

## Gilbert S. Hedstrom

Gilbert (Gib) Hedstrom is the founder and owner of **ESG Navigator** – the leading corporate ESG benchmarking platform globally. **ESG Navigator** was licensed by The Conference Board (TCB) in 2020. TCB is rolling out **ESG Navigator** to its 1,000+ members globally. **ESG Navigator** was built on Gib’s 30+ years of experience advising CEOs and board members about environment, social, and governance (ESG) challenges.

Gib has reported directly to boards of directors of Fortune 500 companies on over 60 occasions. After 20 years at Arthur D. Little, Gib founded Hedstrom Associates in 2004. The firm specializes in advising boards and C-Suite executives on ESG. His clients have included Alcoa, Ashland, Autodesk, Baxter, Boeing, BP, Coca-Cola, Conoco, Cytec, Dell, Ford, GE, HP, Ingersoll Rand, Novartis, Novo Nordisk, Pemex, Shell, Trane Technologies, UTC, USG, and U.S. Steel, among many others. (See [www.hedstromassociates.com](http://www.hedstromassociates.com).)

Examples of recent activity include:

- Developing and accelerating the increasingly widespread adoption of **ESG Navigator™**. Over 125 companies have been engaged with ESG Navigator since 2015 to benchmark competitors, peers, and leading companies. In 2020, **The Conference Board** licensed ESG Navigator in 2020 and is rolling the platform out to its 1,000+ corporate members worldwide.
- Providing sustainability governance and strategy support to corporate CEOs and boards. This typically involves reviewing governance structures and charters; facilitating meetings; and being 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 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.
- Helping over 80 companies globally with sustainability reporting and stakeholder engagement since the 1980s. Gib authored many of the first third-party certifications of external environmental reports and was a founding author of the Global Reporting Initiative (GRI).
- 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 Fortune 500 (or equivalent) corporations on over 60 occasions. He has met with outside directors in “executive session” (without the CEO or other members of management present) during about half of those board meetings.

Gib has authored several books and written dozens of articles related to ESG:

- *Sustainability: What It Is and How to Measure It* was published by DeGruyter Publishing in 2018.
- *Sustainability – A Guide for Boards and C-Suites* was published in 2017.

Both books are aligned with ESG Navigator – Gib’s proprietary ESGrating system. ([https://esgnavigator.com/.](https://esgnavigator.com/))

Prior to launching Hedstrom Associates, Gib spent 20 years at Arthur D. Little (ADL). He was elected a Vice President in 1989. For over 15 years, Gib led the firm’s EHS auditing, strategy, and governance work. In the 1990s, he managed ESG Europe and Asia; and led the firm’s worldwide sustainability team. For several years, he carried out those responsibilities from Brussels. 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 (ESG) trends.