Where Intent Meets Impact: Bringing Corporate Values to Life

By Ian Watkins, EVP, Chief Human Resources Officer

Last year Novavax announced a transformation of its strategy and at the start of this year we unveiled refreshed Mission and Vision statements to better align with our corporate growth strategy focused on improving global health with our technology through research and development and business development efforts.

With the launch behind us, our attention turned to moving the new Mission and Vision to a way of life. For us, this meant also updating our company Values to guide our ways of working, infused into everyday interactions and to have them permeate the culture of our company.

To facilitate this, we wanted to ensure the revamping of our Values was a true companywide effort. Bringing together members across all functions and levels, we brainstormed what makes us a team and how we work best.

Key themes quickly emerged at the core of what we do and were already being showcased across the organization, so we codified them to set a framework. Our five corporate Values are as follows:

- **Integrity:** We are committed to the highest ethical and scientific standards in all that we do. We are open and transparent with each other and all the communities we serve.
- **Collaboration:** We come together with the goal of tackling the world's most significant health challenges and understand that is how we achieve our collective best. We are intentional in building an environment where employees feel empowered and work together to create a culture that fosters trust.
- **Innovation:** We relentlessly explore the potential of our science and technology to change lives. We focus on delivering results while sparking transformation in global health.
- **Agility:** We are dynamic and resilient. We celebrate continuous improvement and each other in a rapidly changing world.
- **Accountability:** We take initiative and feel a sense of pride and ownership over our work. We show up for each other with grace, hold ourselves responsible for achieving our goals, and believe that having fun is a vital part of doing our best work.

Through this combined effort, our team members defined a set of Values by which they believe they can do their best work. Our Mission, Vision and Values are now not just words on a page or a wall, but our guiding tenets.

Embedding meaningful Values is not a 'tick the Box' exercise – it requires commitment. Our Leaders at Novavax are empowering employees to embrace and live the values, recognizing and celebrating those that exemplify our values and importantly are continuing the dialog. It can be easy to lose sight of Values, but when you see your teammates and leadership exemplifying them every day, they remain at the forefront of your mind.

> **Ensuring that our Values are embodied by all team members allows us to shape a culture that**

> **we’re proud of. Ultimately, a Values driven culture guides our decision making, builds trust, underpins our reputation and is a foundation for long-term success.**

As published on Linkedin, September 17, 2025.