into new Selina locations, understanding that we can improve what is already existing and reduce waste and new constructions.

# Climate Change

Climate Change has become a great concern to the global community in recent years, understanding that humanity’s evolution on Earth following the industrial revolution, and especially in the last century, created significant challenges for future generations to meet their needs.

Governments, together with the private sector, academia, and private people, all have to act quickly and adapt our daily lives, operations, and goals to a conscious and sustainable one. Unfortunately, we are already experiencing the impact of Climate Change, with more climate disasters, such as hurricanes, significant fires, floods, tsunamis, and earthquakes.

**Selina is on track to play its part in the global effort to combat Climate Change and to make sure future generations will be able to live safely and meet their needs.**

At Selina, we are aware of our responsibility to reduce our negative impact on the environment. As we operate in many countries, where each location is surrounded by totally different biomass, from beaches to the desert, we experience and appreciate the importance of the environment and integrating our operations within it.



### CLEANING TERRITORIES

30 locations have been consistently doing beach or city clean ups. Together with these initiatives, some locations also have a talk about environmental protection and promoting the importance of caring for the ecosystems.

@estefaniasteck.photography



### RAISING AWARENESS

We implement workshops or initiatives created to raise awareness about nature & wildlife conservation.



### REFORESTATION

We contribute to the conservation of the Environment by organizing activities to Plant trees.

@julio rosales



### SUPPORTING LOCAL ENVIRONMENTAL PROJECTS

We support ongoing local environmental initiatives.

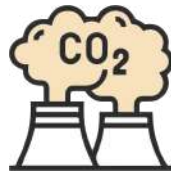
@zombi\_boi

## Our Goal: Reducing our Carbon Footprint

We know that any environmental strategy begins with establishing a baseline. Selina will begin a pilot measurement program of its Greenhouse Gas (GHG) emissions in 2022, with the plan to extend it to 100% of our operations by 2024 in order to set targets as part of our roadmap to be able to reduce the carbon footprint of our activities globally.

**Our commitment is aligned with the goal set out in the Paris Agreement to limit the increase in global temperature to less than 1.5°C, and join the global efforts towards the transition to a low carbon economy.**

# 11%



**of Selina locations measure GHG emissions.**

### SPOTLIGHT | NET-ZERO LOCATIONS

Rooted in our company DNA is the empowerment of our connectors. By embracing this bottom up approach, our local onsite experts are able to create tailor-made initiatives and solutions that lean into their experience and strengths while driving the strongest results for their hotels and community. For example, in 2021 our team in Costa Rica certified all its locations (10) as Net-Zero greenhouse gas emissions by 100% Carbon Neutral program.

Once we've achieved measurement and benchmarking, as mentioned above, we will look to roll out net-zero GHG emissions on a global scale to the extent practicable.



## Waste Management

Our waste reduction strategy seeks to decrease the overall amount of waste generated while taking steps to divert remaining materials from landfills through donation, recycling, composting, and other opportunities.

Selina is already reducing waste by offering reusable mugs instead of disposable cups, making drinking water available for guests to refill their bottles, and implementing the check-in process through the **Selina app**.



@Skyview17\_

### SELINA APP

We want customers to make connections offline but to check-in online. In 2021, 30% of check-ins were done through the app, reducing unnecessary paper use and waste generation. In 2022, we will relaunch the app with significant changes to reach 80% of our check-ins.



### SPOTLIGHT | SINGLE-USE PLASTIC

Single-use plastic is one of the most crucial material issues for our teams, guests, and environment. The vast majority of plastics at Selina are found in the back of our locations and restaurants through food and drink packaging.

Our next step is to eliminate its usage by 2025.

## Setting the Circular Economy in Motion

At Selina, we believe in fostering a circular economy model by increasing recycling and using recycled and upcycled materials, including furniture, fixtures and equipment, in our locations to reduce waste and pollution. We have the challenge of ensuring waste separation and recycling in all our locations while upcycling materials for construction and operational use.

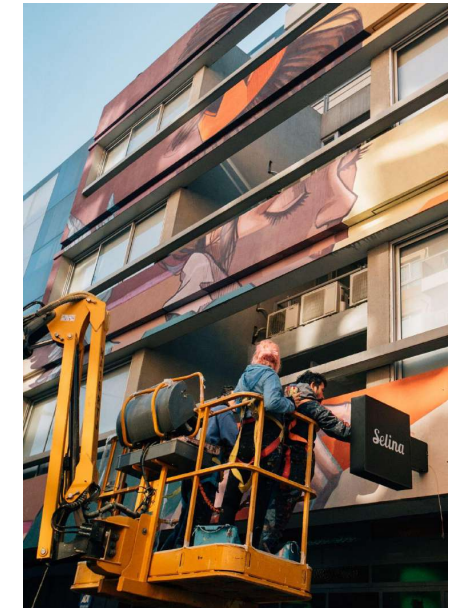
**Each Selina property is designed with a circular approach, partnering with local artists, creators, and tastemakers, breathing new life into existing buildings.**

At Selina, we convert existing buildings and old hotels into a Selina location. This approach provides our guests an authentic taste of the local flavor while helping to decrease waste generation and the use of new construction materials.

To transform a new location into a Selina, we set up upcycling workshops to create one-of-a-kind pieces of furniture, lights, murals, installations, and other necessary inventory for the new location.

We also work with local artists to design the location and its murals, which are an important part of the ambiance of the location. We start by researching the existing inventory in the property and the artists or artisans that can redesign and up-cycle the pieces to give them a new life.

In new and existing projects, Selina up-cycles beds, second-hand kitchenware, design inventory, and other valuable pieces of existing inventory.



# Water Management

We understand that water is one of the world’s most precious resources; thus we are focused on driving holistic water stewardship across our value chain.

Selina is committed to unifying water usage measurement to establish a plan towards water reduction. Currently, we implement simple but effective techniques to ensure efficient water consumption:

Washing dishes in full loads.



Encouraging guests to reuse towels and linens by opting not to have them changed every day.



Periodic maintenance of the pipes.



## SPOTLIGHT | LOW FLOW SHOWERHEADS

We installed low-flow showerheads in our Lisbon property in Portugal, to reduce the amount of water wasted and for our location to be more water-efficient. Following the installation, water consumption was reduced to 45%.

This reduction impacted positively on the location’s environmental footprint as well as cost efficiency.



@Alan Fresco

**45% reduction in water consumption achieved in Lisbon property in, Portugal.**

Following the pilot in Portugal and several other locations, Selina aims to roll out this initiative on a global level.

# 6. SOCIAL IMPACT



@Linda Stevens



# People are the heart of Selina.

A heart that beats to create significant experiences to everyone who takes part in our movement. We welcome everyone on board, from our connectors to our guests, customers, and the local community members, and we provide the context to create meaningful connections, respecting all different voices, learning from them, and offering support and inclusion.

We want our guests to feel the local spirit, local communities to feel supported by us, and our connectors to feel valued and empowered.

## Destination Strategy

We define a **destination** as a place that attracts different people who travel and work with diverse preferences and needs; the cultural events that attract both travelers and the local community, the bars and cafes that provide an amazing offer of food and beverages together with the vibe of Selina to everyone, including our connectors that feel part of Selina movement.

Our locations are destinations where different stakeholders are welcome. Our guests choose to stay at Selina. Our connectors find a place to work that makes them feel fulfilled and aligned with Selina’s culture. All of our visitors, including the local community, find a place to be; an authentic, fun, and entertaining experience.

We assess our operations team based on how well they build destinations, as measured by each properties Destination Index: a balanced scorecard approach to assessing the execution of our destination strategy by measuring the experience of each stakeholder based on three pillars. The first pillar views Selina as the **place to work**, providing our teams with a culture that inspires and empowers them. The second sees Selina as the **place to stay**, focused on our guests' experiences, providing them with spaces to ‘work and play’ in the most unique locations in the world. The third and last considers Selina as the **place to be**, focusing on all our visitors, ranging from members of the local community to travelers from other hotels.

66%

of our **Guests** made a friend in 2021

80%

of our **Connectors** made a friend in 2021

### BUILD DESTINATIONS

FOR WHOM?



**CONNECTORS**  
Selina Employees



**GUESTS**  
Selina Guests



**VISITORS**  
Locals, Expats and Travelers (visitors who aren’t staying at Selina accommodation)

## Customer Experience

Selina is a hospitality company and one of the first global **play, stay and work** ecosystems that attracts travelers from all around the world, providing them a local experiences while they can work, connect with new people and enjoy our unique places around the world.

Since its founding, Selina has been focused on the growing digital nomad market. The COVID-19 crisis has catalyzed this latent growth and created significant changes in the way people work and travel. Moreover, social distancing increased the need for people to create new personal relations and connections.

Our approach to people and social relations has been meaningful for many people during the pandemic. We are thrilled to witness an important number of customers who, thanks to the platform Selina provides to them, create valuable relations. Some remain friendly, others continue professional collaborations, and others travel companions.

**In a world distressed by the effects of social distancing, we inspire people to reconnect, create new relations, and be empowered by being part of a community.**



@Julio Rosales



@AliaYphotography



@Magdalena Bodzioch

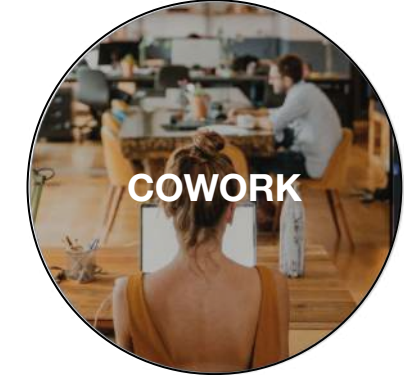
## Our Value Proposition

Our guests stay in our locations from one night to months. They are divided into different traveler types: leisure travelers, families, digital nomads, and professionals. We provide them with beautiful places to stay, travel, and work abroad indefinitely. We use our in-depth, local knowledge to create thousands of authentic activities and experiences in over 90 destinations worldwide.

We are building one of the largest hospitality brands in the world with one of the fastest conversion models globally. Blending beautifully designed accommodation with co-working, recreation, wellness, and local experiences, Selina is custom-built for today's travelers, providing guests with a global infrastructure to travel and work abroad seamlessly.

Driven by our programming strategy, there is always something happening in Selina: a yoga lesson, a cooking workshop, a dance class, a talk, a tour, or even a walk.

People join these activities and meet others, experiencing our value proposal, which includes:



Our democratized prices allow all of our customers to have access to our services; at all Selina locations, we offer different rooms types at different price points, from dorms to standard rooms to suites, and this allows many different types of people to experience the authentic Selina experience.

In order to fulfill our mission of creating connections, we purposefully offer shared and common areas to facilitate connections among our guests, from libraries to cinema rooms, common kitchens and co-working and wellness spaces.

People come to our places to enjoy and meet other people. That's how we connect with our guests: 23% of millennials travel specifically to meet and befriend other travelers (3).

We are proud to make this easier and contribute to helping overcome isolation. People meet in Selina, fall in love, get married, or start a business together. They connect. And so, our social impact extends far beyond what we can imagine.



@Magdalena Bodzioch

(3) The Wandering RV – Millennial Travel Stats published on 2/7/2021.

43

NPS SCORE

One of the highest in the industry

66%

MADE A FRIEND

287,000

UNIQUE GUESTS\*

\*A unique guest represents only those guests in whose names the booking was made and if a guest stayed more than once they will only be counted only nce

## Luna Program

**The Luna (Moon) loyalty program is our way of showing appreciation to our community of travelers who call Selina home no matter where they are in the world.**

Luna members will be able to earn and redeem tokens on their stays with us anywhere in the world and enjoy member benefits from day one.

From free activities and a complimentary welcome drink when you arrive, to free accommodation, exclusive programming for members, and more. This is our way of saying thank you for spending your precious time with us and being part of the Selina community.



# 250,000

LUNA MEMBERS

## A Place for Digital Nomads

**Young professionals enjoy a work - life balance and always want to learn and discover the world while staying focused and productive. They look for a reliable, comfortable work space and living environment in the same place. They want the freedom to travel and work at the same time.**

Our guests can find different kinds of work spaces at Selina, in urban and non-urban places around the world. From wherever our guests choose to work, our co-working facilities offer a range of professional spaces, from comfortable booths to offices and meeting rooms and many other facilities, all aiming to provide the right balance of social space and privacy, with the objective of creating a great space for productivity.

Alongside the usually expected amenities (water, coffee, tea and power) we offer additional facilities that can range from access to a movie room, the restaurant and bar, activity centers, a pool, the ocean, a short escape into the jungle, a surf lesson before work or all of the above.

All our staff at co-works understand the required balance between focus and networking, and our guests need to meet for quick problem solving.



@leyhphoto



@duroypunto



@CamilaBugni



@leyhphoto

**At Selina, we know the best work is done in an inspiring environment. We offer our guests the ability to work remotely from some of the most spectacular office locations: beachfronts, places of outstanding beauty, and urban and cultural centers.**

## Connectors Empowerment

‘Connector’ is how we refer to each team member.

**We believe our main mission is to create authentic and meaningful connections by taking care, sharing, being creative, and connecting people, places, and communities worldwide. And we have a team of connection-makers to do it.**

Our connectors are our greatest asset, and we are committed to fostering a culture of inclusivity and empowering all team members to reach their full potential. We ensure that the essence of Selina's DNA runs through each and every connector so that they all feel part of the movement.

We ensure Selina is the place to work for all our connectors, where they feel they are visible, taken care of and are able to take pride in and responsibility for their work.

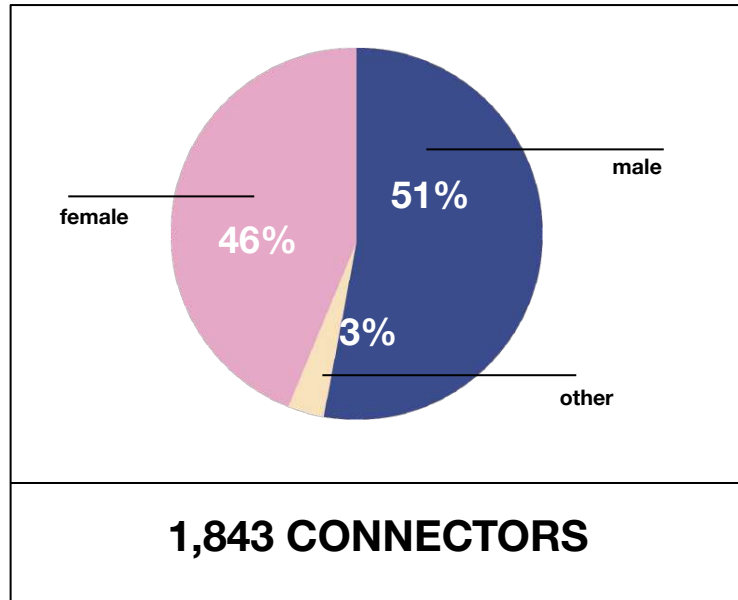


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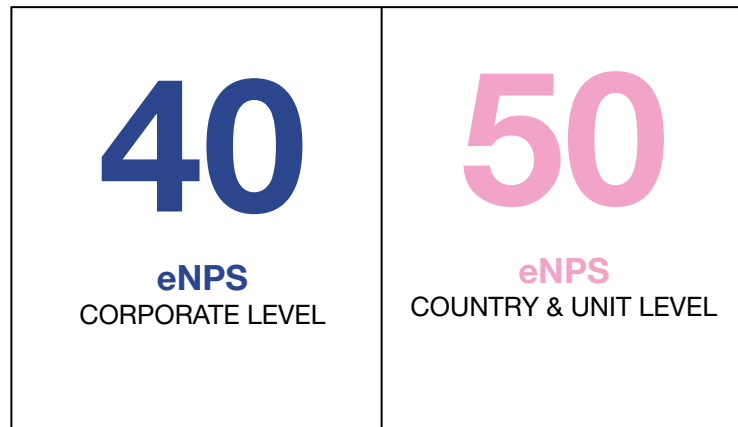
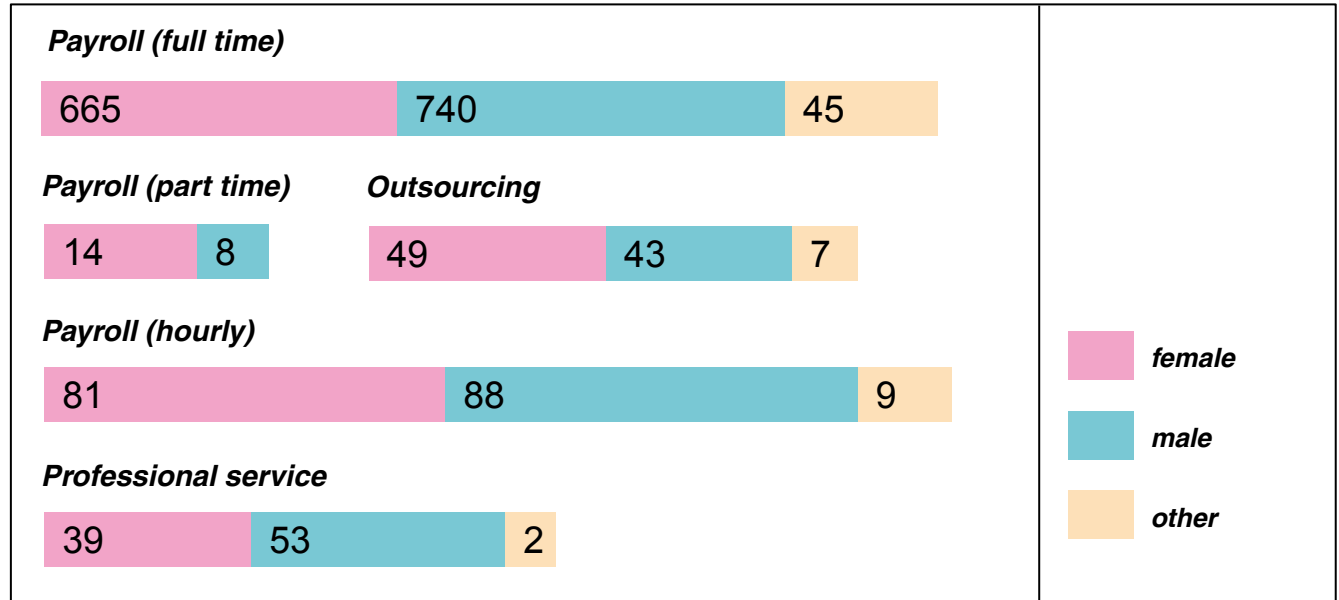




### Our Team in Figures

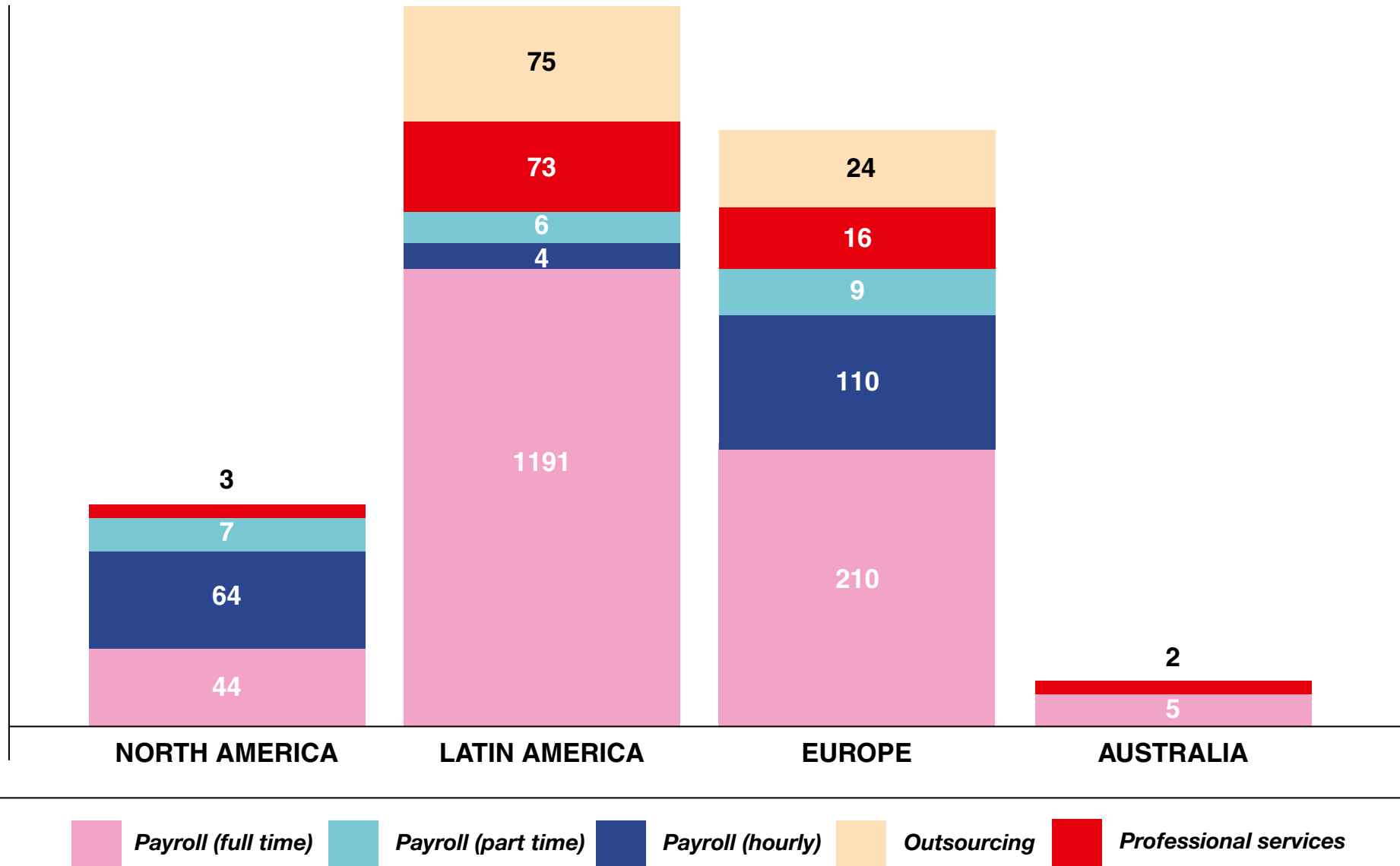


### Distribution by contract and gender:



@elangelanormal

## Our Team in Figures





@Kristen Muolic

## Selina Blueprint

**In a world set to bring us closer together, we seem to be growing farther apart. At Selina our purpose is to inspire authentic and meaningful connections.**

**Selina Blueprint** is our north star that guides us through the WHAT, WHY, HOW and WHO of our mission and vision. It represents the values, behaviors and desired outcomes from our connectors. We want them to feel safe and empowered to represent, practice and live those values and behaviors on a personal and professional level.

Blueprint helps us to make Selina a place to work for everyone by creating a positive and inclusive environment. It is presented in our language, communications and the actions of our management team and other connectors.

Selina’s culture includes strong elements of belonging, engagement, connection and collaboration. Our culture ensures connectors feel like they are part of the movement, that their voices are heard, their opinions are taken into account, and they have the ability to make an impact and create change.

We are committed to our connectors, and we are working to make them grow professionally and personally. Their voices are very important to us, because they have the power to shape our company.

We listen to opportunities for improvement, through periodic feedback sessions in which the leaders listen to the members of their teams.

Also, we conduct monthly Culture Surveys for location connectors and quarterly Culture Surveys for corporate connectors, allowing them to speak their minds freely and share their opinions. With these surveys, we are able to improve our strategies and action plans and create a healthier working environment.



@elangelanormal

**Selina**  
BLUEPRINT

TO INSPIRE  
AUTHENTIC  
MEANINGFUL  
CONNECTIONS

<b>WHO ARE WE</b>
We are connectors.
<b>HOW WE DO IT</b>
Through the curation of beautiful spaces, content, programming and a work, stay and play ecosystem. Selina is building one of the most trusted hospitality platforms in the world for authentic experiences and socializing.
<b>WHO WE DO</b>
We connect people, places and communities around the world.



**SELINA EXPERIENCE**  
I MADE NEW FRIENDS



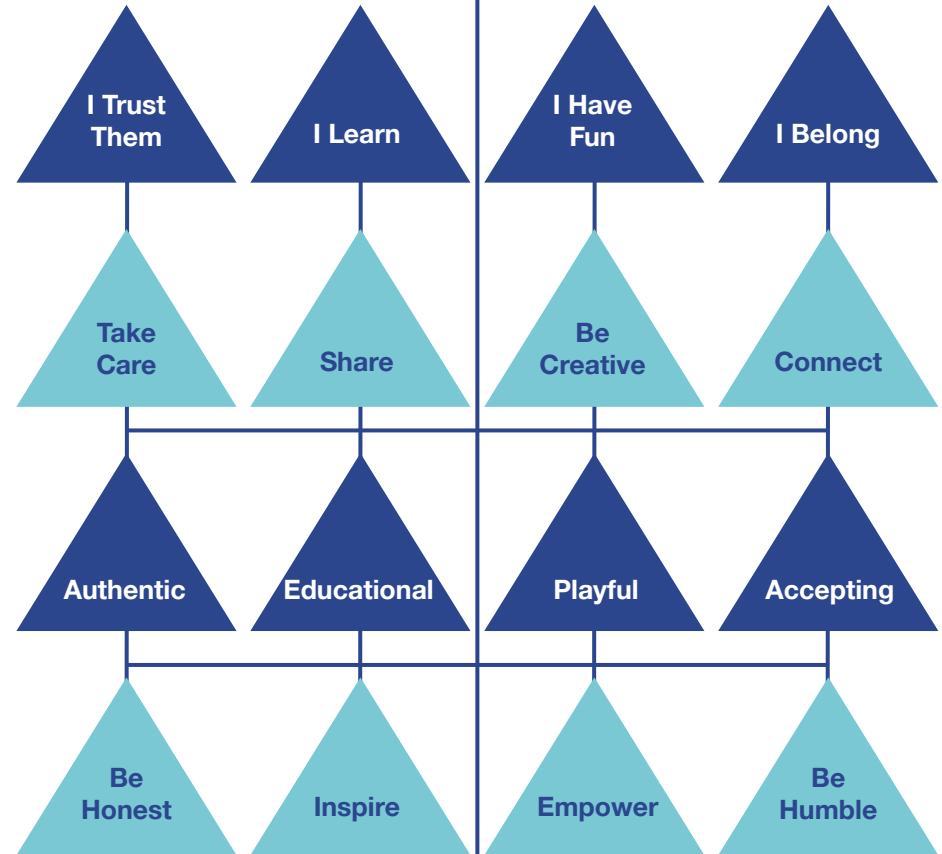
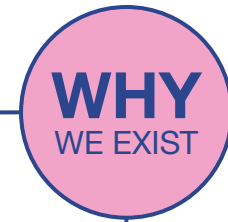
**EMPLOYEE BEHAVIOR**  
WE ARE CONNECTORS



**SELINA CULTURE!**  
WE ARE A MOVEMENT



**LEADERSHIP BEHAVIOR**  
WE ARE ALL ENTREPRENEURS



## Professional Learning and Development

In Selina, learning and development is known as LEDO, which stands for ‘LEarn by DOing’. Our internal learning brand and platform has everything our connectors need to succeed in their roles.

We train connectors to enable connections. Everything they do encourages people to connect with each other, the community and the environment. Our connectors are always ready to listen to visitors' preferences and offer them relevant activities.

Each connector receives a LEDO account that guides them through a structured and detailed onboarding process. This process consists of receiving theoretical training online and one-on-one training on-site by their direct supervisors. The topics covered in the online training range from information about Selina, operational standards, company policies, DEI training, system training, and talent development.

An essential part of the onboarding process is connecting with the team and ensuring that our new connectors feel they belong. We make sure there are continuous feedback conversations and growth plans are created with our talent pool.









On top of training for their jobs, we also have extra training for our leadership, which is done through our Selina Management Institute (SMI). The SMI includes a 20-60 hour live online training program delivered by our company’s senior leadership team. Guided by our learning and development experts, our team provides interactive training to a select group of our connectors.

To accompany our connectors in their professional and personal growth, we provide periodic talks and live training on a wide variety of subjects; like how to manage their time, sustainability in the hospitality sector, and how to create and manage a project, among other subjects.

These talks are an excellent opportunity for our connectors to learn from their colleagues and from Selina’s other stakeholders, such as guests, and from external professionals. In this way, we also empower our stakeholders to share their best practices with all of us.



@tess gerdemann

LEDO				SMI (Selina Management Institute)		GENERAL	
 <b>93</b> Courses	 <b>58</b> Courses were introduced in 2021	 <b>65%</b> Average compliance	 <b>10</b> Average training hours per connector	 <b>1</b> Conducted in 2021	 <b>55</b> Participants	 <b>5</b> Live talks	 <b>6</b> Live trainings

## Empowering our Connectors

**We succeed when people thrive. We focus on training and empowering our connectors in order to allow them to grow professionally. While believing in them and providing them the right support for their roles, our connectors feel empowered and develop their skills to move into higher positions.**

Our process provides our connectors with the aspiration to grow and develop their professional path inside the company. At the same time, Selina enjoys committed connectors who stay longer with us and accumulate knowledge and experience in different areas and levels of the company. This important characteristic of Selina is crucial for knowledge conservation and to provide our connectors with the ability to experience the company from different viewpoints.

Part of our blueprint is to prioritize internal promotions over external hires. We are challenged to embed this practice as we grow globally and in order to do so, we look to track all internal promotions that occur each year.



@aliayphotography



@wemakemedia

## Connectors' Wellbeing

At Selina, we welcome connectors from different nationalities and cultures, as well as those who have different experiences and backgrounds. Taking these differences into account, we want our connectors to experience a work-life balance so they can foster their personal well-being. Selina, as a movement, invites all of its connectors to take part in the wellness activities at our locations to support their healthy lives, and connect them with those who stay at our location.

This year we hosted two virtual wellness festivals for two days, each one for all Selina connectors. We provided different types of content focused on physical, spiritual and mental wellbeing.



443

Connectors were promoted into higher positions (17%)



2

Virtual wellness festivals

# Diversity, Equity and Inclusion

In 2021, Selina introduced its Diversity, Equity, and Inclusion (DEI) strategy that ensures that all voices within the company and our external stakeholders are heard. This strategy aims to guide Selina’s commitment to developing a diverse and inclusive environment for all, believing that DEI contributes significantly to who we are as a company.

Understanding and integrating our connectors’ unique perspectives and voices and those of our guests, customers, owners, suppliers, and partners is essential to cultivating our diverse and inclusive environment. Through evolving cultural, talent, and marketplace initiatives, Selina strives to reflect the global communities in which we live, work, and thrive, as diversity will forever be core to our mission, vision and values.

In recent years, and especially in 2021, our focus was on gender diversity, to ensure women were represented at different levels of the company. Also, we witnessed an increase in the number of people from different cultures due to the expansion of our operations and the diversity of our workforce. This diversity helps to create an atmosphere of respect and inclusion and it enriches our own culture by adding new perspectives. However, we still have a long way to go to ensure the inclusion of other underrepresented groups, such as the LGBTQ2+ community, people with special needs, and people from different age groups, among others.

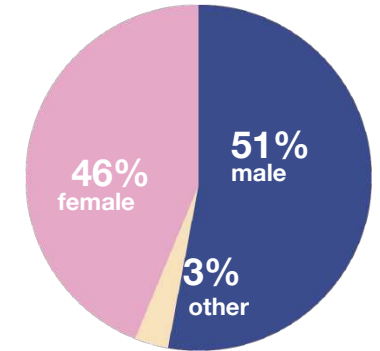


@Leyghphoto

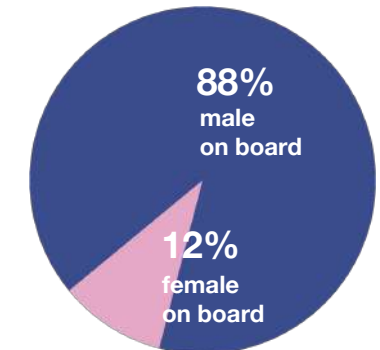
Selina’s approach to DEI is holistic, looking at underrepresented groups internally and within our stakeholders and assessing our needs based on the characteristics of the places where we operate and our customers. DEI is a broad topic that requires continuous discussion about how to ensure diversity and representation of other groups while achieving equity and ensuring every person feels included and accepted in Selina’s movement.

**We are working to ensure we create an environment in which people are celebrated, respected and included and which is a diverse and inclusive place to work, to stay and to be.**

## OUR CONNECTORS



## BOARD DIRECTORS



**OUR CONNECTORS REPRESENT 69 NATIONALITIES**

The goal of Selina’s DEI strategy is to ensure the representation and participation of diverse underrepresented people in our activities; **women, different ethnicities and nationalities, people from the LGBTQ2+ community, people with special needs and diverse age groups**. Our strategy includes all stakeholders, and is divided into four parts that represent the main groups:



To keep us accountable for ensuring the execution of our DEI strategy, we created an employee committee consisting of representatives from different nationalities, cultures and diverse work positions who provide feedback, propose initiatives and monitor the execution of the strategy. The committee meets every quarter to discuss implementation and new initiatives. The year's highlights were:

**GIVES BACK PRIDE CAMPAIGN**

**During the Pride month, 10% of proceeds were donated to the IT-GETS-BETTER foundation.**

**A total of \$8,743 was donated.**



**DEI VIRTUAL LIBRARY**

**We opened a free virtual library to our connectors where we provide information on different platforms about topics to improve our DEI practices. It includes books, articles, YouTube videos, Ted Talks and social experiments.**

**TRAINING AND POLICIES**

- **Anti-Harassment and Discrimination Policy**
- **Diversity, Equity and Inclusion Training**
- **Harassment LEDO Report**

*Find more about the policies in the Governance chapter.*

**SPOTLIGHT | PEOPLE WITH SPECIAL NEEDS**

In 2021, Selina Bariloche hired three people with special needs, who were incorporated into the reception and maintenance team.

One of these new connectors at the location successfully communicated with customers with no words. Also, he gave sign language classes to our guests at Selina Bariloche, the local community and our local connectors. After that, some of our connectors can now communicate with sign language.

*“the incorporation of different perspectives helps us to grow personally and professionally. As a result, our team is strengthened”*

*Denis Ubogi  
Bariloche Location Manager*



## Health and Safety

At Selina, we believe in creating a healthy and safe environment for our connectors, guests, customers and other stakeholders. For this purpose, we implement relevant and required measures to avoid injuries and dangerous activities, and we prepare our connectors to respond effectively and efficiently to any possible incident, accident or other related event.

While respecting local laws and regulations, we are working continuously to ensure a healthy and safe environment and avoid workplace dangers.

We provide our connectors with the necessary equipment as well as online and on-the-spot training, and we implement standard operational procedures to transmit clear guidelines on the expected measures they should take at our locations.

At the same time, we work to ensure the preparedness of our teams to respond to all types of events, and we appoint a specific brigade in each location that is prepared to respond to emergencies.



**At Selina, we learn from past incidents and occurrences to identify risks and provide for a healthy and safe environment to work and stay in, every day.**

The commitment of our connectors is crucial for the implementation of all necessary measures. At Selina, all executives and other connectors are responsible for implementing health and safety standards.



@jorge medina

### Health and Safety Training

We train our connectors on health and safety matters in every location while providing them with online training through our learning and development platform, LEDO. In 2021, we introduced four online trainings in the following areas:

1. **Food & Beverage Health and Safety (2 modules)**
2. **Fire Safety**
3. **Active Shooter**

As part of our operational compliance program, during 2021, we conducted three health and safety audits at all the locations and one external health and safety audit.

## COVID-19

From the moment COVID-19 hit the world - at the beginning of 2020 - Selina walked step-by-step to learn the new reality and adjust to it. This rolling event required strict measures and the strong commitment of our connectors, their creativity and responsibility to respond to different situations.

In 2021, we continued implementing strict operational measures to ensure our locations met all global requirements and local regulations relating to hygiene and human interaction in order to prevent the spread and transmission of the virus and create a safe environment for all our stakeholders. We engaged our connectors and customers regarding hygiene and COVID-19 preventive measures and provided them with all the necessary personal protective equipment to ensure our operations were safe.



@Luis Felipe Franco

	
<p>Cleaning procedures and disinfection protocols</p>	<p>Masks in common areas</p>
	
<p>Distance communications</p>	<p>Temperature measurement on daily basis to employees</p>
	
<p>Sanitizing products to guests and connectors</p>	<p>Ensure compliance with all operational measures</p>
	
<p>Professional training to connectors</p>	<p>Selina's app to decrease physical contact</p>

## Local Communities

# Community is a sense of belonging.

**Our collective mission is to create a positive impact on the people, communities and businesses in the places in which we operate.**

It means people can be their true, authentic selves and therefore create meaningful, lasting connections. For Selina, the local communities are part of who we are, and this collaboration is a key factor in what we do.

Selina's corporate social responsibility is an integrated and natural aspect of our way of doing business, aligned with our core values. We engage with the communities in which we operate in order to ensure a good relationship that supports local challenges and provides more opportunities for the communities to enable local development.



*Community meeting with teachers and children. Antigua, Guatemala*

It fills us with joy knowing that even in the smallest towns where we opened a location, we contributed to the growth of the community and the development of new local businesses. We believe that creating relations with the local community's representatives strengthens our ability to learn from them and to provide relevant support. At Selina, social programs and initiatives are based on a consultation process with local stakeholders. We create authentic and meaningful connections through annual location-based programs focusing on community mapping, outreach exercises, public hearings, interviews, reference groups, and tours of programs and locations.

OUR SOCIAL IMPACT IN 2021

DURING 2021



Workshops and classes



Crisis response activities



Fundraising activities



Community service activities



Women empowerment sessions



LGBTQ+ fundraising (Pride Month)



Animal protection activities



DEI Activities

## Social Impact Strategy

Selina Impact guides, oversees and is responsible for a four part strategy to ensure our mission:



### Stakeholder Engagement

Create, maintain and foster relationships with local business, schools, non-profits, local government and neighborhood stakeholders

@Tess Gerdemann



### Selina Gives Back Hospitality Program

A job training programming which aims to decrease unemployment and train vulnerable community members in hospitality and job skills

@Estefania Steck



### Impact Programs

Free of charge location-based programs which offer a social, economic or environmental benefit to local communities



### Culture of Engagement

All staff are encouraged to give back to causes they passionate about and to contribute up to 2% of their working hours to volunteering their time and skills

@Simos Simos

## Stakeholder Engagement

We believe that creating relations with the local community's representatives strengthens our ability to learn from them in order to provide value-added support to the community.

**We create authentic and meaningful connections with local communities driven by our annual location-based programs focused on community mapping, outreach, exercises, public hearing, interviews, focus groups and site visits.**



@wemakemedia



@Stefania Steck



@wemakemedia

# 189

Committed stakeholders

## Selina Gives Back Hospitality Program

With the goal of reducing unemployment we promote economic opportunity for all by providing a free job training program to unemployed local community members in vulnerable situations or who face challenges to access higher education. Selina Gives Back Hospitality Program consists of free counseling, practical training, theoretical workshops focused on the hospitality industry, and job placement assistance for participants.

In 2021 the program was implemented successfully in 8 locations. The program used to be 100% on-site; but due to the COVID-19 pandemic in 2020, we created a hybrid program with online and, where possible, on-site practical training.



@julio rosales

Selina Antigua graduates of the Selina Gives Back Hospitality Program 2019

In 2021:

**42** people were trained

**86.7%** graduates pursuing studies or employed after completing program

To date:

**682** people were trained

**64.46%** graduates pursuing studies or employed 6 months after completing program

### Impact Programs

We seek to strengthen communities by providing programs focused on creating positive social, economic, and environmental impacts. Our impact activities are conducted regularly at all of our locations, where our guests, staff and members of the local community offer their time and expertise.

In 2021 we conducted over 750 impact programs. Impact programs are our response to the local community's needs, collected in interviews with local stakeholders, who guide us to provide activities to help address local challenges in partnership with them and other community organizations.







787  
Impact programs

28,369  
People benefited in 2021

234  
environmental impact activities

342  
Social impact activities

211  
Economic impact activities

 <p>14 Countries with Impact Programs</p>	 <p>73 Locations with active Impact Programs</p>	 <p>10,589 Hours donated by Selina staff</p>	 <p>28,369 Impact Program beneficiaries</p>	 <p>42 Selina Gives Back Program graduates</p>	 <p>36 Graduates employed or studying</p>
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### Chef Kids Program

Cooking and nutrition classes for children from the local community.



### Spaces

Opening of spaces for institutions to carry out educational activities for different sectors of the local community at no cost.



### Hospitality Program

Teaching program for unemployed people in the hospitality industry.



### Music & Art

Art and craft workshops With recyclable materials.



### Reforestation Days

Reforestation days and talks on care and conservation of the environment in partnership with the local organizations.



### Surfing Lessons With Kids

Surf lessons for children and youth from the local community at risk.



### Wellness for Local communities

Free yoga and meditation classes for indigenous communities, women and children with training in breathing techniques.



### Swimming Lessons

Swimming lessons for children, water therapy for older adults or people with disabilities.



### Beach or forest Clean ups

Clean-up days on beaches, forests and cities in coordination with stakeholders, selina staff, guests and local community.

## Culture of Engagement

We are a company that cares about the wellbeing and the cultural interests of the people who work with us. We have created a company culture based on authentic community engagement, so we encourage all staff members to dedicate 2% of their work time to volunteer for causes and charities of their choice.

10,589

EMPLOYEE HOURS DONATED

@zombi\_boi

## Art & Culture Programs

We want to inspire as we are inspired by the people around us. We organize and support local musical, artistic and cultural events to stimulate the traveler's senses, merging the local culture with our own to create an original, fresh and lasting experience.

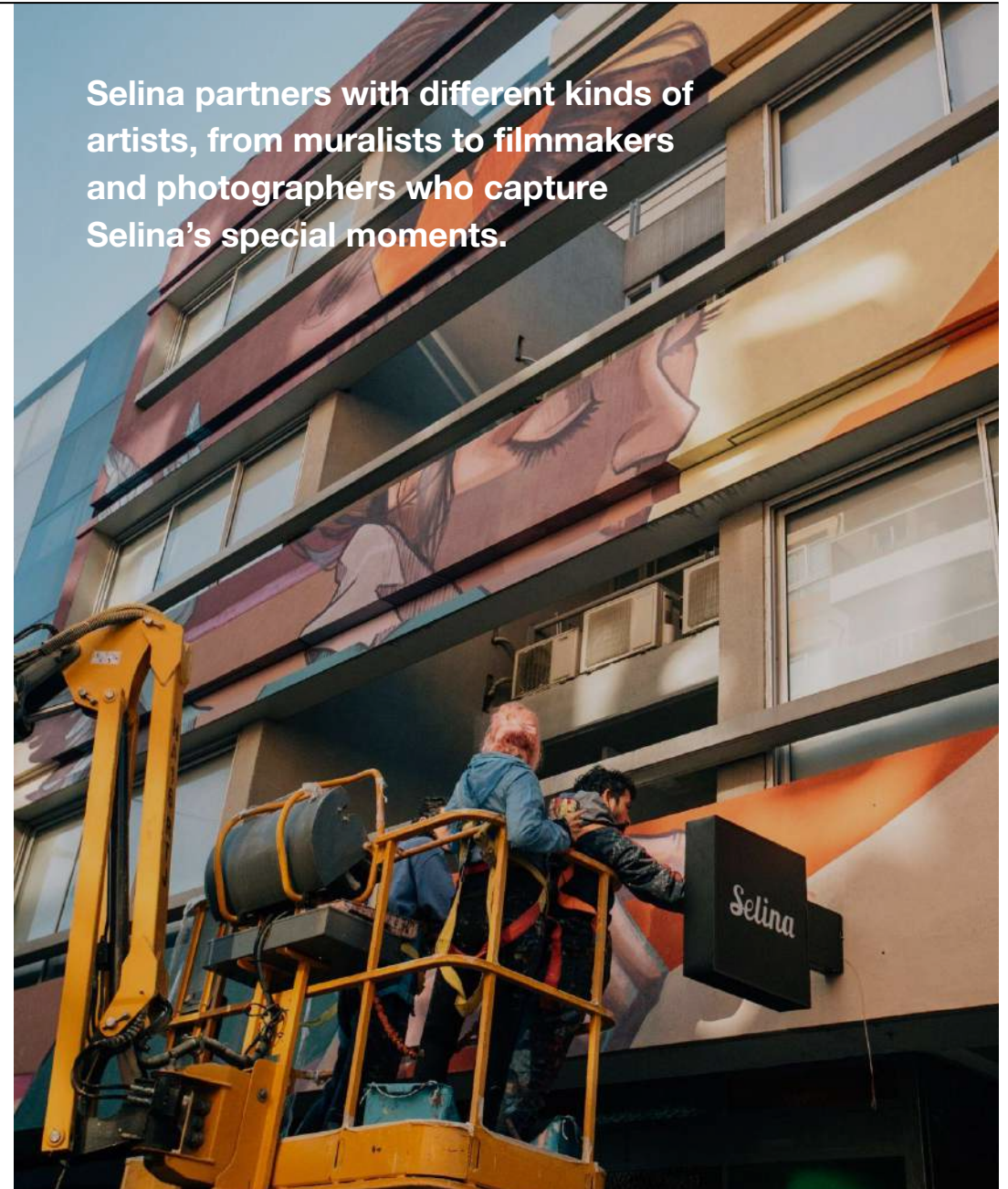


@Luis Felipe Franco

Creativity and connection are key to us as they open the door to new ways of viewing the world, to new possibilities and our eventual evolution.

We prioritize working with local artists, who are also entrepreneurs, creators and change makers who want to be involved in transforming their village, town, or city. They are connected to the world's trends and always are looking for inspiration and expanding their international network.

Selina partners with different kinds of artists, from muralists to filmmakers and photographers who capture Selina's special moments.



### Selina Art, Film and Music Residency Programs



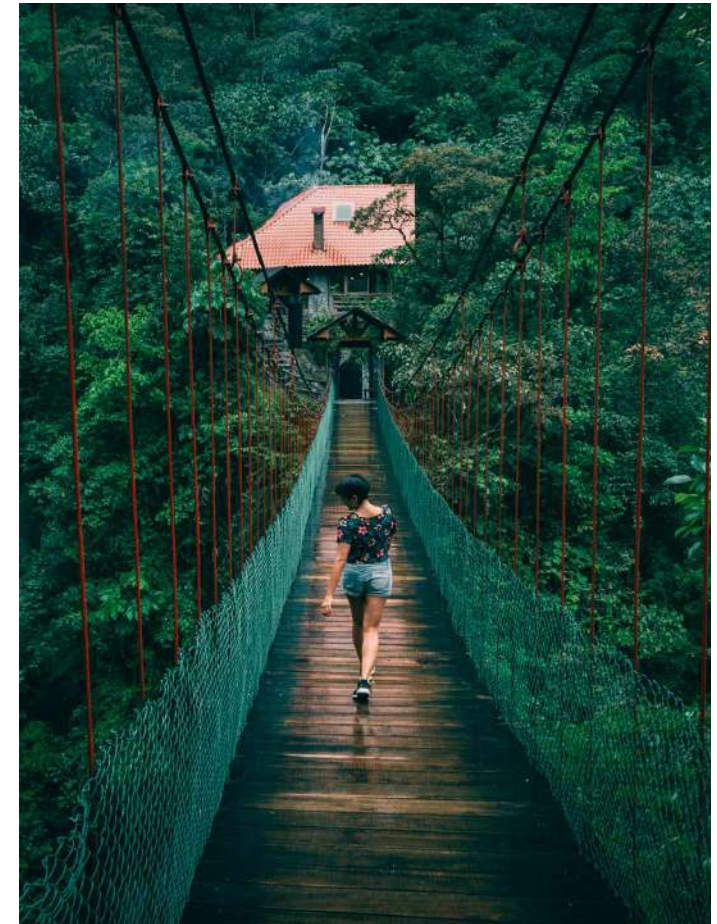
The Selina Art Residency Program welcomes multidisciplinary creatives from painters, sculptors, and muralists to makers, illustrators and designers. It is a unique opportunity for artists to work nomadically, be inspired by historic and contemporary cultures, and curate new places with local communities.

With a focus on injecting new life and original designs to create visually-rich and art-filled spaces, the Art Residency is an invitation for artists to learn and enhance their skill set, offering experimental methods and creative approaches to collaborative projects. We host our Art Residents in a number of our remote and urban locations, and provide them with professional tools, special equipment and art supplies.

The Music Residency Program is designed for traveling musicians, performers, songwriters, composers, recording artists, audio engineers, DJs and producers who seek to explore and strengthen their sound, creating freely and flexibly while on the road. The program welcomes all kinds of musical backgrounds, cultures, identities and world sounds. We choose applicants from around the globe and hold them in a number of our locations.



@Antonio & Amanda



@laurabccom

The Film and Photography Residency Program is dedicated to traveling filmmakers and photographers who want to leverage their talent and create freely while exploring this beautiful planet. This program chooses applicants from all over the world and connects them with our locations.

## Local Suppliers

As part of our location operations, Selina is committed to purchasing from local suppliers to strengthen the local economy and reduce our environmental footprint. We acknowledge our responsibility towards society, and we aspire to work with ethical suppliers.

We work to ensure suppliers and third party actors are aligned with the company's values. Preventing child labor, preserving human rights and fair supply chain, and environmental commitments, are at the core of what Selina expects from its suppliers.



@Lindsay Stevens



@Rachel Fritz



@themagiccitymarket



@JOSEORTIZFOX

# 7. GOVERNANCE



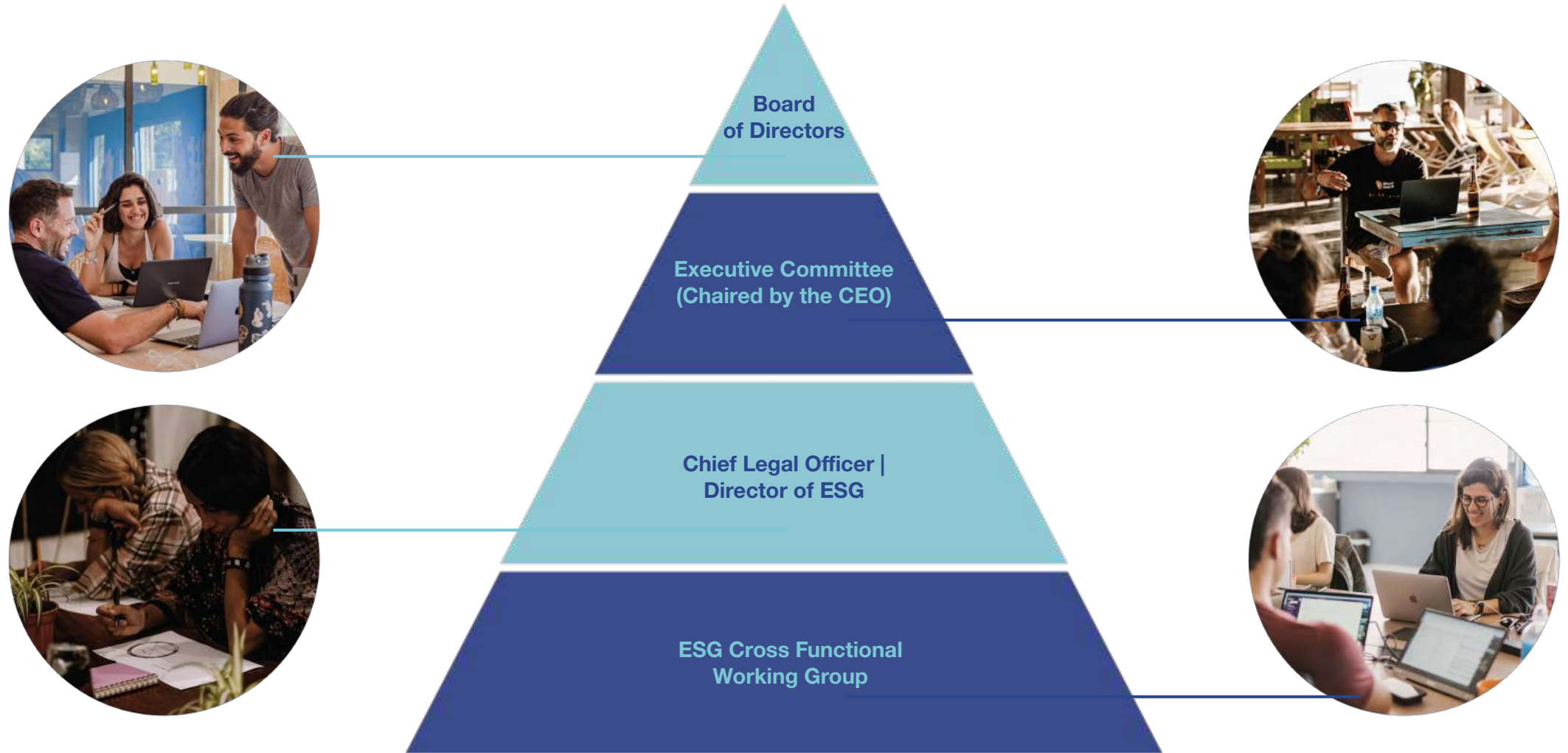
## Our Corporate Governance

**Selina's commitment to responsible business and our ESG strategy starts with the Board of Directors. Our Board is committed to operating with high ethical standards and levels of governance throughout the organization. Our Executive Committee and senior management team—supported by a cross-functional ESG working group, chaired by our Director of ESG, and governance team led by the Chief Legal Officer & Company Secretary—work to ensure that good governance is embedded within the day-to-day operations of Selina through the implementation of meaningful controls and decision-making processes, setting key performance indicators and measuring and monitoring them, and finally, through transparency and regular reporting.**

The Board of Directors manages our business and affairs. The Board exercises all powers and takes actions that are not specifically granted to Selina's shareholders or executive management. The Selina Board consists of eight directors, including two independent directors, two executive directors—Rafael Museri, the Chief Executive Officer, and Daniel Rudasevski, the Chief Growth Officer—together with the former President of the Company, Yoav Gery, and three other non-executive directors appointed on behalf of key investors.

The Board regularly reviews information regarding risks associated with our finances, credit and liquidity, business operations and strategy; legal, regulatory and compliance matters; and reputational exposure. In 2021, they met at least 31 times during the year.

## Corporate Governance Structure





## Committees

Selina’s Board of Directors currently has one delegated committee:

### Compensation Committee

The remit of Selina’s Compensation Committee is to oversee the remuneration arrangements of the company’s directors, with a particular focus on the executive directors. The committee also oversees the administration of Selina’s equity incentive plans.



@Lindsay Stevens

Selina’s management team has two committees:

### Executive Committee

The Executive Committee is led by Selina’s Chief Executive Officer, who reports to the Board of Directors regarding the committee’s functioning. The Executive Committee is responsible for the day-to-day management of the business. Members of this committee are the operational and functional heads of the company, and they seek to meet at least once a month to discuss the company’s strategy and its execution.

### Investment Committee

The Investment Committee, led by the Chief Executive Officer, has been established to review and approve new transactions —including lease and other capital transactions—in support of the growth of the company. The committee meets monthly or more frequently as required. Other members of the Executive Committee, including the Chief Growth Officer, Chief Financial Officer, Chief Marketing Officer and others, participate in the decision-making process.



@Aliayphotography

## Director Responsibilities

**Our directors are responsible for acting within their powers; promoting the success of the company and acting in good faith; exercising independent judgment and reasonable care, skill and diligence; avoiding conflicts of interest; not accepting benefits from third parties; and declaring interest in proposed transactions or arrangements.**

All directors have access to the advice of the Chief Legal Officer & Company Secretary, who is responsible for ensuring proper Board procedures and applying corporate governance requirements and best practices. In addition, the directors are able, if necessary, to take independent professional advice at the company's expense.

In conjunction with the Chief Legal Officer & Company Secretary, the chair of the board is responsible for ensuring that directors receive appropriate training at the Company's expense where specific expertise is required. All new directors will receive a Board compendium detailing matters relating to Board procedures and their duties as directors, and a bespoke induction programme will be established for any new appointment, based on the directors' needs and experience.

The Board is tasked with establishing procedures for managing conflicts of interest. These procedures and any potential conflicts authorized in accordance with section 175 of the Companies Act 2006, will be reviewed by the Board at least annually and other potential conflicts will be reviewed as they may arise from time to time.



@Cesar Reinoso



@ListoVamos

## Evolving our Board Structure

**On December 2, 2021, we announced a potential business combination between Selina and BOA Acquisition Corp., and along with it, the prospective listing of the Company on the NASDAQ.**

Upon a successful completion of the business combination, we intend to have a Board of seven directors. We are committed to complying with the governance best practices required by NASDAQ, including the establishment of separately standing Audit, Compensation and Nominating and Corporate Governance committees.

The plan also includes the appointment of an independent Board chair. The separation of the Board chair and Chief Executive Officer (CEO) roles will allow the CEO to focus his time and energy on operating and managing Selina and also leverage the experience and perspectives of the Board chair, who will set the agenda for, and preside over, Board meetings and coordinate the work of the Board's committees, providing oversight and streamlining the duties of the Chief Executive Officer.

In addition, we plan to appoint and operate with a Board composed of a majority of independent directors. Out of the seven directors, we plan to have them appointed at the closing of the business combination; our goal is that five of them will be considered to be independent. We believe that doing so will help minimize potential conflicts of interest and biases and allow for constructive challenge of the executive management team.



@duroypunto

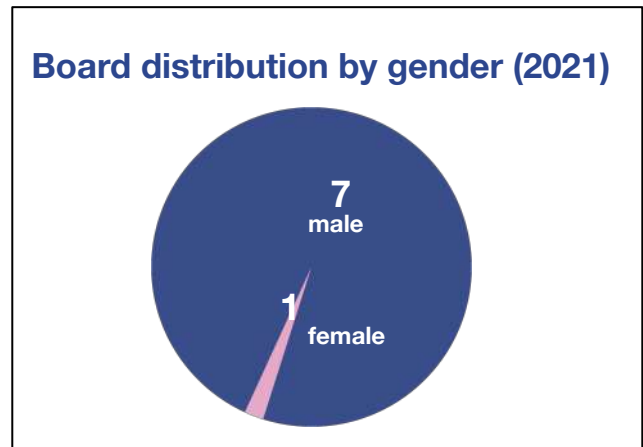
## Diversity in Higher Levels of Decision Making

Given the diversity of our operations in 20 countries globally, we recognize the benefits and different perspectives that diversity in all of its forms—including diversity of gender, age, ethnic origin, and cultural and educational backgrounds—can bring to Board deliberations and how a diverse Board will be better aligned with the values and expectations of our employees, customers and other stakeholders.

To the extent possible, we will follow best-practice guidelines in terms of the diversity of our directors and look to proxy voting guidelines promulgated by Institutional Shareholder Services, Glass Lewis, BlackRock Investment Stewardship and other organizations to help guide our governance regime.

We will strive to achieve at least 30% diversity of Board membership by seeking to appoint at least two directors who self-identify as female and one who self-identifies as either an underrepresented minority or LGBTQ2+, before or within the first year after the closing of the business combination.

As part of our commitment to foster diversity throughout the organization, we support diversity at the Board level.



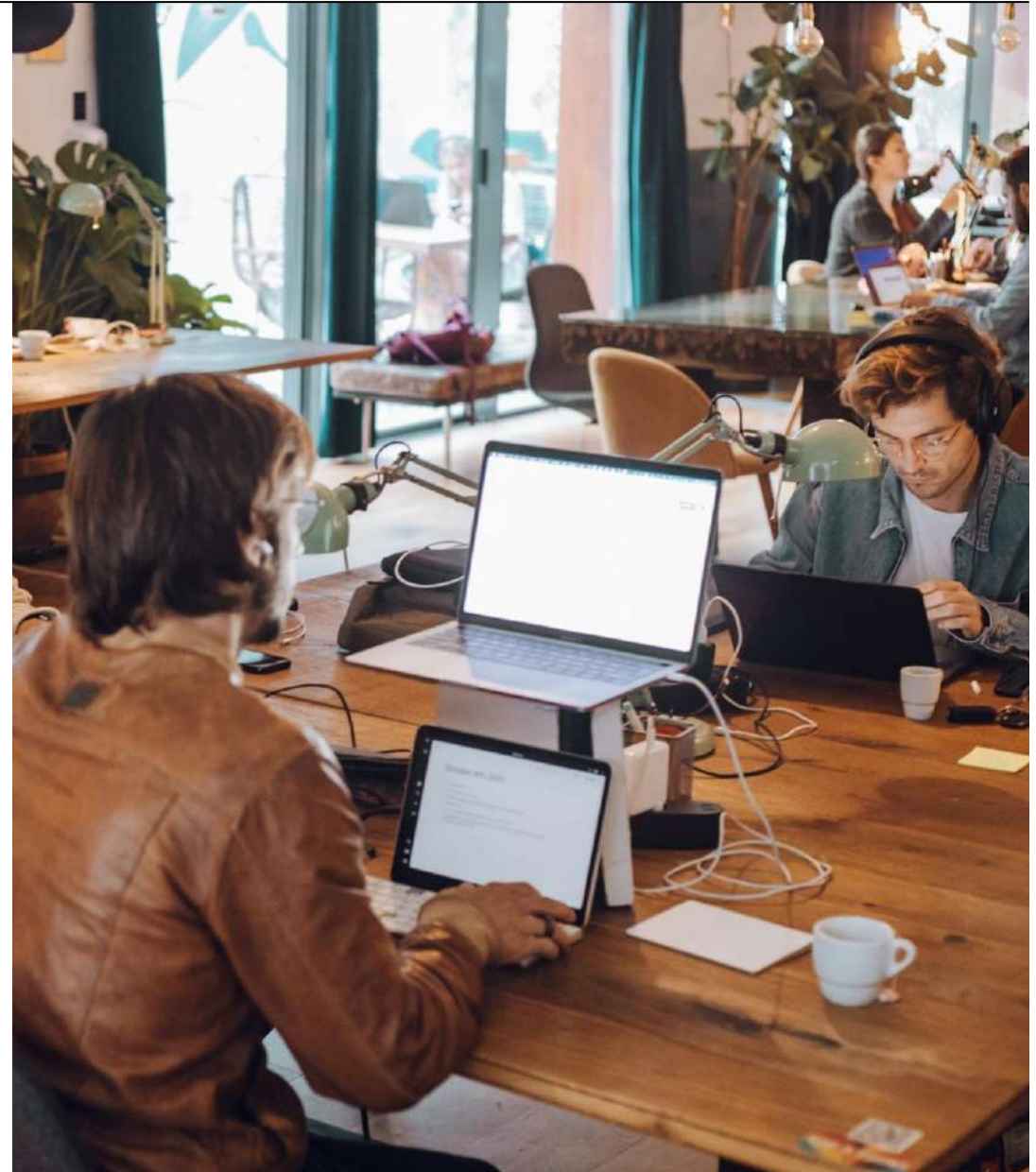
## Opportunities and Risk Management

When carrying out their duties as directors, in addition to assessing whether a business objective is aligned with the strategic priorities of Selina and the impact of the business objective on the company's stakeholders, our good governance standards dictate that the Board members also consider the risks associated with each opportunity and whether it is likely to create and preserve value over the long term.

Below the Board, the Executive Committee is tasked with helping to ensure that Selina has appropriate risk management systems in place to allow the management team, and ultimately the Board, to monitor and assess the company's principal risks and uncertainties on a continual basis, to be informed about emerging risks, and to develop and institute proportionate measures and controls to mitigate these risks to acceptable levels.

We understand that while Selina, as a company, must remain nimble and entrepreneurial in order to grow and tackle the challenges facing the company and industry more generally, we also are aware that Selina must operate in a sustainable manner, within levels of risk acceptable to the Board and Executive Committee, in order to be successful.

**Corporate governance at Selina must grow and adapt as our business grows in size and complexity.**



@leyhphoto

## Business integrity

As a company, the ability to have an impact relies on the commitment of our connectors and on the engagement of different stakeholders, such as customers, suppliers and our local communities. Our policies are created to ensure ethical behavior internally and externally, and to avoid practices that are not aligned with Selina’s values.

We strive to maintain our strong tradition of integrity in everything we do to provide connectors, customers, and business partners with a fair, honest, and ethical environment.

### Our Policies

Selina is working to ensure an honest, fair and safe environment for all its stakeholders. For this purpose, we adjust our policies to the changing world and growth of the company, implementing them within all levels, through global, country and location teams. Below we describe our most relevant ESG policies.

*Copies of the policies will be provided upon request.*



@Leyghphoto\_

### Selina Code of Ethics

Ethical conduct is at the core of our connectors’ behaviors. Our responsibility is to contribute to an ethical world, ensuring our behavior at all levels and aspects of the company is aligned with our values.

Our Code of Ethics defines the ethical behaviors we expect from our connectors and our approach while connecting and communicating internally and externally. The Code of Ethics affects all the people who work at Selina, and it is applicable not only to connectors, executives and members of the Board of Directors, but we work to apply it to other stakeholders, such as our suppliers. It covers key areas such as our commitment to people, customers, suppliers, competitors, shareholders, communities and society in general.

**Whistleblowing Hotline**

In order to ensure complainant protection, we have contracted Navex Global, an external and independent service provider to receive and analyze all incoming alerts from complainants. To protect the complainant’s identity, Navex sanitizes the information received before submitting it to Selina and does not reveal the person’s identity. Navex provides readily accessible and secure communication channels:

**Live telephone reporting (toll free):**

- Argentina: 0800-345-5412
- Bolivia: 800 10 0136
- Brazil: 0800 724 8667
- Colombia: 018005189937
- Costa Rica: 0-800-011-4114
- Ecuador: 1-800-225-528
- Greece: 800 848 1300
- Guatemala: 999-9190
- Mexico: 800 099 1742
- Nicaragua: 1-800-0164
- Panamá: 800-2288
- Peru: (0800) 78144
- Portugal: 800 180 154
- United Kingdom: 0800 069 8756
- United States: (833) 434-0282

**Web reporting: [selina.ethicspoint.com](https://selina.ethicspoint.com)**

12

Complaints submitted

92%

of the complaints were investigated and resolved by the end of 2021

**Anti-Corruption Compliance Program**

We are working to ensure ethical behavior of our connectors. As part of this process, we have designed a global anti-corruption compliance program, which requires that every Selina connector, officer, director, consultant, agent or representative of our organization refrain from directly or indirectly engaging in corrupt activities anywhere in the world. In addition to never engaging in improper conduct, individuals and entities associated with Selina must always avoid any appearance of improper conduct. We required each of our connectors to promptly report any activities they believed could violate our policy, program, or any applicable law.



## Human Rights Policy

Respect for Human Rights is integrated into our culture and is applied to every activity we carry on, independently of the country or region.

As a global hospitality company, we are dedicated to improving the lives of our connectors, people in the local communities in which we operate, and to ensuring our supply chain respects these rights. As such, we recognize our responsibility to uphold the fundamental principles of Human Rights and to contribute positively to global efforts to ensure such principles.

In addition, the Group's Slavery and Human Trafficking statement is updated annually and published on Selina's website. This statement includes a method for suppliers to raise matters of concern for investigation by the company.

In our policies, we establish our commitment to respect Human Rights in accordance with the highest international standards and to protect those rights and address the risks associated with the potential breach of such rights.



@Magdalena\_Bodzioch

## Anti Harassment Policy

We introduced and implemented the Anti Harassment policy as a part of our commitment to providing a safe and dignified work environment for all people, regardless of gender, race, ethnicity, sexual orientation, disability, religion, or any other aspect of their identity.

This policy covers harassment, bullying, discriminatory behavior or abusive conduct both in and out of the office or location, and provides standards for addressing allegations of inappropriate behaviors, insurance fairness and equal treatment.

All connectors are responsible for conducting themselves professionally and inclusively, and disciplinary action will be taken in situations where one connector's behavior violates this expectation.

## Customer Data Privacy Policy

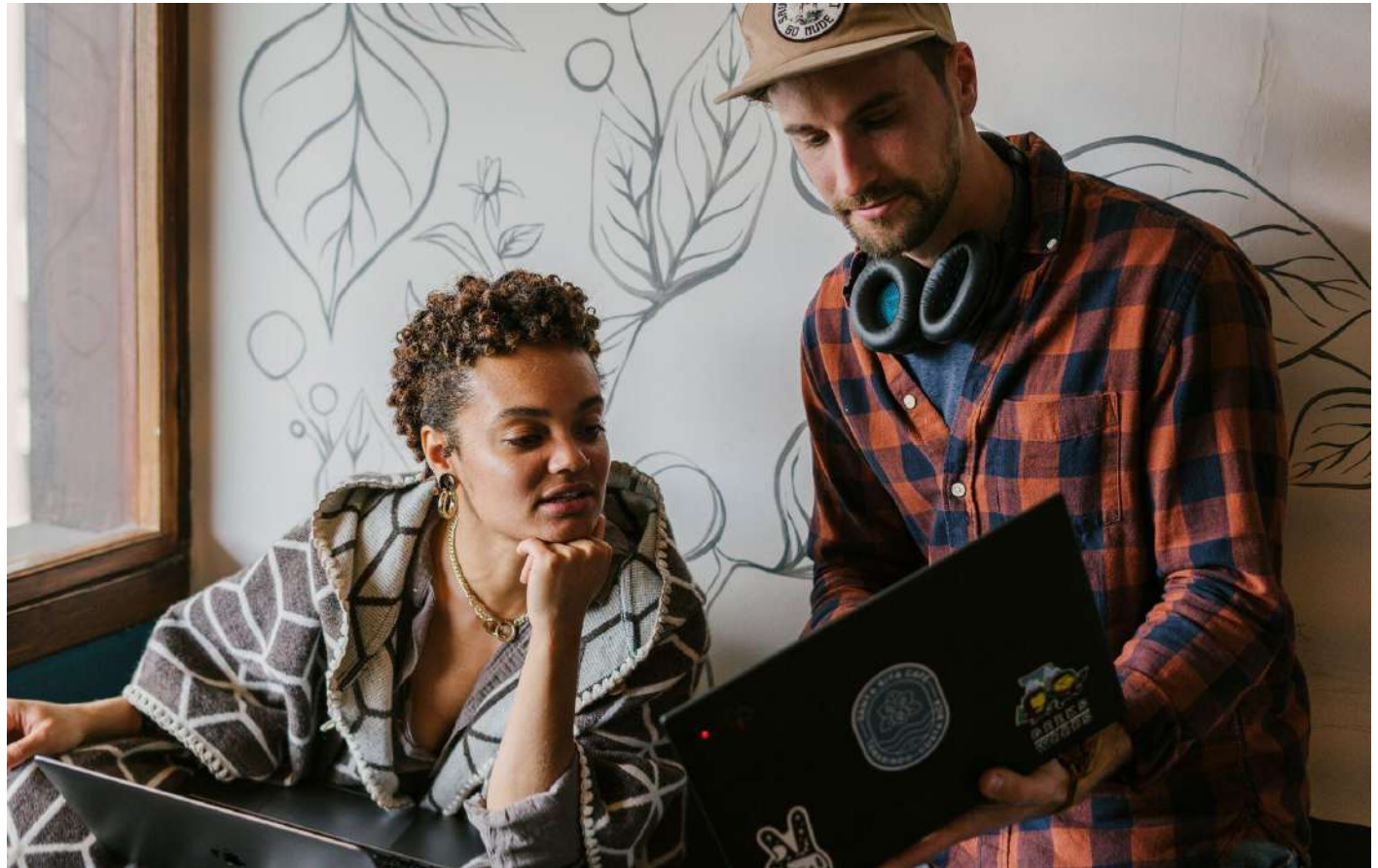
The Customer Data Privacy Policy, which was refreshed in 2021, sets out how Selina handles the personal data of its customers. It applies to all customer data we process regardless of the media on which it is stored or whether it relates to past or present stakeholders or any other data subject.



## Connecting with the Future of our Business

Upon the closing of the business combination, the Board will adopt a new Code of Ethics and Business Conduct that will apply to all of our directors, executive officers and connectors. This will codify the business and ethical principles that will govern all aspects of Selina's business.

Related to this, we are working on developing a new delegation of authority policy that will apply to the operational and functional heads and their reporting lines. This policy will set the parameters under which the CEO delegates part of his authority to the management of the company at levels that are considered appropriate to enable the management team to fulfill their responsibilities. It also will help to foster clear decision-making processes and accountability amongst the management team.



@Aliayphotography

In addition, the company will strengthen its compliance regime by forming a dedicated compliance team that will report to the Chief Legal Officer & Company Secretary. This team will focus on regulatory compliance matters—such as compliance with data privacy, anti-bribery and corruption, sanctions and anti-money laundering, competition and similar requirements—and assist the business with its operational compliance, including licensing and permitting, health and safety and other similar matters.

Creating meaningful connections

Selina

# 2021 ESG REPORT

Technical support: **done!**



## Annex I

Selina Management Company UK Ltd.	Selina Operation Brisbane Pty, Ltd.	Selina Operation Venao, S.A.
Selina Operations UK Ltd.	Selina Global Services Spain SL	Selina Operation Bola De Oro, S.A.
Selina Operation Camden, Ltd.	Selina Operations Spain SL	Selina Operation Riopac, S.A.
Selina Operation Brighton, Ltd.	Selina Operations Hungary Kft	Selina Operation El Valle, S.A.
Selina Operation Midlands, Ltd.	Selina Danube Real Estate Kft	Selina Operation Boquete, S.A.
Selina RY Ltd.	Selina Operation Poland Spółka Z Ograniczona ,	Selina Operation Venao Tipi, S.A.
Selina Operations BathLtd.	Odpowiedzialnoscia	Selina Operation Santa Catalina, S.A.
Selina Operation Holborn Ltd (formerly Selina UK	Selina Operations Germany GmbH	Selina Hospitality Academy, S.A.
Real Estate Ltd.)	Selina DE GmbH	RY Management, S.A.
Selina Loyalty Management Ltd.	Selina Berlin GmbH & Co KG	Selina Rev-Share Col, S.A.
Selina Ventures Holding Ltd.	S1 Berlin Mitte GmbH & Co KG	Selina Operations Argentina, S.R.L.
Selina Wheel Ventures Limited	Selina Konstanzer Str GmbH and Co KG	Selina Operation Bariloche, S.R.L.
Global Demandco Limited	Selina RE GmbH	Hostech,S.A
Selina Sound Venturs GP Limited	Selina Services Israel Ltd	Selina Operations Mendoza, S.A.S
PirateVentureLP	Selina Operation Israel Ltd	Selina Holding Operations Argentina, S.A.
Seli-Na Operations II Pt, Lda.	Selina Operation Neve Tzedek Ltd	Selina Argentina Real Estate, S.A.
Seli-Na Operation Porto, Unipessoal Lda.	Selina Operation Sea Of Galilee Ltd	Selina Hospitality Bolivia, S.R.L.
Seli-Na Operation Ericeira, Unipessoal Lda	Selina Operation Beit Oren Ltd	Selina Operation La Paz, S.R.L.
Seli-Na Operation Palacio, Unipessoal Lda	Selina Operation Ramon Ltd	Selina Explore Bolivia, S.R.L.
Seli-Na Operation Lisboa RF, Unipessoal Lda.	Selina Operation Jerusalem Mountains Ltd	Selina Brazil Hospitalidade, S.A
Seli-Na Operation Vila Nova, Unipessoal Lda.	Selina Real Estate Holding, S.A	Selina Operation Hospedagem Eireli
Seli-Na Operation Geres PT, Unipessoal Lda.	Selina Panama Real Estate, S.A.	Selina Brazil Turismo, Ltda.
Seli-Na Operation Arabic Building, Unipessoal Lda.	SPV1 Panama RE, S.A.	Selina Operations Chile, SpA
Seli-Na Operation Peniche, Unipessoal Lda.	Selina Operation One (1), S.A.	Selina Explore Chile, SpA
Seli-Na Operation Sintra, Unipessoal Lda.	Selina Operations Panama, S.A.	Selina Operation Pucon, SpA
Seli-Na Portugal Real Estate, Unipessoal Lda.	Selina Operations Panama Two S.A.	Selina Operation Providencia, SpA
Selina Operation Hellas S.A.	Selina Operation Red Frog, S.A.	Selina Chile Real Estate SpA
Selina Operation Theatrou Single Member, S.A.	Selina Operations Bocas Del Toro, S.A.	Selina Real Estate Holding Costa Rica, S.A.
Selina Operation Makrinitza Single Member, S.A.	Selina Pedasi, S.A.	Selina Manuel Antonio Real Estate, S.A.
Selina Athens Real Estate, S.A.	Selina Management Panama, S.A.	Selina San Jose City Real Estate, S.A.
Selina Real Estate Single Member Private	Selina Explore Panama, S.A.	Selina Playa Jaco Real Estate, S.A.
Company Selina Operations AUT GmbH	Corriente Del Sur Investment, S.A.	Selina La Fortuna Real Estate, S.A.
Selina Operation Bad Gastein GmbH		
Selina Holding Australia Pty, Ltd.		
Selina Operations Australia Pty, Ltd.		
Selina Operation St. Kilda Pty, Ltd.		

Selina Puerto Viejo Real Estate, S.A.  
Selina Miramar Vistas Real Estate, S.A.  
Selina Tamarindo Beach Real Estate, S.A.  
Eclipse De Nacar, S.A.  
Selina Santa Teresa Re Dos, S.A.  
Selina Jaco Assets, S.A.  
Selina Operation Costa Rica, S.A.  
Selina Operation Santa Teresa, S.A.  
Selina Operation San Jose City, S.A.  
Selina Operation Miramar Vistas, S.A.  
Selina Operation Playa Jaco, S.A.  
Selina Operation La Fortuna, S.A.  
Selina Operation Puerto Viejo, S.A.  
Selina Operation Tamarindo Beach, S.A.  
Restaurante Gato Negro, S.A.  
Hotel Casitas Eclipse, S.A.  
Selina Explore Costa Rica Ltd  
Selina Operation Nosara Sunsets, S.A.  
Selina Operation Monteverde Forest, S.A.  
Selina Operation Ecuador Selinaecu, S.A.  
Selina Operation Quito Selinaquito, S.A.  
Selina Explore Ecuador Selinaexplore, S.A.  
Selina Operation Tena Selinatena, S.A.  
Selina Operation Banos Selinabanos, S.A.  
Selina Operation Cuenca Selinacuenca, S.A.  
Selina Operation Montana Selinasol, S.A.  
Selina Colombia Real Estate, S.A.S  
Selina Bogota Real Estate, S.A.S.  
Selina Cartagena Real Estate, S.A.S.  
Selina Operation Colombia, S.A.S.  
Selina Operation Medellin, S.A.S.  
Selina Operation Cartagena, S.A.S.

Selina Operation Santa Marta, S.A.S.  
Selina Explore Colombia, S.A.S.  
Selina Operation Bogota, S.A.S.  
Selina Operation Los Heroes, S.A.S.  
Selina Operation Parque 93, S.A.S.  
Selina Operation Villa De Leyva, S.A.S.  
Selina Operation Filandia, S.A.S.  
Selina Operation Guatemala, S.A.  
Selina Operation Atitlan, S.A.  
Selina Operation Antigua, S.A.  
Selina Operation Guatemala City, S.A.  
Selina Operation Flores, S.A.  
Selina Explore Guatemala, S.A.  
Selina Hospitality Operations Jamaica Limited  
Selina Explore Jamaica Limited  
Selina Hospitality Operations Mexico, S.A.DeC.V.  
Selina Hospitality Cancun 1, S.A. De C.V.  
Selina Hospitality Cancun 2, S.A. De C.V.  
Selina Hospitality Playa Del Carmen, S.A. De C.V.  
Selina Hospitality Tulum S.A. De C.V.  
Selina Hospitality Mexico City 1, S.A. De C.V.  
Selina Hospitality Mexico City 2, S.A. De C.V.  
Selina Hospitality Guadalajara, S.A. De C.V.  
Selina Hospitality Puerto Vallarta, S.A. DeC.V.  
Selina Hospitality Sayulita, S.A. De C.V.  
Selina Mexico Subholding Two, S.A. De C.V.  
Selina Hospitality Puerto Escondido, S.A. DeC.V.  
Selina Mexico Subholding One, S.A. De C.V.  
Selina Hospitality Oaxaca, S.A. De C.V.  
Selina Hospitality Merida, S.A. De C.V.  
Selina Hospitality Isla Mujeres, S.A. De C.V.

Selina Hospitality San Miguel De Allende,S.A.De C.V.  
Selina Hospitality Holbox, S.A. De C.V.  
Selina Hospitality San Cristobal De Las Casas,S.A.De C.V.  
Selina Hospitality Bacalar, S.A. De C.V.  
Personas Y Hospitalidad, S.A. De C.V.  
Explore Selina Tours, S.A. De C.V.  
Selina Operations Nicaragua, S.A.  
Selina Operation San Juan Del Sur, S.A.  
Selina Operation Granada, S.A.  
Selina Operation Maderas, S.A.  
Selina Explore Nicaragua, S.A.  
Selina Playa Maderas Real Estate, S.A.  
Selina Playa Maderas JV, S.A.  
Selina Operations Peru, S.A.C  
Selina Operation Mancora, S.A.C.  
Turismo Costa Sur, S.A.C  
Rio Colorado, S.R.L.  
Selina Operation Huaraz, S.A.C  
Selina Operation Arequipa, S.A.C  
Selina Operation Miraflores, S.A.C  
Selina Operation Cusco, S.A.C.  
Selina Peru Real Estate S.A.C.  
Selina Operations US Corp  
Selina Miami Operations LLC  
Selina Operation Casa Florida LLC  
Selina Operation Miami River LLC  
Selina Operation Little Havana LLC  
Selina Operation North Miami LLC  
Selina Operation St Petersburg LLC  
Selina RY Holding LLC  
Selina Operation Woodstock LLC

Selina Operation Chelsea LLC  
Selina Operation Big Bear LLC  
Selina Operation Chicago LLC  
Selina Operation NY Av. LLC  
Selina Operation Adams Morgan LLC  
Selina Operation Ski Mountain LLC  
Selina Operation Fredericksburg LLC  
Selina Operation New Orleans LLC  
Selina Operation Downtown New Orleans LLC  
Selina Operation Asheville LLC  
Selina Operation San Diego LLC  
Selina Operation Palm Springs LLC  
Selina Operation Astoria Hotel LLC  
Selina Operation Downtown Portland LLC  
Selina Operation Campground Astoria LLC  
Selina Operation Philadelphia LLC  
Selina Explore US LLC  
Selina Global Services US LLC  
Selina US Real Estate LLC  
Selina Woodstock Real Estate LLC  
SPV1 US LLC  
SPV2 US LLC  
SPV3 US LLC  
Samba Merger Sub, Inc.  
Selina Operations Dr, S.A.  
Selina Operation Punta Cana, S.A.  
Selina Operation Santo Domingo, S.A.  
Selina Operation Punta del Este, S.A.  
Selina Operation Uruguay, S.A.  
PCN Operations, S.A.