

## Access to Experts



**Gib Hedstrom**  
President  
Hedstrom Associates

Gilbert (Gib) Hedstrom is the Program Director for The Conference Board Sustainability Council I & II, and the Chief EH&S Officers' Council. He is President of Hedstrom Associates, a sustainability consulting and advisory firm providing assistance at the intersection of governance, strategy, and the environment. He has over 25 years of experience advising CEOs and board members about how to handle difficult environmental and business challenges, and has reported directly to boards of directors of Fortune 500 companies on over 50 occasions. Mr. Hedstrom provides consulting services to companies that want to be profitable, to be admired for their societal contributions, and to thrive as successful enterprises. His clients have included Alcoa, AlliedSignal, Ashland, Baxter, BP, Conoco, Cytec, Dell, HP, Kodak, Novartis, Novo Nordisk, PEMEX, Raytheon, SC Johnson, Shell and United Technologies, among many others. Example assignments include:

- Directing The Conference Board's Environment, Health, Safety and Sustainability Council, a member-only group of corporate officers responsible for environment and sustainability from ~65 major companies (e.g., 3M, Alcoa, Boeing, Cargill, Caterpillar, Chevron, Colgate-Palmolive, Deere, Duke Energy, DuPont, ExxonMobil, GE, Johnson & Johnson; IBM, Lockheed Martin, Merck, Pfizer, Wal-Mart, and Xerox).
- Working with Shell from 1996 to 2001 to develop a robust Sustainable Development (SD) program. The work involved executive workshops, developing key performance indicators, building a SD management system, and making the business case for sustainability.
- Assisting the management team of a major petrochemical company in launching a new (billion dollar) "sustainable" business. This work included fully integrating sustainability market drivers into the business strategy, external benchmarking, a sustainability footprint analysis of the business, and several leadership team sustainability strategy workshops.
- Leading comprehensive environmental governance reviews for the CEO of a major steel company and the Board of Directors of a Fortune 200 petrochemical company.
- Providing independent counsel on environmental issues and opportunities to the boards (or board committees) of over a dozen major companies.
- Helping over 25 companies with sustainability reporting since the late 1980s. He reviewed many of the first third-party certifications of external environmental reports and was a founding member of the Global Reporting Initiative. He partners with NGOs including Ceres, Environmental Defense Fund, The Conservation Fund, World Resources Institute.

Mr. Hedstrom has authored several books and written dozens of articles related to environment, governance, strategy, and sustainability. He is frequently called upon to speak on business risks and opportunities created by environmental and social trends.

Prior to launching Hedstrom Associates, Mr. Hedstrom 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, he spent four years at GE in finance.

Mr. Hedstrom has dual master's degrees from the University of Michigan (MBA Corporate Strategy; MS Natural Resource Management) and a BA Economics and Geology) from Hamilton College. He has served on the board of Erb Institute for Global Sustainable Enterprise, University of Michigan.

### Selected Papers, Publications, and Discussions

- “Environment, Health, Safety, and Sustainability Governance” *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, *Business Unusual* (on corporate environmental excellence), hosted by Lou Dobbs, 2001
- “Realizing the Sustainable Development Premium” *Prism* (Arthur D. Little quarterly management 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 quarterly management journal), April 1997
- “Environmental, Health and Safety Auditing” (Arthur D. Little ‘Best of the Best’ meeting summary), 1995, 1996
- “The Messge 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 Auditors Handbook*, Arthur D. Little, Inc., 1988
- *Environmental Auditing: Fundamentals and Techniques*, John Wiley & Sons, Inc., 1985

Gib is frequently called upon to speak on business risks and opportunities created by environmental and social trends.

Contact Carol Courter, Manager, Corporate Communications, +1 212 339 0232, [courter@conferenceboard.org](mailto:courter@conferenceboard.org)

The Conference Board is a global, independent business membership and research association working in the public interest. Our mission is unique: to provide the world’s leading organizations with the practical knowledge they need to improve their performance and better serve society. The Conference Board is a non-advocacy, not-for-profit entity holding 501 (c)(3) tax-exempt status in the United States of America.

[www.conference-board.org](http://www.conference-board.org)

## Publications by Gib Hedstrom

Director Notes

- [Navigating the Sustainability Transformation](#)  
05 January, 2015