

July 28, 2026

Navigating Corporate Responsibility at a Small/Medium Sized Enterprise -- in Conversation with Armour Valve CEO Liz McBeth



Organized by Toronto Metropolitan University's Institute for the Study of Corporate Social Responsibility, supported by TMU Diversity Institute and TMU Family Business Institute

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Toronto Metropolitan University,

Toronto, Canada

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Toronto Metropolitan University*

Land Acknowledgement

"Toronto is in the 'Dish With One Spoon Territory'. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas and Haudenosaunee that bound them to share the territory and protect the land. Subsequent Indigenous Nations and peoples, Europeans and all newcomers have been invited into this treaty in the spirit of peace, friendship and respect."

** Toronto Metropolitan University was formerly known as Ryerson University.*

ISO 26000 Social Responsibility definition

Social Responsibility: *the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:*

- *Contributes to sustainable development, health and the welfare of society;*
- *Takes into account the expectations of stakeholders;*
- *Is in compliance with applicable law and consistent with international norms of behaviour; and*
- *Is integrated throughout the organization and practiced in its relationships*

The need for “sustainable governance”

Sustainable governance starts from the proposition that the best likelihood of addressing the complex, fast evolving, multi-jurisdictional environmental, social and economic challenges we face in the 21st century will involve ***harnessing the unique energies and capabilities of all three of government, the private sector and civil society***, using a combination of rule instruments, processes, institutions and actors, sometimes operating collaboratively, and sometimes operating in more of a “check and balance”/rivalrous manner.

Webb (2005), “*Sustainable Governance in the Twenty-First Century - Moving beyond Instrument Choice*”

Sustainable governance taxonomy

- **Institutions** – specialized entities performing public-interest oriented functions or processes (public, private, civil society): for example, legislatures are a public sector institution, ISO is an example of a non-state rule-making institution)
- **Rule instruments** – articulations of normatively acceptable and unacceptable conduct, typically consisting of criteria for objectively assessing conformity or non-conformity: for example, laws are public sector rule instruments, and ISO standards are an example of non-state rule instruments
- **Processes** – inter-active activities associated with rule making, rule application, rule implementation and penalty/reward decisions. For example, environmental agencies carry out government rule implementation processes and certification agencies carry out non-state conformity assessment processes
- **Actors** – interacting individuals and entities that play some role in the broader governance ecosystem: e.g., inspectors, judges, auditors, are all individual actors

Did you know?

- **New talks coming up!**
 - search: TMU “CSR Institute” and “events” →
 - suggestions for upcoming TMU CSR Institute “in conversation” guests and topics welcome (email kernaghan.webb@torontomu.ca)
 - Ongoing project exploring the need and feasibility of a global coalition in support of the rule of law
- **All TMU University CSR Institute talks are available at no cost, and accessible after the fact as videos with related material on the TMU CSR Institute webpage**
 - search: TMU “CSR Institute” and “events”
- **Toronto Metropolitan University’s Bachelor of Commerce and MBA programs have been ranked among the best in the world by Corporate Knights**
 - search: TMU CSR Institute webpage and “news”
- **Toronto Metropolitan University CSR Institute News**
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- **To receive an email re: upcoming TMU CSR Institute talks**
 - Email: kernaghan.webb@torontomu.ca

About Liz McBeth / Armour Valve

- Armour Valve is the 2026 Impact & Sustainability Award recipient at the Family Enterprise of the Year Awards.
- Armour Valve supplies highly specialized valves and severe-service engineered process equipment to heavy industries across Canada.
- Operating from facilities in Toronto and Calgary, the business provides repairable, long-lasting industrial infrastructure solutions that prioritize reliability, safety, and operational efficiency.
- Liz McBeth is the President and CEO of Armour Valve, steering the second-generation family-owned business toward a more purposeful, socially oriented future.
- Under her leadership, which began in November 2019, the company formally redefined its corporate "Why" to focus on transforming infrastructure for a healthy, thriving planet, helping clients navigate the energy transition.
- Ms. McBeth is a passionate advocate for corporate social responsibility and environmental sustainability. She has positioned the company to achieve net-zero operations by 2040 and reach Diamond Tier status in Canada's Net-Zero Challenge.

Notice

***If you have a question or comment, please email:
kernaghan.webb@torontomu.ca***

*I will do my best to fold in your questions/comments into
the conversation.*