

# ***Leadership, Governance, and Succession Planning in the C-Suite***

## ***Moderator***

**Frank Magliocco**

PwC Canada  
National Real Estate Leader

## ***Panelists***

**Rags Davloor**  
RioCan REIT  
President, COO &  
Corporate Secretary

**Huw Thomas**  
SmartREIT  
CEO

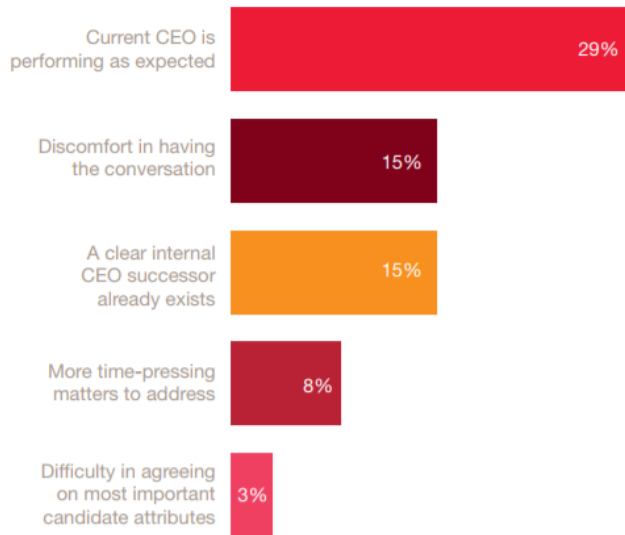
**Stephen Sender**  
Sienna Seniors Living  
Trustee, H&R REIT  
and Director

**Jennifer McClelland**  
RBC Asset Management  
VP & Senior Portfolio  
Manager, Canadian  
Equities

**Dean Wilkinson**  
CIBC World Markets  
REIT Analyst

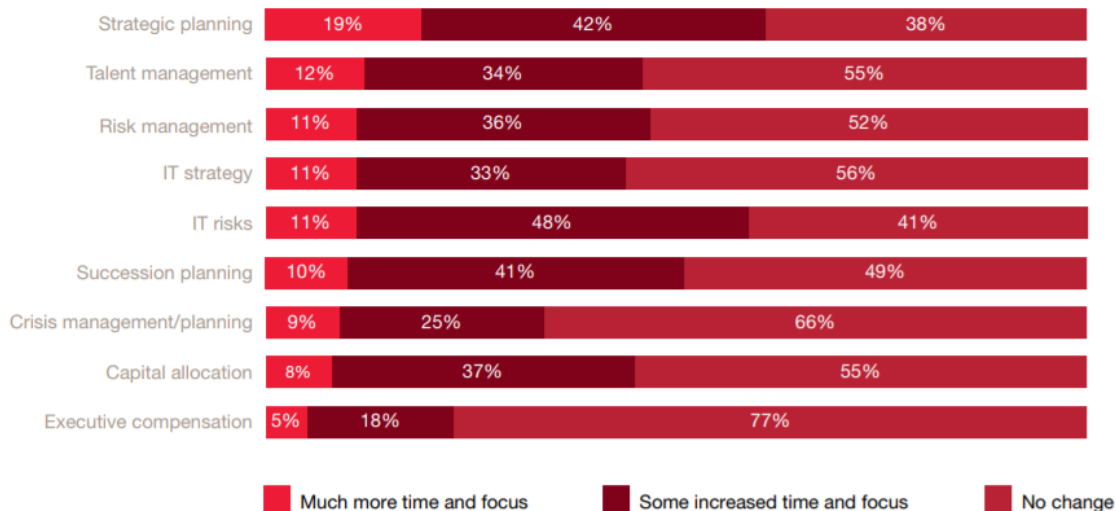
# 51% of directors say they want to spend more time on succession planning

What is the single greatest challenge to more timely & effective CEO succession planning?



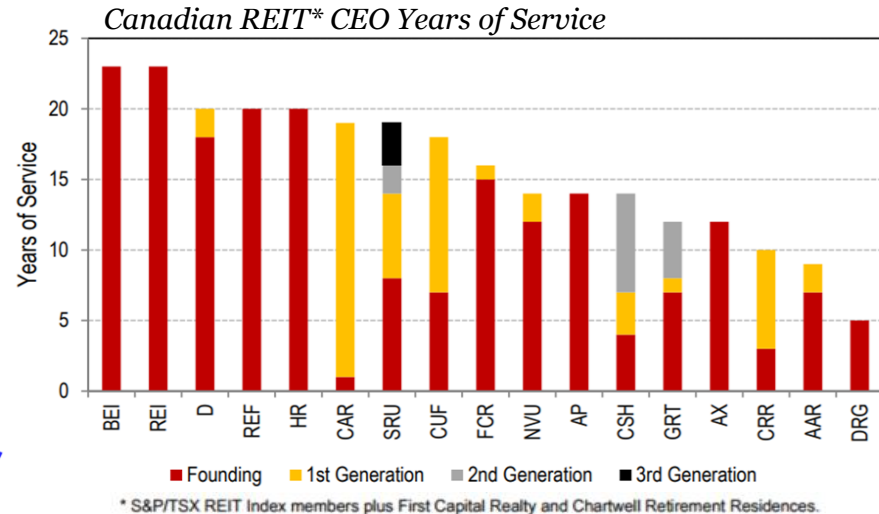
29% of directors responded 'None of the above'

Indicate if you believe your board should change the amount of time it spends on the following:



# CEO Succession risk

Executive succession of founding leadership represents an emerging **risk** for investors

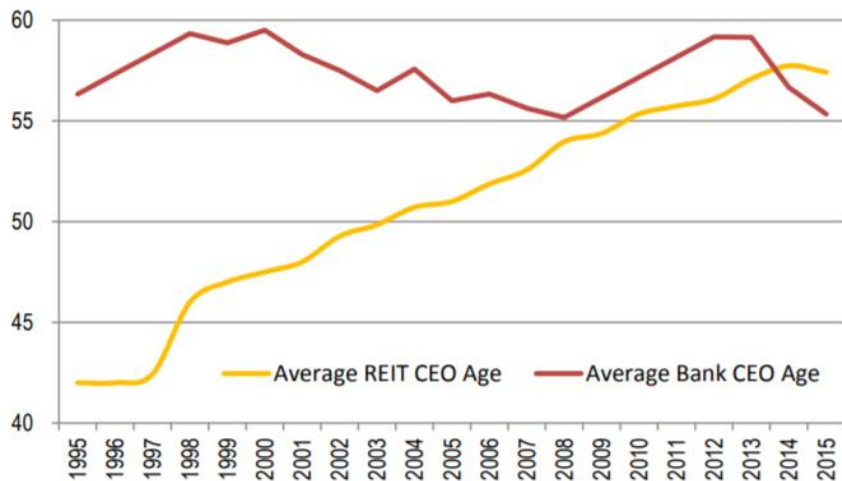


60%

Founding CEOs account for ~60% of the S&P/TSX Capped REIT Index

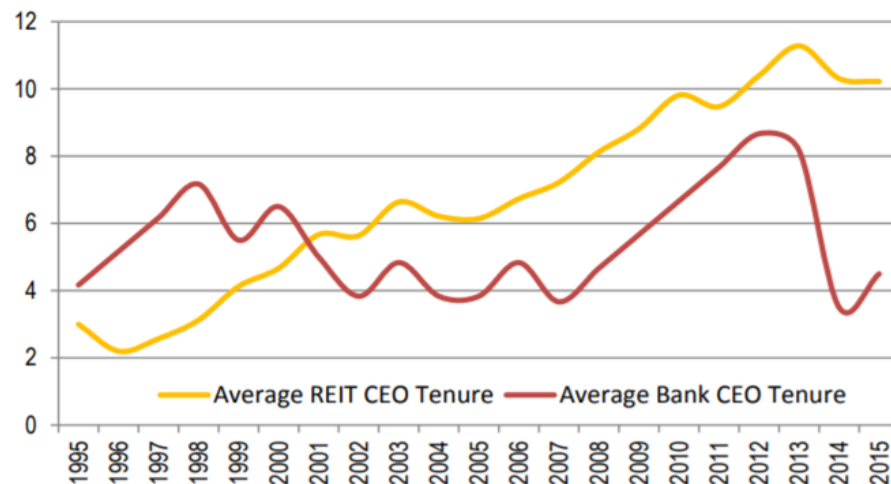
# 70% of the S&P/TSX REIT index could experience a CEO transition in the next five years

Canadian REIT\* CEO Aging by Nine Months Each Year



\* S&P/TSX REIT Index members plus First Capital Realty and Chartwell Retirement Residences.

Average REIT CEO Tenure Now Over 10 Years



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# *What are the risks of succession?*

*Leadership transitions tend to:*

- 1** Increase the likelihood of changes to strategic direction
- 2** Reduce institutional memory
- 3** Elevate prospects for M&A

Failure to properly manage the coming management and board renewal can result in unexpected and unintended risks for investors, and even jeopardize the long-term success of a REIT.