



Date: 17 January 2022
Subject: Reference letter

To whom this may concern,

I am writing this reference letter on behalf of Priva, the global market leader within the controlled environment, water and energy management, and, as of more recently - the autonomous greenhouse control space.

The 'autonomous greenhouse control space' is still a relatively new way to describe Priva, and a big part of the reason I'm more than enthusiastic in writing this reference letter for Alastair.

My role title within Priva is VP Organizational Development, but when I met Alastair in July 2019, I was working as a corporate recruiter, so was very familiar with having to match personality with desired skills, and the company culture. Within a couple of months not only had I found our new VP of Digital Services, but we had also found a way to pleasantly negotiate to have his whole family relocate to the Netherlands from Canada, enroll children in schools, find an apartment and even make sure their dog could come too!

Alastair was tasked with a mandate which was twofold:

1. Create from scratch an internal StartUp, to design, and launch new Digital Services into our global customer base.
2. Be responsible for our overarching company Horti Digital Services, connecting the dots from strategy to execution.

In the 2 years Alastair has been with the company quite some changes have taken place. Together with his team, Alastair has contributed that the company has built a truly Digital-first company next to our 60 year old technology driven company. It has not been 'easy' - but what transformative change ever is? If you're looking for someone who is dedicated, fun to work with, brings energy into new and existing teams and has 'can do' practically imprinted onto his brain - I would recommend Alastair without hesitation.



The following is a brief summary of what I know of the successes we have witnessed while at our company:

- Formed internal startup team of 20 within first 12 months (mix of existing internal team members and new hires) www.meetphil.com.
- Created a new workspace/office that has become the flagship innovation hub within the company building - product demo's, shared desks and a casual ambience.
- Successfully managed the team that (after two prior failed attempts), got Plantonomy (our autonomous growing digital service) off the ground and into the market.
- Created two additional new digital services, both in Beta with active clients around the world.
- Launched initiatives to welcome other startups into our ecosystem.
- Created a Digital Service vision to inspire new and existing staff, while working closely with internal stakeholders to position the company in executing on the vision.
- Formed meaningful relationships, that I'm sure will continue after Alastair leaves Priva.
- Introduced systems for his own and other depts to adopt (leading by example) that have improved how we as a company manage our direct sales pipeline, inbound marketing, web presence and automating some of our communication.
- Shown that change does not need to be 'my way or the highway' - his team quickly bonded via a determination to create an atmosphere unique within Priva.

With the above recommendation in mind, I think it's fair to also talk about what I witnessed when the original plan for Alastair's family to stay living in the Netherlands became unattainable. There were moments when we thought after only 12 months he would leave the company and simply move back to Canada. Instead, his dedication to his team and mandate simply continued, by travelling back and forth between Canada and the Netherlands (two weeks-two weeks). I know this was not an easy schedule to manage, for himself personally and for his family, also bearing in mind this was during Covid-19.

All the team at Priva understand why this couldn't continue long term and it was sad to hear of Alastair's personal situation changing that made continuing working this way impossible. We wish him only the very best in his future endeavors and will expect to keep in touch for many years to come. If you would like to contact me for any reason, it would be a pleasure to help in any way.

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