

Gilbert S. Hedstrom

Gilbert (Gib) Hedstrom has over 30 years of experience advising CEOs and board members about how to handle difficult environment, social, and governance (ESG) challenges. He has reported directly to boards of directors of Fortune 500 companies on over 60 occasions. He is called upon frequently to speak about business risks and opportunities created by ESG trends.

After 20 years at Arthur D. Little, Gib founded Hedstrom Associates in 2004. The firm specializes in business consulting and executive counsel on sustainability, governance, and strategy. His clients have included Accenture, Alcoa, Ashland, Autodesk, Baxter, Boeing, BP, Calvert, Coca-Cola, Conoco, Cytec, Dell, Ford, GE, HP, Kodak, Novartis, Novo Nordisk, Pemex, Raytheon, Shell, Tyco United Technologies, USG, and United States Steel, among many others. (See www.hedstromassociates.com.)

Examples of recent activity include:

- Providing ongoing sustainability governance and strategy support to a range of major companies. The work typically involves reviewing board and executive leadership team presentations; drafting sections of the Annual Report and the Sustainability Report; facilitating meetings; and serving as a “sounding board.”
- Launching and directing *The Conference Board’s Sustainability Councils I and II* (collectively ~50 chief sustainability officers) from 2012 to 2018. Council I focuses on footprint, risk, and cost reduction; Council II focuses on top-line revenue growth through sustainable products, services, and solutions.
- Directing *The Conference Board’s Environment, Health, and Safety Officers’ Council* from 2008-2018, a member-only group of EHS and sustainability vice presidents from ~60 major companies.
- Using Hedstrom Associates’ proprietary ESG Navigator™ to assist >50 companies in the U.S. and Europe to conduct a robust sustainability gap assessment; benchmark competitors, peers, and leading companies; and to craft a strategy for embedding sustainability into the core of the business.
- Helping over 80 companies globally with sustainability reporting and stakeholder engagement since the 1980s. He reviewed many of the first third-party certifications of external environmental reports and was a founding author of the Global Reporting Initiative (GRI). He has worked with Ceres, The Conservation Fund, The Nature Conservancy, World Resources Institute, and other NGOs.
- Assisting the management team of a major petrochemical company in launching a new (billion dollar) “sustainable” business.

Gib has reported to full boards or board committees (with oversight of corporate responsibility issues) of major global corporations on over 60 occasions. He has often met with outside directors in “executive session” (without members of management present).

Gib has authored several books and written dozens of articles related to ESG. His latest book, *Sustainability: What It Is and How to Measure It* was published by DeGruyter Publishing in late 2018. In 2017, he published *Sustainability – A Guide for Boards and C-Suites*. Both books are aligned with his proprietary ESG Navigator – a C-Suite rating system. (See <https://esgnavigator.com/>.)

Prior to launching Hedstrom Associates, Gib spent 20 years at Arthur D. Little (ADL) leading the firm’s EHS auditing, strategy, and governance work; managing activities throughout Europe and Asia; and leading the firm’s worldwide sustainability team. For several years, he carried out those responsibilities from Brussels. He was elected a Vice President in 1989. Prior to joining ADL, Gib spent four years at GE in finance.

Gib earned his MBA (Corporate Strategy) and MS (Natural Resource Management) from the University of Michigan and a BA in Economics and Geology from Hamilton College. For many years, he served on the board of Erb Institute for Global Sustainable Enterprise, University of Michigan.

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Selected Papers, Publications, and Discussions

- “Beware the 80-20 Governance Trap: Focus on the “G” in ESG,” *Sustainability Matters*, The Conference Board, May 2019
- *Sustainability: What It Is and How to Measure It*, DeGruyter Publishing, October 2018
- *Sustainability: A Guide for Boards and C-Suites* (a 100-page book available on Amazon)
- *Handbook for The Corporate Sustainability Scorecard*, Hedstrom Associates, October 2017
- “Why chief sustainability officers are in a pickle,” *Greenbiz*, March 2016
- “GEMI’s Quick Guide: Sustainability 101,” October 2015
- “Navigating the Sustainability Transformation,” *Director Notes*, The Conference Board, January 2015
- “Corporate Sustainability 2012,” *Insight* from Hedstrom Associates, December 2012
- “Environment, Health, Safety, and Sustainability Governance,” a major research study, published as a *Council Perspectives* from The Conference Board, September 2011
- “The 2011 CEO Imperative: Sustainability-Driven Growth,” *Insight* from Hedstrom Associates, April 2011
- “The Messy Transformation,” *Insight* from Hedstrom Associates, April 2009
- “Before the Storm,” *Insight* from Hedstrom Associates, November 2008
- “Case Closed: The Business Case for Sustainability is Over!” *Insight* from Hedstrom Associates, June 2007
- “How Leading Companies are Using Sustainability-Driven Innovation to Win Tomorrow’s Customers,” *Arthur D. Little Innovation High Ground Report*, July 2005
- “The Innovation High Ground,” *Insight* from Hedstrom Associates, June 2005
- “Reinventing Quality, Round Two – A New Twenty-First Century Business Model?” *Insight* from Hedstrom Associates, March 2005
- “Environmental Governance and Assurance,” *Insight* from Hedstrom Associates, October 2004
- “Environment: The Next Boardroom Embarrassment?” *International Journal for Sustainable Business*, January 2004
- “Environmental Oversight: In the Eye of the Storm,” *Directors Monthly*, National Association of Corporate Directors, September 2002
- “How Biotech Can Avoid Frankenfood Syndrome,” *The Wall Street Journal Europe*, August 2002
- “Sustainable Growth: On the Brink of A Major Transformation,” *Corporate Environmental Strategy*, January 2002
- CNN live interview about corporate environmental excellence (hosted by Lou Dobbs), *Business Unusual*, 2001
- “Realizing the Sustainable Development Premium,” *Prism* (Arthur D. Little journal), March 2000
- “Sustainable Development: The Next Generation of Business Opportunity,” *Prism* (Arthur D. Little quarterly management journal), December 1999
- “Making Business Sense of Sustainable Development,” Arthur D. Little “Best of the Best” meeting summary, 1998
- “The Environmental Challenge of Going Global,” *Prism* (Arthur D. Little management journal), April 1997
- “Environmental, Health and Safety Auditing,” Arthur D. Little “Best of the Best” meeting summary, 1996
- “The Message from Rio,” *Prism* (Arthur D. Little quarterly management journal), 1992
- *Principles for Conducting Environmental, Health and Safety Auditing*, Arthur D. Little, Inc., 1990
- *ICC Guide to Effective Environmental Auditing*, International Chamber of Commerce, 1991
- *The Environmental, Health, and Safety Auditor’s Handbook*, Arthur D. Little, Inc., 1988
- *Environmental Auditing: Fundamentals and Techniques*, John Wiley & Sons, Inc., 1985

Gib Hedstrom is frequently called upon to speak on corporate governance and strategy in addressing business opportunities (and risks) associated with global environmental, social, and governance trends.