

deluxe®

2023

ESG Report



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Introduction

A Message from Our President and CEO

Deluxe Partners and Stakeholders:

I am pleased to share our first annual ESG Report, covering our performance and progress in the areas of environmental, social, and governance responsibility.

For over 100 years, Deluxe has been a purpose and values-driven company. We have always taken our responsibility seriously for all stakeholders — customers, people, communities and shareholders. Before ESG even had a name, Deluxe was incorporating many of the key principles into our operations. Our long commitment to “do the right thing” continues today.



Our Purpose

Champions for Business so Communities Thrive

We help businesses succeed, and we are a critical engine in our communities' success. Our products and services help businesses pay, get paid and grow.

When a business succeeds it hires more people and needs more services. Those employees create demand goods and services from the community, creating additional jobs, and a corresponding demand for even more goods and services, creating still more jobs. This positive cycle of economic growth, in-turn creates resources for better communities, roads, parks, environment, schools, health care and more.

We support over 4 million small businesses, 4,000 financial institutions and hundreds of the world's leading brands. We also directly employ more than 5,000 diverse employees, directly contributing jobs and consumer demand to support our communities. Through our Foundation we invest millions of dollars in our communities and offer up to 5 paid days off for all employees to volunteer in their local community.

Our Values

Customers First: customer success is our success

Earn Trust: in all things, we act in ways that build and earn trust

Grit and Perseverance: we find ways to get it done, even if the challenge is great

Innovation: constant improvement, reinvention and building a better future

Power of One: celebrate our differences and build culture of fairness and inclusivity

As you can see, key ESG principles are integrated into our mission, operating philosophy and values. This report shines a light on these efforts, as well as how we measure and improve our performance across various indicators. While we are proud of our achievements, we recognize we have more work to do to meet the expectations of all stakeholders. One of our core values is constantly seeking new ways to improve our performance and address the emerging challenges and opportunities in our rapidly changing world.

As always, we welcome your feedback and suggestions on how we can do better.

Thank you for your continued trust and support of Deluxe. **Together, we can make a difference.**

Sincerely,



Barry C. McCarthy
President and Chief Executive Officer
Deluxe Corporation

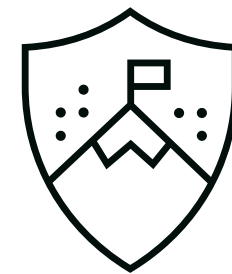
About Us

Deluxe Values



Customers First

We deeply understand and delight our customers by partnering with them to anticipate their needs, deliver on our commitments, and bring our diverse perspectives and unique insights. Their success is our success.



Grit and Perseverance

We are driven to succeed. By aligning employee-owner and shareholder interests, we deliver meaningful results for all stakeholders.



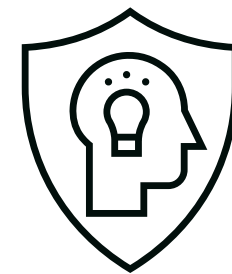
Power of One

As One Deluxe, we celebrate our differences, relentlessly pursuing a culture of inclusivity, diversity, equity and appreciation. We are stronger together because of our individual, authentic selves.



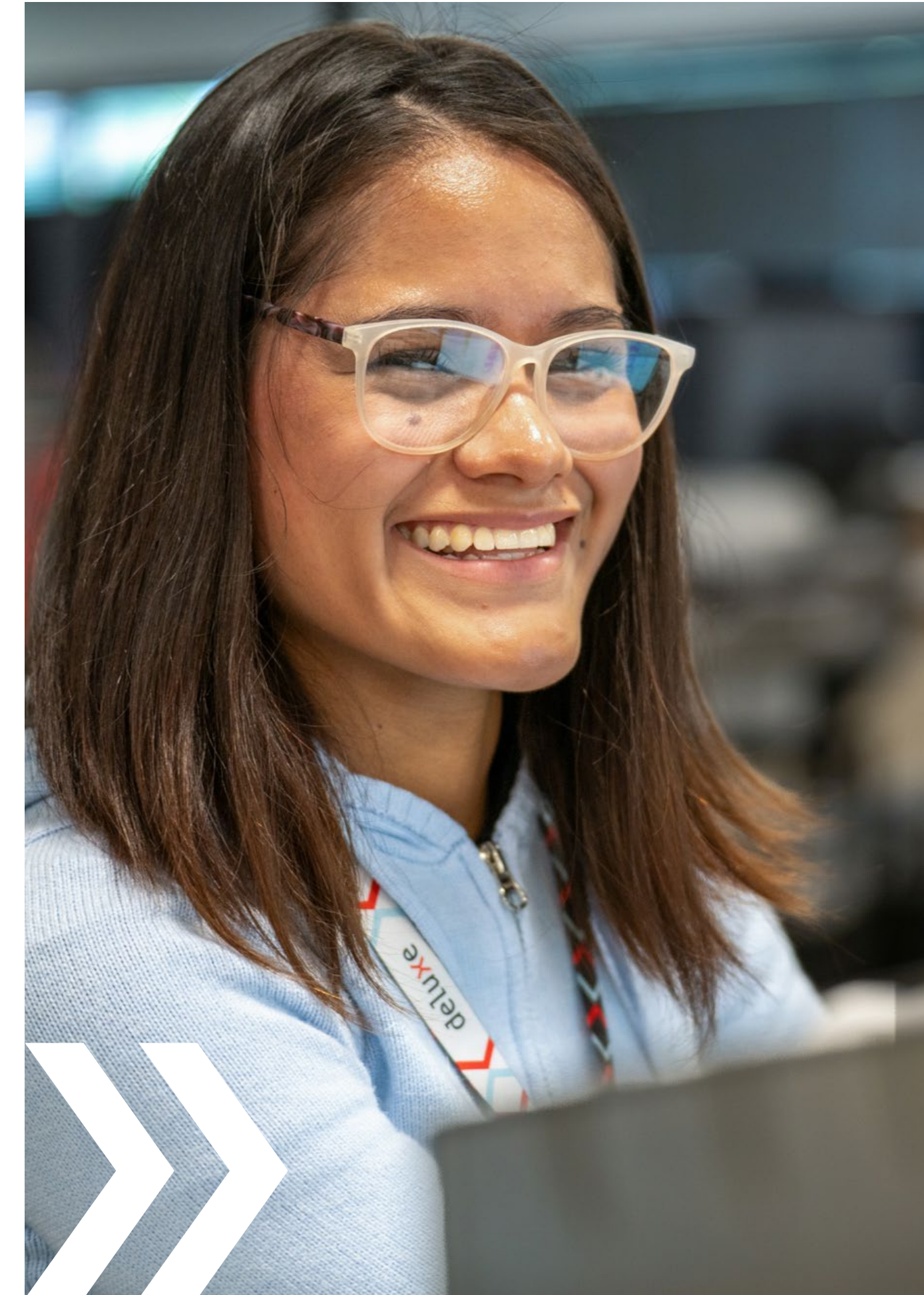
Earn Trust

Our business and partnerships are built on trust and integrity — it is at the heart of what we do and guides our decisions. We always strive to do the right thing.



Innovation

We create what's next by collaborating with our stakeholders and each other. We actively seek to understand diverse voices to further our legacy of innovation and build the future together.



Building Connections to Help People, Businesses, and Communities Succeed

For more than 100 years, Deluxe customers have relied on our solutions and platforms at all stages of their lifecycle, from start-up to maturity. Our powerful scale supports millions of small businesses, thousands of vital financial institutions and hundreds of the world's largest consumer brands, while processing more than \$2 trillion in annual payment volume.

We're here to help business large and small thrive by innovating the ways payers, payees, and customers connect. By combining advanced business technologies and data-driven strategies, we've built a comprehensive suite of payment and data solutions to help companies scale effectively, grow faster, and develop profitable customer relationships.

Over time, our performance reflects the role our strong values and culture have played in our success.

At Deluxe, we know that when we respect people and champion businesses, our communities thrive.

Solutions for more than
100 years



About This Report

This is the inaugural Environmental, Social, and Governance (ESG) Report of Deluxe Corporation, which covers the calendar and fiscal year of January 1-December 31, 2023. This report is considered a companion document to Deluxe's Annual Report on Form [10-K](#) for the fiscal year ended December 31, 2023, and [Proxy Statement](#).

Throughout this Report, the use of "company," "Deluxe," "Deluxers," "we," "our," or "us" refers to Deluxe, Deluxe employees, executive leadership, board members and similarly situated people across our subsidiaries and affiliates.

Report Content

The content of this report is guided by the Global Reporting Initiative (GRI) Standards and the needs of the company's stakeholders. This report has been prepared with reference to the GRI Standards. The GRI content index is included in the [Appendix](#) of this report.



Contact Information

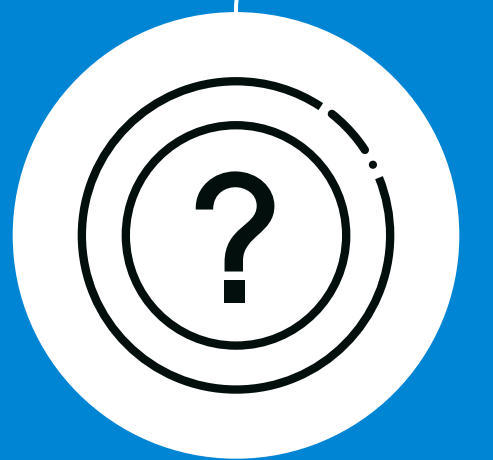
For questions or other information about this report, please contact:

Kortney Nordrum

VP, Regulatory Counsel
and Chief Compliance Officer

801 South Marquette Avenue
Minneapolis, MN 55402

Email: esg@deluxe.com





Materiality and ESG Strategy

Materiality Assessment

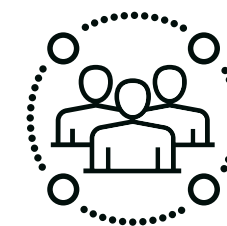
We conduct periodic materiality assessments to identify and prioritize the environmental, social, and governance topics, including those important to our stakeholders as well as those where we can have significant positive impact. The results of these assessments inform our ESG strategy and priorities each year. Our Board of Directors has reviewed and approved the materiality assessment process, ensuring alignment with our policies, business strategies, and risk management priorities.

Overview of Our Materiality Assessment Process



Topic Identification

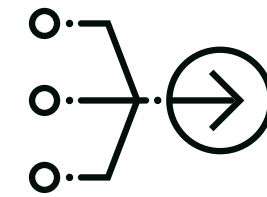
Identified 24 topics through a review of the most recognized global reporting standards, industry benchmarks, external research, and internal surveys.



Engagement

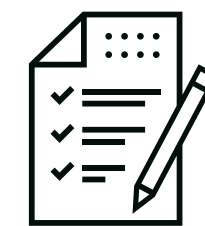
Conducted interviews and surveys with internal and external stakeholders, as follows:

- Deluxe independent board members
- Deluxe executives
- Clients and customers
- Investors
- Employees
- Suppliers
- Communities



Results and Prioritization

- » Collected results and assigned weight based on stakeholder group
- » Generated a list of topics ranked by materiality scores



Finalization

Reviewed and finalized the material topics, generating a list of the following 18 GRI Material Topics:

- Economic Performance
- Procurement Practices
- Anticorruption
- Taxes
- Materials
- Energy
- Emissions
- Waste
- Employment
- Labor/Management Relations
- Occupational Health and Safety
- Training and Education
- Diversity and Equal Opportunity
- Non-discrimination
- Child Labor
- Forced or Compulsory Labor
- Marketing and Labeling
- Customer Privacy

Stakeholder Engagement

Deluxe proactively manages relationships with our customers, employees, suppliers, investors, regulators, members of the communities in which we operate, and other stakeholders who may be impacted by our operations and those whose actions can affect the company's value. Direct and indirect stakeholder engagement is conducted through our regular business practices and via interactions with relevant stakeholders.



Stakeholder Engagement Continued

	Investors	Employees	Customers	Supply Chain	Communities	Board of Directors	Regulators and Legislators	Industry Associations
Stakeholder Representatives	Investor relations; analysts; Deluxe debt and equity holders; financial institutions	Human resources; talent acquisition; employee giving; Deluxe Foundation; employee resource group (ERG) leaders; social impact subject matter experts	Sales; customer support	Suppliers, vendors and contractors	Deluxe Foundation; community and civic partnerships; ERG leaders; charitable organizations; regulators; employee service on boards of directors	President and CEO; corporate secretary; Deluxe executive leadership	Government agencies and representatives; US Patent and Trademark Office; Deluxe’s legal department	National and local industry groups and associations; certification or conformance groups or bodies; industry councils; affiliation groups; employee service in trade organizations
Communication Methods and Channels	Investor day; annual report; proxy statement; annual meeting; investor relations calls; website; public statements; SEC filings; webcasts	Internal emails; annual training; internal and external events; surveys; Inside Deluxe intranet; ERGs; webcasts; social media	Direct interactions with customers via emails, phone calls, and face-to-face meetings; customer focus groups; responses to customer surveys, Deluxe Exchange and other hosted events; trade events and conferences; annual report; proxy statement; annual meeting; website; social media	Audits and surveys; website; contract negotiations; emails and newsletters	Charity events; community service events; ERGs; surveys; emails; service campaigns; website; social media	Board meetings and calls; committee meetings and calls; emails; newsletters	Compliance assessment tools; regulatory tracking services; external legal resources; newsletters; conferences; webinars	Meetings; in-person events; newsletters; emails; webinars; social media
Communication Topics	Quarterly and annual financial results; diversity, equity, inclusion, and belonging (DEIB); corporate governance; executive compensation; ESG initiatives, goals, and targets	Deluxe’s Code of Ethics; opportunities for training and development; DEIB; corporate governance; health and safety; community engagement	Quarterly and annual financial results; DEIB; corporate governance, ESG initiatives, goals, and targets; supplier due diligence information; supplier DEIB metrics; recycled content and recyclability information; forestry certification metrics of suppliers; sustainability metrics	Deluxe’s Code of Ethics; Deluxe’s Supplier Code of Conduct; supplier governance and oversight; supplier due diligence requirements; human rights; labor practices; DEIB; anti-corruption and anti-bribery; materials compliance; sustainability; data privacy; information security; environmental performance; health and safety; supplier training	Financial literacy; access to education; youth achievement; entrepreneurship; empowering small businesses; empowering under-represented and BIPOC individuals and businesses; empowering women; empowering the LGBTQI+ community; empowering veterans; achievement gap; STEM/STEAM education; employee engagement	Corporate governance; ESG oversight; ESG materiality; ESG risks and opportunities; ethics and compliance; data privacy and cybersecurity	Legal and regulatory requirements and enforcement trends; compliance requirements; data security and privacy requirements; labor practice requirements; intellectual property	Policy recommendations; regulatory updates; compliance and enforcement trends

This table includes representative examples and is not exhaustive.



ESG Strategy



Our business decisions are rooted in our core values:



Customer First, Earn Trust, Innovation, Grit and Perseverance, and the Power of One

Environmental, Social, and Governance (ESG) principles are integral to each of these values, making ESG an inherent part of our operations rather than an afterthought, standalone initiative, or time-bound campaign. By embodying and operating within these values daily, we build trust with our customers, employees, communities, and shareholders, fostering a better future for all.

The charter of the Nominating and Corporate Governance Committee of Deluxe’s Board of Directors includes tracking our progress on incorporating and delivering upon ESG principles including policies, programs and opportunities, and risks that may materially affect the company. Deluxe’s Executive Leadership Team (ELT), composed of C-suite leaders, is tasked with providing strategic management of enterprise related risk and opportunities, including ESG.

Deluxe also has global teams dedicated to Compliance, Corporate Citizenship, Charitable Giving, DEIB efforts, Health and Safety, Information Technology and Security, Investor Relations, Legal, Procurement, Real Estate, Risk, and Talent Acquisition and Development.

To ensure incorporation of ESG principles into our operation, we appointed our Chief Compliance Officer, a vice president level role reporting to our General Counsel, to lead and coordinate our efforts. This position is responsible for overseeing, tracking and monitoring metrics, and holding the organization accountable for embedding ESG principles throughout our operations.

This report is aligned with the GRI reporting framework, as developed by GRI, an independent international organization that helps businesses and other organizations take responsibility for the global impact of their operations by providing a global common language to communicate those impacts. In addition, many of our programs are aligned with the United Nations Sustainable Development Goals (SDGs), and we are committed to supporting those goals that most closely align with our vision, mission, and values.

In the coming years, we plan to continue to develop and implement strategic and sensible ESG goals and targets.





Aligning with the United Nations Sustainable Development Goals

Deluxe's ESG initiatives directly and indirectly support the UN SDGs. The UN adopted the SDGs in 2015 to help businesses, society, and governments work together to utilize sustainable economic and environmental practices to create a more just world by 2030. More information on the UN SDGs may be found at <https://www.un.org/sustainabledevelopment>.

We have linked several of the SDGs to Deluxe's programs and initiatives. This information can be found throughout this report.*

* The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

**SUSTAINABLE
DEVELOPMENT GOALS**



Environmental



Intentional Design

We remain committed to enhancing the customer experience by delivering exceptional service and quality while simultaneously increasing productivity and reducing costs. This is achieved by integrating lean operating principles into our processes and fostering a culture of continuous improvement and innovation.

Our operations emphasize process efficiency through the reengineering of workflows and the adoption of intelligent automation and other tools, minimizing the time, energy, and costs associated with delivering our comprehensive range of products and services to our customers.

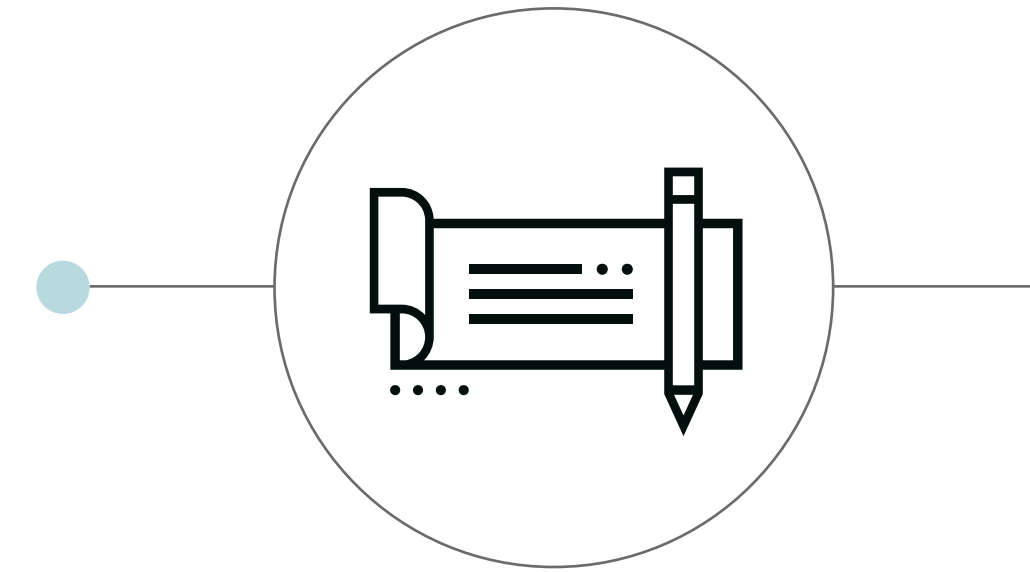
We are committed to collaboration across our supply chain to engage diverse suppliers, innovate and design products, packaging, and operational processes that support sustainability. Our goal is to minimize environmental impact by using fewer materials and resources, extending product lifecycles, and enhancing recyclability. Throughout our organization, corporate-wide standards dictate that our product designers integrate practices into their product development that serve to help our products not only meet high-quality standards but also facilitate easy recycling and reduce resource consumption.

As responsible environmental stewards, we actively work to manage our environmental footprint, eliminate unnecessary waste across both our manufacturing processes and the products themselves. By constantly evaluating and refining our methods, we strive to achieve operational efficiency while also considering our environmental impact.

A notable example of our commitment to these objectives is the investment in our print infrastructure over the past several years. We have implemented equipment that supports "Print on Demand" capabilities, allowing us to maintain customer choice while reducing waste, labor, inventory, and the number of trucking runs between our distribution centers and printing sites.

Additionally, we have successfully completed a consolidation of our technological infrastructure to enhance operational efficiency, while also reducing energy consumption. Previously, our company was managing 52 separate ERP systems, 14 CRM systems, and 7 HR systems, all of which required substantial hardware resources and energy to operate. Today, we have streamlined our operations by integrating into a single core system for each area, significantly minimizing our environmental impact.

We've also focused on understanding the waste streams in our facilities, with the goal of reducing the amount of waste we generate. As part of these efforts, we implemented a new ink system and moved from maintaining volume inventories of custom inks to utilizing onsite, real-time custom mixing systems. This change has reduced waste stream processing and has the added benefit of producing our products more quickly for our customers.



We've always been an innovator, and we're continuing that legacy by designing 100% of our checks to be widely recyclable, reusable, or compostable





Climate Action

Deluxe is aware of the many scientific studies that link climate change to human activities, including the reports from the Intergovernmental Panel on Climate Change (IPCC). IPCC scenarios represent widely accepted plausible pathways for society's future GHG emissions and consider the complex interactions between global socioeconomic systems and natural Earth systems over time. The average global temperature in 2022 was approximately 1.15°C above pre-industrial levels (1850–1900). This is the “current state” of the climate, with assessments of future physical and transition risk based on further warming above this state. Even without these scientific studies, the impact of climate change is easy to see in our communities and throughout the business landscape. As a result, we are required to take responsible action to protect our business, community and future.

To address these challenges, we're increasing energy efficiency and investigating new practices across our enterprise to reduce our carbon footprint. In addition, we use scenario analysis as a tool to assess the potential implications of climate-related risks on our organization and our ability to thrive.

Responsible Resource Use

Our planet gives us the raw materials we need for many of our products, and we know the effects of making these products start with our supply chains. As such, we collaborate with our suppliers and leverage our internal policies to uphold robust raw material sourcing standards for our checks and paper products.

More than 95% of the paper we source originates in Forest Stewardship Council (FSC)-certified forests. Relying on FSC-certified suppliers ensures that our paper products come from forest managers, mills, and paper goods suppliers that commit to:

Zero Deforestation

Trees are harvested responsibly, so there is no net loss of forests over time; forests with irreplaceable values, such as old growth forests, are identified and maintained

Fair Wages and Work Environment

All workers are provided with proper training, adequate safety protocols, and fair wages

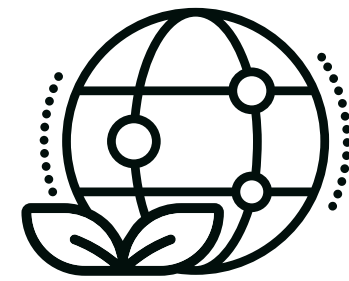
Support the Change from Preservation to Conservation

Plant and animal species are protected

Community Rights

Local communities living in and around forest areas are consulted and their legal and cultural rights to land and forest resources are respected

In addition, Deluxe has introduced a new Forest Products Policy and begun to roll it out to our business. In our forestry supply chains, we rely upon internationally recognized certifications and certifying bodies wherever possible to confirm that we are sourcing raw materials from well-managed forests and responsible suppliers.



More than
» 95%

of the paper we source
originates in Forest
Stewardship Council
(FSC)-certified forests



Waste Elimination and Reduction

As we strive to minimize our organization's waste footprint, we collaborate with numerous vendors who assist Deluxe in enhancing our waste reduction and recycling initiatives. These strategic partnerships are pivotal in our efforts to continuously improve our waste management systems, ensuring that we effectively divert waste from landfills and promote a more sustainable operational model.

To ensure proper waste management and minimize environmental impact, we separate and collect both hazardous and nonhazardous waste at the point of generation. This proactive approach helps prevent contamination and ensures that each type of waste is handled appropriately. Our processes are designed to comply with all applicable legal requirements, reflecting our commitment to regulatory adherence and environmental stewardship.

Specifically, we work with service providers that specialize in handling 100% of our electronic waste. These providers utilize advanced recycling techniques to recover valuable materials from electronic devices, thereby reducing the environmental burden of electronic waste. Additionally, we have established programs for recycling used batteries, ensuring that these potentially harmful materials are processed safely.

Our waste management strategy includes regular audits and assessments to evaluate the effectiveness of our initiatives and identify opportunities for further improvement. These audits are conducted by both internal teams and external regulatory agencies, providing an objective measure of our compliance and performance. When necessary, we implement corrective actions to address any identified gaps and enhance our waste management practices.

Furthermore, we engage our employees in our waste reduction and recycling efforts through training programs and awareness campaigns. By educating our workforce about the importance of proper waste management and providing them with the tools and knowledge to participate actively, we foster a culture of environmental responsibility throughout the organization.

Our Facilities

We recognize that our facilities play a significant role in our overall sustainability efforts. Through an aggressive and strategic real estate consolidation initiative, Deluxe has implemented measures that not only streamline operations but also reduce our environmental footprint. By consolidating our real estate portfolio, we have markedly decreased the amount of waste generated, lowered our water and electricity consumption, and achieved greater operational efficiency.

Since 2019, Deluxe has made substantial progress in reducing our real estate footprint by eliminating redundant facilities and transitioning to fewer, larger hub offices. This consolidation not only optimizes our use of physical space but also enhances collaboration and efficiency among our teams. Each year, we actively seek out opportunities to further minimize our physical footprint and improve the efficiency of our facilities.



Green Facilities

2/3

of our hub office locations are LEED certified and operate within the LEED framework for healthy, highly efficient, and cost saving green buildings.



Going to the Cloud

Since 2020, Deluxe has undertaken a strategic migration of our workloads and data to cloud environments provided by AWS and Google. This transformation has not only modernized our IT infrastructure but also delivered environmental benefits. By consolidating our operations into these cloud platforms, we have significantly reduced our reliance on traditional data centers. This streamlined approach has led to reductions in energy and water consumption, as well as a decrease in emissions associated with our operations.

The shift to cloud environments has allowed Deluxe to optimize resource usage more efficiently, leveraging the advanced infrastructure and sustainability initiatives implemented by AWS and Google. These cloud service providers prioritize energy efficiency and sustainability in their data center operations, aligning closely with Deluxe's goal of environmental responsibility.

Additionally, by migrating to cloud environments, Deluxe has gained scalability and flexibility in managing our IT resources, enabling us to respond more dynamically to business needs while reducing our environmental impact. This initiative reflects our proactive approach to embracing technology as a tool for achieving both operational excellence and sustainability goals.

Moving forward, we remain dedicated to exploring additional opportunities within our cloud environments to further enhance efficiencies and continue reducing our environmental footprint.

Hybrid Work and Alternative Transportation

Beginning in 2020, Deluxe embarked on a significant initiative to modernize our technology infrastructure and operational practices, initially driven by the urgent needs imposed by the COVID-19 pandemic. This transformation was not only about adaptation but also about laying the foundation for a sustainable, flexible work environment capable of supporting a hybrid work policy in the long term. Central to this effort was our investment in cloud-based environments and advanced collaboration tools, which have empowered our employees to work effectively from anywhere, at any time.

Deluxe's hybrid work approach has been pivotal in granting our employees the freedom to choose where they work, whether from home or from our strategically located facilities. This flexibility has had a positive environmental impact, notably reducing the emissions associated with commuting to and from traditional office settings.

Many of our facilities are conveniently situated near public transit hubs, promoting sustainable commuting options for employees who prefer public transportation. Additionally, we provide ample bike racks and storage facilities, encouraging and supporting those who opt for cycling as a means of commuting.

Moreover, recognizing the growing trend towards electric vehicles, a number of our leased facilities are equipped with electric vehicle charging stations. This infrastructure reflects Deluxe's commitment to supporting employees who choose to drive more efficient vehicles, further reducing our collective carbon footprint.

Additionally, our US team members are eligible to pay for commuting expenses such as bus passes, train passes, subway passes, and van pools on a pre-tax basis. This program allows employees to save on taxes and lower the greenhouse gas emissions associated with commuting to and from work by taking advantage of more eco-friendly transportation options.



Environmental Compliance

Deluxe is deeply committed to upholding environmental standards, ensuring compliance with all relevant local, state, and federal regulations. Our dedication is reflected in a comprehensive approach that encompasses various facets of our operations:

First and foremost, we prioritize creating safe working environments across all locations where our operations take place. This commitment not only ensures the well-being of our employees but also underscores our responsibility to maintain health and safety standards as integral components of our business practices.

In alignment with our commitment to environmental stewardship, Deluxe rigorously adheres to regulations set forth by the Environmental Protection Agency (EPA), as well as federal, state, and local authorities. This compliance framework guides our operational practices, ensuring that we meet or exceed legal requirements regarding environmental protection and sustainability.

Effective waste management is imperative to our environmental strategy. We implement robust waste management strategies aimed at minimizing both hazardous and non-hazardous waste generated throughout our

operations. By optimizing waste reduction and recycling initiatives, we strive to mitigate our environmental footprint and promote resource efficiency.

At Deluxe, we recognize the importance of empowering our employees with knowledge and understanding of environmental, health, and safety regulations. Through ongoing training and educational programs, we equip our workforce with the necessary skills and awareness to uphold compliance standards effectively. This proactive approach not only ensures regulatory adherence but also cultivates a culture of environmental responsibility and awareness among our team members.

Furthermore, environmental considerations are integrated into Deluxe's strategic decision-making processes. We consider sustainability in our business planning and development, evaluating environmental impacts alongside financial and operational factors.



Social



Supporting Deluxers

At Deluxe, we are committed to fostering an environment where our employees, known as Deluxers, feel respected, valued, and empowered to reach their full potential. We believe that when employees are genuinely invested in the company's success, it creates a more dedicated and motivated workforce.

A cornerstone of our compensation strategy is the opportunity for all employees to become stock owners. Deluxe's Employee Stock Purchase Plan (ESPP) is a distinctive benefit that empowers employees to become shareholders in Deluxe. The ESPP allows employees to purchase DLX stock at a 15% discount, applied to the lower stock price on the first or last day of the purchase period. There are four purchase periods annually. Employees can contribute 1-10% of their after-tax wages each pay period through the plan, utilizing these funds to buy shares up to four times per year. Additionally, the entire employee population is eligible for stock grants either as spot bonuses or as part of regular compensation. This approach aligns the interests of our employees with the long-term success of Deluxe, fostering a sense of ownership and responsibility that transcends traditional employment relationships.

We take pride in our strong history of positive, productive employee relations. This history is not only a testament to our fair and inclusive workplace practices but also to our deep-rooted heritage of community support and volunteerism. Our purpose statement, "Champions for business so communities thrive," encapsulates our dedication to both our internal community of employees and the broader communities in which we operate.

To further enhance our culture and employee engagement, we offer comprehensive learning and development programs across all levels of the organization. These programs cover a wide range of topics, including leadership development, mentoring, and DEIB initiatives focused on valuing differences. Our leadership development programs are designed to cultivate the next generation of leaders,

ensuring that we have a robust pipeline of talent ready to take on future challenges. Mentoring programs provide employees with opportunities for personal and professional growth through guidance from more experienced colleagues.

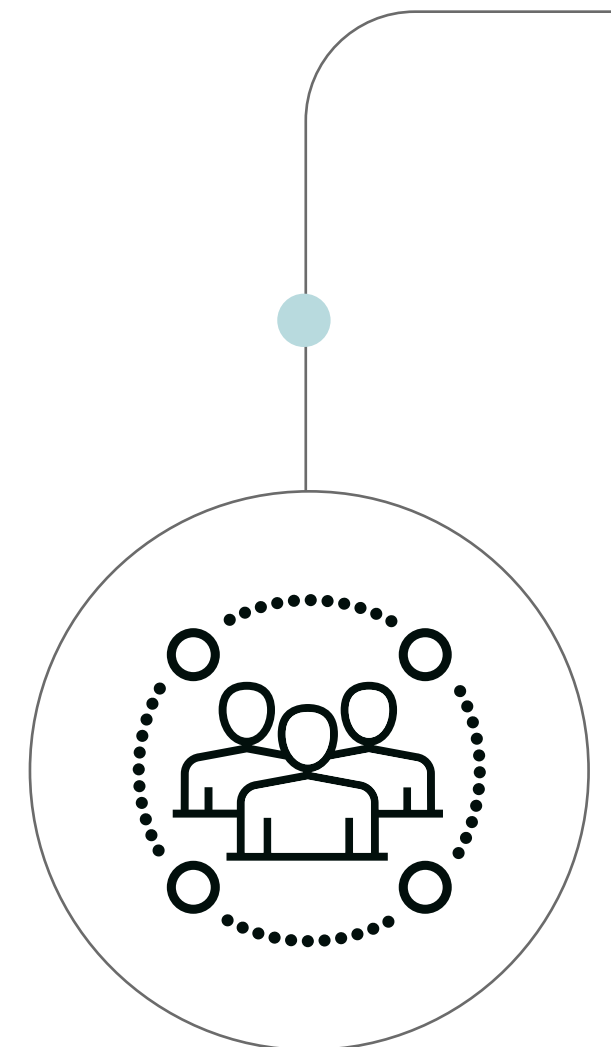
Our DEIB initiatives are a natural part of our long-standing philosophy of "do the right thing." Helping all employees feel a sense of belonging, respect and welcomeness is good for business, and the right thing to do. These initiatives include targeted training sessions, workshops, and seminars that allow teammates to learn about and value diversity and inclusion, as well as practical strategies for fostering a naturally more inclusive and welcoming environment.

We maintain a strong emphasis on continuous training and development, recognizing that an investment in our employees' skills and knowledge is an investment in our company's future. This is complemented by transparent communication channels that ensure employees are informed and engaged.

We conduct regular pulse checks and employee surveys to gauge employee satisfaction and identify areas for improvement. Senior leadership forums provide a platform for open dialogue between employees and executives, fostering a culture of transparency and trust. Additionally, ERGs offer employees a chance to connect with colleagues who share similar backgrounds or interests, further promoting a sense of community and belonging.

By prioritizing these initiatives, we strive to create a workplace where every Deluxer feels valued and empowered to contribute to their fullest potential, ultimately driving the collective success of our company and the communities we serve.

Our most
valuable
assets
are our
employees



Pay Equity

At Deluxe, we prioritize fairness and equity in our compensation practices, conducting periodic independent pay equity audits to uphold our commitment to equality. These audits are conducted utilizing comprehensive data analysis to assess and verify pay practices across our workforce. Our most recent audit, completed in 2020, exemplifies our proactive approach to ensuring that all employees are compensated appropriately.

The insights gleaned from these audits inform our annual performance processes. By analyzing the audit findings, we identify potential adjustments and refinements to our compensation structure, ensuring that any discrepancies are promptly addressed and corrected. This proactive approach not only reinforces our commitment to fairness but also strengthens employee trust and engagement.

We are proud to report that our most recent audit reaffirmed the absence of systemic pay differences based on gender or ethnicity within Deluxe. This validation underscores our dedication to maintaining a workplace where meritocracy and equality prevail.

Employee Benefits and Well-Being

Deluxe offers a full suite of benefits to help support our employees' well-being. These benefits include:

- » Nine company holidays per year with an additional three floating holidays awarded to hourly employees
- » Comprehensive medical, dental, and vision insurance
- » On-demand telemedicine included with medical plans
- » Sword Health, including a variety of solutions to treat musculoskeletal and pelvic issues, included with medical plans
- » 401(k) retirement plan with matching up to 3.5% and auto-enrollment
- » No cost retirement financial planning and investment advice
- » Paid parental leave — up to six weeks of paid time off for the birth, adoption, or fostering of a child
- » Life insurance and Accidental Death and Dismemberment coverage at no cost
- » Short-term and long-term disability insurance coverage at no cost
- » Flex spending accounts and health savings accounts
- » Adoption and surrogacy assistance
- » Commuter benefits — transit and parking
- » Employee stock purchase plan with a 15% discount on company stock
- » No cost employee assistance program with free, confidential, 24/7 access to licensed clinicians for employees and all household members
- » Low-cost legal assistance plan that includes coverage of up to eight of an employee's parents and/or parents-in-law
- » No cost Care.com membership for all employees
- » Tuition assistance for employees enrolled in certificate or degree programs
- » Free travel assistance for employees for personal travel
- » Volunteer Time Off — up to 5 paid days to volunteer in a local nonprofit organization



Supporting LGBTQ+ Individuals

At Deluxe, we are committed to fairness and equality. Deluxe has endorsed the Human Rights Campaign's Business Coalition for the Equality Act, joining a distinguished group of leading U.S. employers in support of this federal legislation, which aims to extend the same fundamental protections to LGBTQ+ individuals as those afforded to other protected groups under federal law.

Matching Team Member Donations and Time is Money Program

Deluxe knows the difference charitable gifts can make to the communities in which we live and work. In addition to the philanthropic programs facilitated through the Deluxe Foundation (Foundation), we also support the efforts of all employees through a dollar-for-dollar match on employee charitable giving, up to \$2,000 per employee, per year.

Further, our Time is Money Program allows employees who donate 15 hours of their time to a nonprofit organization of their choice to qualify for a \$200 donation as a "match" for their time (up to two matches per employee, per year). Employees who serve on nonprofit boards of directors and donate forty hours of their time may separately request one \$500 match each year.

W.R. Hotchkiss Foundation Scholarship Program

The W.R. Hotchkiss Foundation Scholarship Program awards scholarships to qualifying dependents of Deluxe employees and qualified retirees. This program awards scholarships to 25% of all applicants. The scholarship awards are renewable for the first four years of post-secondary studies, including students working toward vocational, associate or undergraduate degrees. This program is operated through a separate nonprofit organization and all funds for the scholarships are donated by Deluxe retirees and family members.



Volunteer Time Off

We believe that volunteering provides a greater sense of community and brings us together to make an impact outside of our workplace. Because giving time to our communities is so important, Deluxe grants all regular North American employees 24 hours of volunteer time off (VTO) to be used annually. Employees may request up to an additional 16 hours of VTO per calendar year.

Additionally, Deluxe's Volunteer Council coordinates many community projects each year, including:

- » Onsite blood drives
- » School supply drives
- » Food drives
- » Purchasing holiday gifts for disadvantaged local families
- » Fundraisers to benefit a variety of charities





Health and Safety

Health and Safety is a universal human right and the health, safety, and wellbeing of our people is one of our main priorities. Deluxe extends benefits that support the physical, financial, and emotional wellbeing of all our employees. Employees are trained regularly on health and safety requirements, are invited to participate in monthly site safety committee meetings and encouraged to report any concerns to any member of the appropriate site safety team or anonymously to Human Resources or Compliance.

Prevention and Control

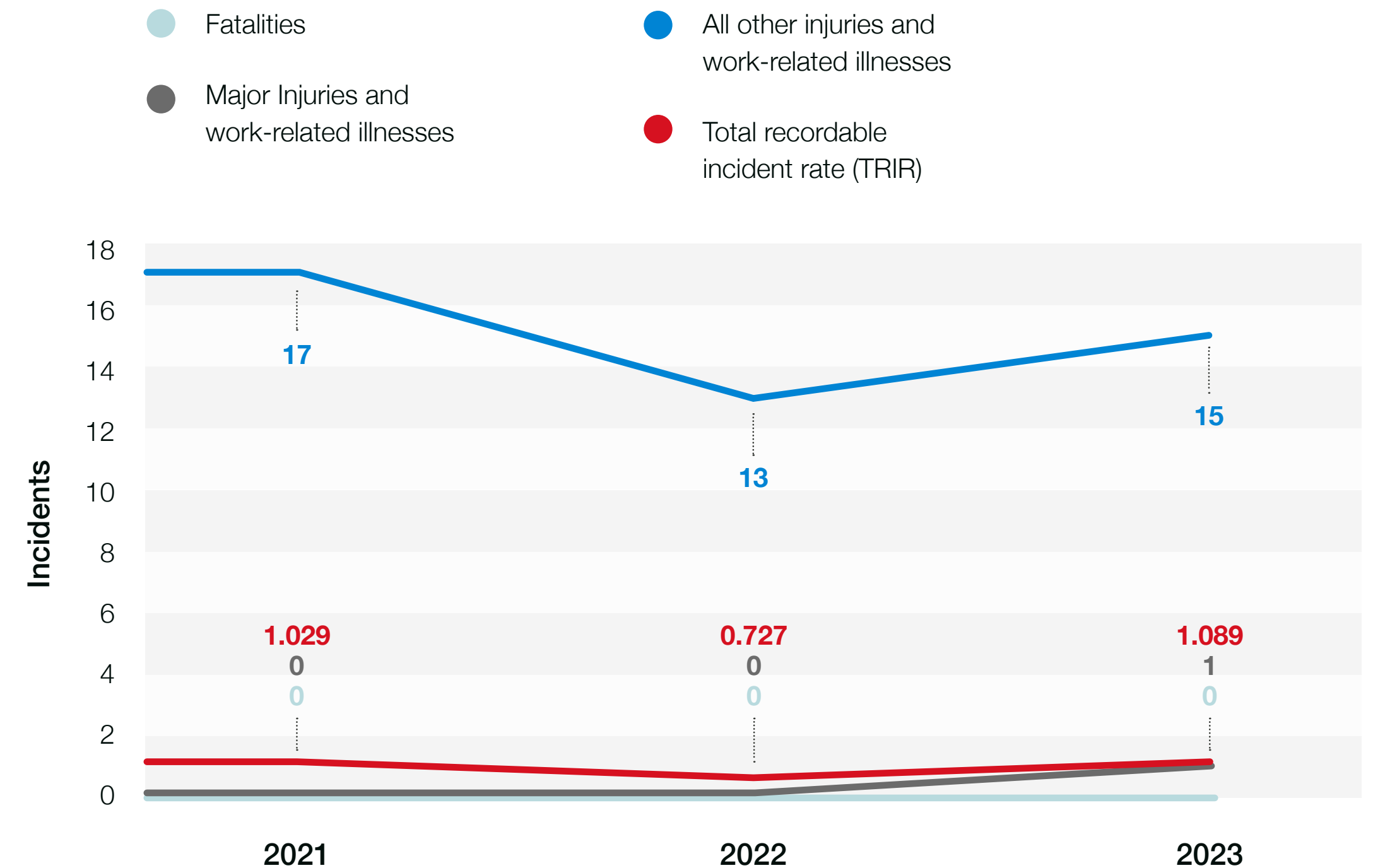
Deluxe is dedicated to fostering a healthy and safe work environment for its employees and contractors through a prevention-first approach. We have implemented a process for leadership at each physical location to identify and evaluate compliance with national, state, provincial, and local health and safety requirements. Each location maintains an inventory of applicable legal and other requirements, which is regularly updated. Compliance with these requirements is regularly assessed, including audits conducted by regulatory agencies and customers, and necessary mitigation actions are assigned if necessary.

Employee participation is integral to the management of our health and safety programs. Tools for employee awareness include online learning, classroom training, emails, just-in-time training reminders, and safety-promotion activities. Deluxe ensures that each worker comprehends the actual and potential hazards of their work and the potential consequences of deviating from our health and safety policies and procedures.

In addition to our health and safety education and awareness activities, each location has operational controls designed to safeguard the health and safety of all individuals on site. These controls include specialized protective equipment, containment or isolation arrangements, alarms and automatic shutdown or shutoff mechanisms, treatment processes, communication requirements and warning signs, as well as instructions, procedures, and training programs.

In the last three years, Deluxe has had the following recordable incidents enterprise-wide:

Type of Incident



Incident Investigation and Corrective Action

At Deluxe, we strive to maintain an accident and injury-free workplace. Our commitment to safety is unwavering, and we implement rigorous measures to uphold this standard. When a work-related injury, illness, or near-miss incident occurs, our location managers and the broader safety teams promptly initiate a thorough investigation. This investigation process is systematic and detailed, aimed at understanding the incident's root cause comprehensively.

First, immediate actions are taken to secure the area and ensure the safety of all employees, preventing any further incidents. The investigation team then gathers all relevant information, including witness statements, photographs, and any available physical evidence.

Following the initial investigation, the team conducts a root cause analysis to identify underlying factors that contributed to the incident. This analysis goes beyond the obvious causes to uncover any systemic issues, such as procedural deficiencies, equipment malfunctions, or training gaps. Once the root cause is determined, the team formulates a corrective action plan tailored to address these issues effectively.

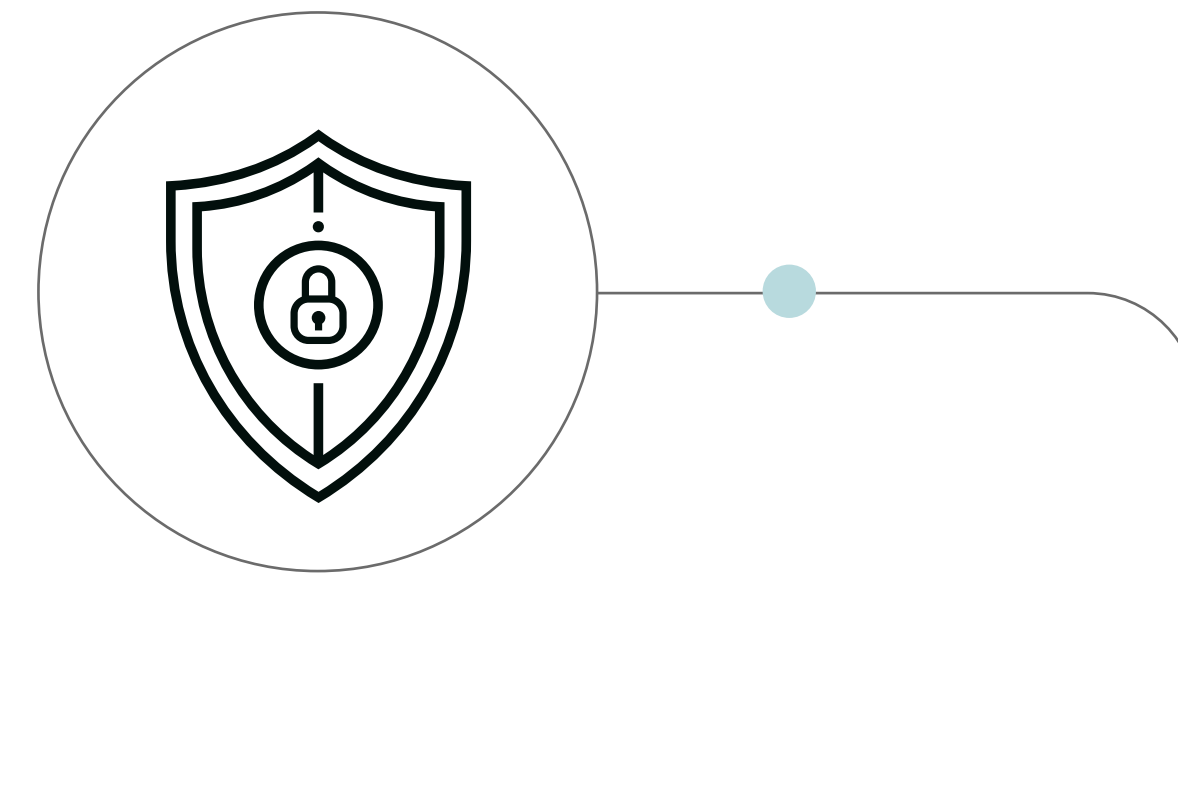
The corrective action plan includes specific measures to prevent recurrence, such as revising safety protocols, enhancing employee training programs, upgrading equipment, or implementing additional safety controls. Each action item is assigned to responsible individuals or teams, with clear deadlines for completion.

To ensure accountability and effectiveness, these corrective actions are tracked to closure. Progress is regularly reviewed, and any obstacles to implementation are promptly addressed. This continuous monitoring ensures that the corrective measures are fully integrated into our safety management system.

Furthermore, lessons learned from the incident are communicated across the organization to promote a culture of continuous improvement. This proactive approach not only mitigates the immediate risks but also strengthens our overall safety framework, reinforcing our dedication to maintaining an accident and injury-free workplace.



Our commitment to safety is unwavering





BID&E
Belonging, Inclusion,
Diversity & Equity.

Board and Workplace Diversity

We take DEIB seriously and we embrace it in our workforce, and with our customers, and suppliers. Our mission is to empower all employees to bring their best self to work to support our mission of "helping businesses succeed so our communities can thrive." We work to have our employee population reflect our communities and customers — it's just good business.

Since 2022, furthering inclusion, diversity, equity, and belonging programs has been a Deluxe strategic initiative and a key factor in determining the performance metrics of our executives and leadership. Deluxe's DEIB council, which is sponsored by Human Resources leadership, is comprised of employees across multiple functions and business segments.

The DEIB council's top priorities include managing a comprehensive DEIB learning and development plan to build awareness and drive inclusive behaviors; further developing our diversity pipeline through hiring, mentoring, and coaching; and establishing goals and metrics to ensure our progress toward a diverse, equal, and inclusive workplace.

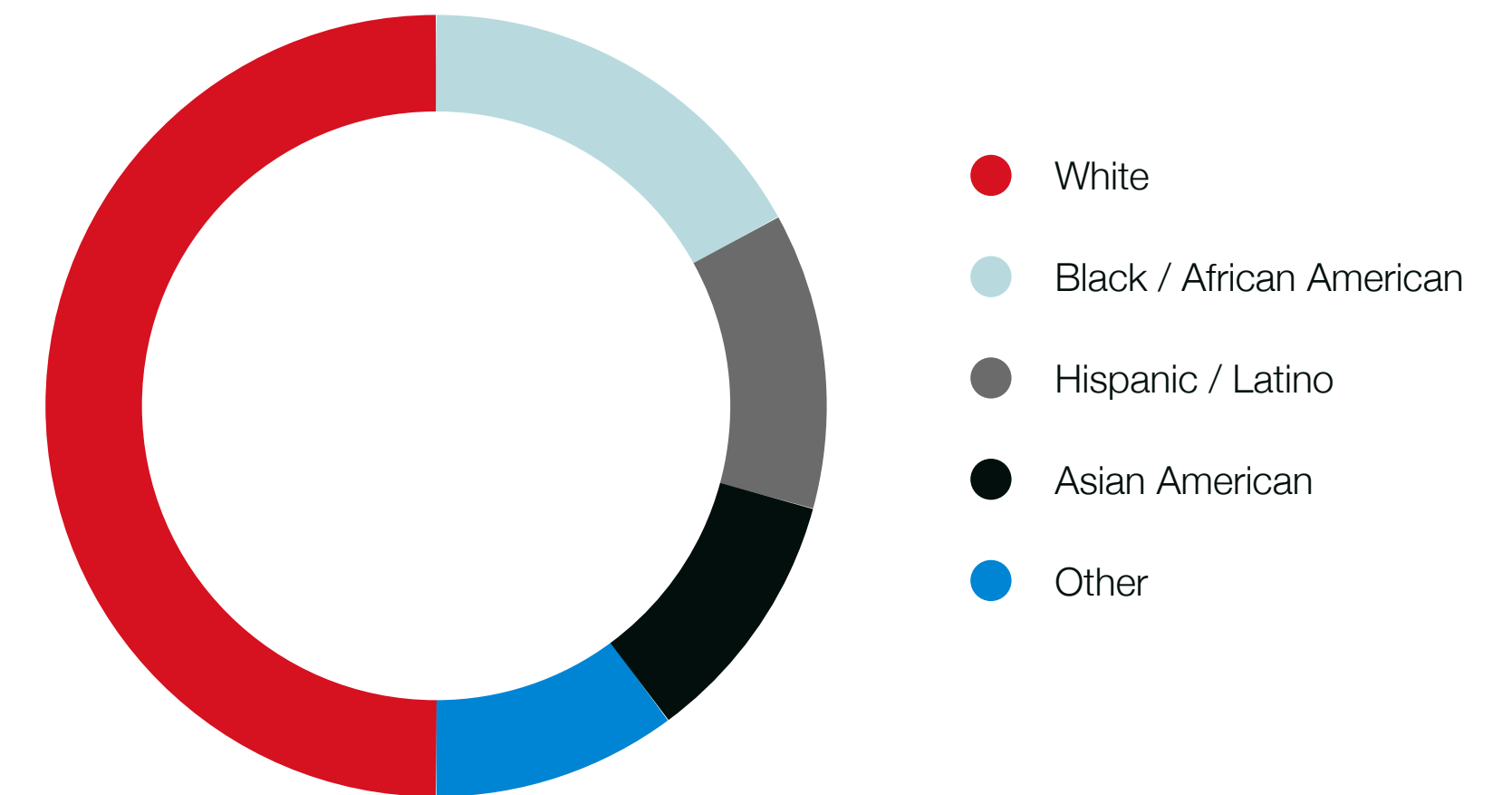
Under the guidance of our Board of Directors, we have taken significant action to enhance our diverse and inclusive culture, protect and train our employees, and maintain our reputation as a great place to work.

The following are some examples of our commitment to DEIB:

33% of our directors identify as from diverse backgrounds, including the independent Chair of our board, who is a woman of color

- In 2020, our CEO, Barry McCarthy joined the CEO Action for Diversity and Inclusion coalition. The goal of the coalition is to create and maintain environments, platforms, and forums where all employees feel comfortable reaching out to colleagues to gain greater awareness of each other's perspectives and experiences. With more than 1,000 CEOs in the coalition, work is focused on cultivating workplaces that support open dialogue on complex and difficult conversations about equality and inclusivity.
- In 2020, Deluxe and our Foundation partnered with the National Urban League and awarded a grant of \$500,000 to be paid over three years. A one-year extension and additional \$200,000 grant was approved in 2022 and paid in 2023. Additionally, our leadership continues to work with the National Urban League to create targeted volunteer opportunities nationally to leverage our employees' talents to support racial justice and equality. Our CEO, Barry McCarthy serves on the Board, and Audit Committee.
- Since 2020, we have recognized Rev. Dr. Martin Luther King, Jr. Day, Juneteenth, and Veterans Day as company-wide holidays.
- Since 2020, our Women's ERG has hosted an annual "Unlocking Your Potential" conference, offering a free event targeted at women, but open for anyone looking to learn, grow, and get inspired through sessions ranging from resilience and wellbeing to inclusion and diversity.
- Beginning in 2021, we added diversity to our formal strategic initiatives. As part of this commitment, we began including diversity measures in our Annual Incentive Plan (annual bonus plan) goals.
- In 2022 and 2023, The Human Rights Campaign Foundation's Corporate Equality Index recognized our company as a Best Place to Work For LGBTQ+ Equality.
- In 2023, Deluxe was named to the Forbes list of "America's Best Employers 2023." This prestigious award is selected through an independent survey based on employees' willingness to recommend their employer to family or friends.
- Each member of our communities is important to us, including those applying to work on our teams. In 2023, we were awarded the Talent Board Candidate Experience Award for the eleventh consecutive year, celebrating our commitment to improving, elevating, and promoting quality candidate experiences during our hiring process.

Employee Demographics



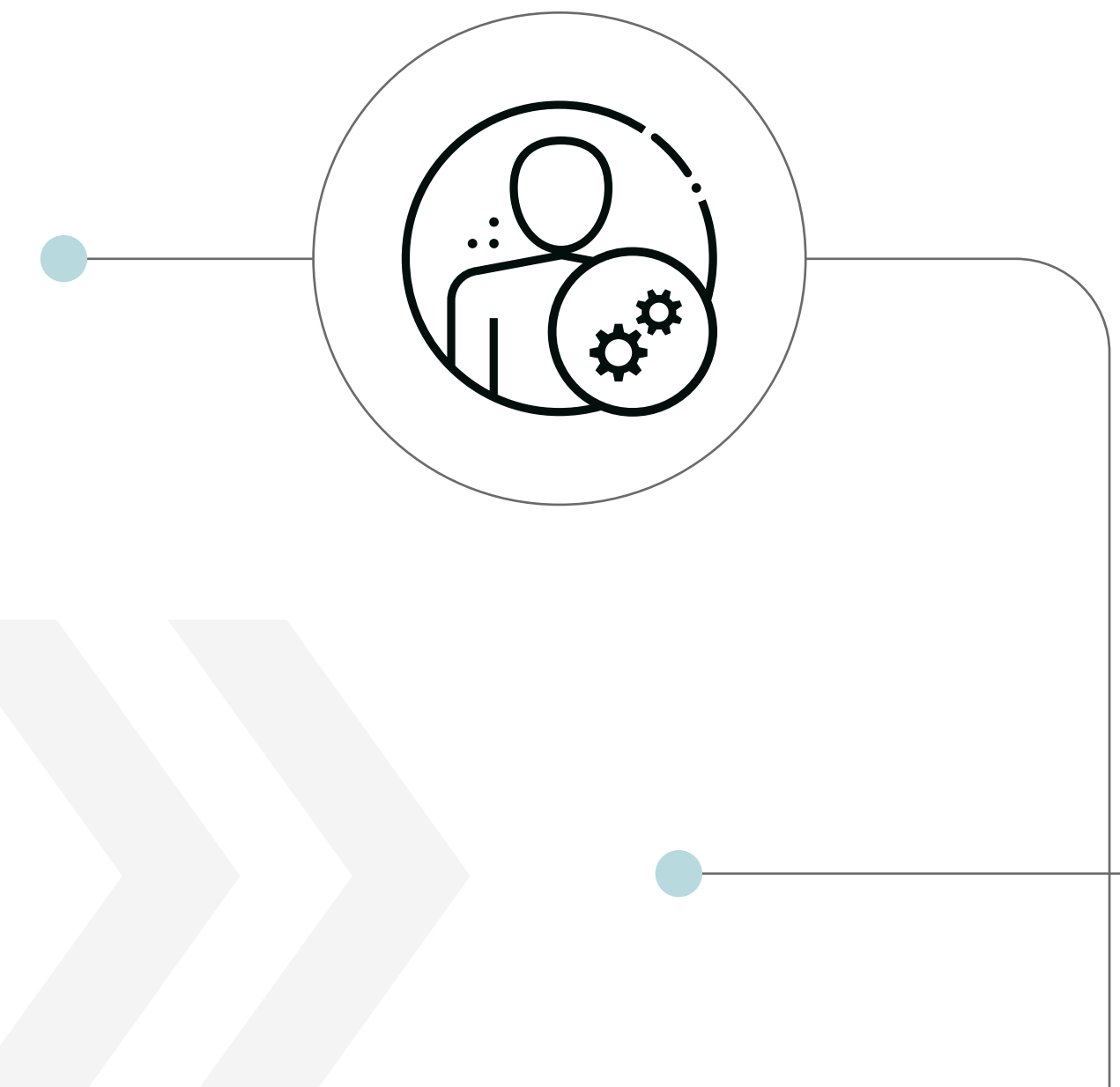
As of December 31, 2023, our total workforce included 5,170 employees, with 4,870 employees in the US and 300 in Canada. Approximately 98% of our team is full-time employees, with 62% representing non-exempt roles working in production, processing, or call center functions. Our employees identified as approximately 57% female and 43% male. Our team members located in the US were comprised of those who identify as white (approximately 50%), Black or African American (approximately 18%), Hispanic or Latino (approximately 12%), Asian American (approximately 11%) and approximately 9% of our US workforce identified themselves as "Other." We continue to focus our development and DEIB programs on growing the number of female and minority individuals represented in leadership roles.

Employee Resource Groups

In 2020, we formed our Employee Resource Committee and established four ERGs dedicated to fostering inclusion, diversity, and belonging. ERGs are voluntary networks designed to bring together Deluxers from across the organization who share similar backgrounds, identities, characteristics, affiliations, life experiences, or goals, as well as those who are interested in supporting these communities. Every Deluxer is encouraged to join any of our ERGs and to participate in the activities our ERGs host regularly.

Since 2020, we have grown our programs and now offer ten ERGs: African American; Pacific Islander, Middle Eastern, Asian; disabled (visible and invisible disabilities); Hispanic and Latino; veteran; LBGTQI+; those affected by cancer; parent; young professionals; and women employee populations.

Each group has a senior management-level leader who champions its cause and offers support. Since 2020, our ERGs have provided over 100 hours of programming, and hundreds of our employees regularly participate in ERG meetings and activities. Participation in ERGs continues to be a recognizable way for Deluxers to model inclusive leadership and conscious inclusion.





Making a Difference in Our Communities

Our partnerships and charitable work in the communities we serve are an integral part of who we are. This spirit of community is felt throughout our organization and is fostered by our paid VTO program for employees. It is also reflected in the partnership with our Foundation, which enables employees, retirees, and our board members to donate to eligible nonprofit organizations and receive a matching donation, dollar for dollar, up to \$2,000 per person, per year.

Our commitments go far beyond monetary donations. We believe it is the combination of our time, talent and treasure that will maximize our community impact. We aspire to have our financial donation to be the lowest value portion of our community investment. Several of our top executives serve on boards for major not-for-profit organizations and other community organizations that align with our company values. We also encourage our employees to become involved in their communities at every level.

We continue our commitment to enriching our communities in the following ways:

- » **Since 1992, we have partnered with Junior Achievement** chapters in our local communities to inspire and prepare young people to succeed. Junior Achievement provides school-aged children with lessons in financial literacy, work and career readiness, and entrepreneurship. We partner in Junior Achievement’s mission through Foundation grants, awareness, and employee volunteering. Hundreds of our employees have volunteered in local classrooms to make a profound difference to the youth in our communities.
- » **Since 2008, we have supported Special Olympics Minnesota** to provide children and adults with intellectual disabilities the opportunity to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community.
- » **We have partnered with the American Red Cross for decades**, organizing blood drives at our locations and hosting fundraisers and bake sales to help fund their mission of preventing and alleviating human suffering in the face of emergencies.
- » **Deluxe is proud to be one of the companies to have signed on to the ATL Action for Racial Equity initiative.** The goal of the initiative is to accelerate racial equity by leveraging the size and scale of the Atlanta business community and the power of collective impact.
- » **In 2022, the sixth season of our original series, “Small Business Revolution,” was nominated for a Daytime Emmy Award for Outstanding Lifestyle Series;** at the time, the only show on Hulu to be nominated for a Daytime Emmy. Season six was especially important, as we brought the show home to Minneapolis and St. Paul, Minnesota, celebrating and sharing the stories of Black-owned business and entrepreneurs in our local communities.
- » **In 2022, in partnership with Habitat for Humanity**, we helped build new homes across the country, including inviting our technology partners to join us on a two-day build in Chaska, Minnesota.
- » **For Black History Month in 2022, we partnered with the Minnesota Timberwolves and Minnesota Lynx to film an original YouTube series called “The Come Up,”** that focused on highlighting the significance of Black excellence and the importance of uplifting the Black community. This partnership, working with the Black Men’s Success Initiative, also included hosting a career development training camp designed to educate, inspire, and empower BIPOC and other historically marginalized youth and young adults.
- » **Through our Foundation, in 2020, we partnered with Minnesota’s Metropolitan Economic Development Association (MEDA)** and awarded a grant of \$300,000 to be paid over three years. A one-year extension and an additional \$100,000 grant was approved in 2022 and paid in 2023. Our leadership continues to work with MEDA to help advance its mission of helping BIPOC entrepreneurs succeed. Additionally, a member of our senior leadership team serves on the board of this organization.
- » **Through our Foundation, we partnered with the National Center for Civil and Human Rights**, an Atlanta-based museum and human rights organization that promotes critical thinking and community engagement and awarded a grant of \$300,000 to be paid over three years. A one-year extension and additional \$100,000 grant was paid in 2023. Notably, the National Center for Civil and Human rights partners with the Auschwitz Institute for the Prevention of Genocide and Mass Atrocities to develop and provide a human rights-centric training program for law enforcement leadership and officers. Additionally, Garry Capers, our Chief of Operations, serves on the board of this organization.
- » **In 2023, our employees contributed more than 23,000 hours to our local communities through our VTO program**, which allows employees to get paid for the time they spend volunteering with nonprofit organizations that align with their values. Notably, our employees contributed more than 2,000 hours during National Service Week alone.
- » **In 2023, we hosted onsite events to support the nonprofit Meals from the Heart**, where employees in four of our locations packaged a total of more than 120,000 meals for those in need. Those meals were donated to local food shelves in the communities where we live and work.
- » **For Arbor Day 2023, we partnered with Neighborhood Forest** to provide 1,000 trees for our employees to plant in their local communities.
- » **Through our annual Employee Giving Campaign, employees pledged \$110,000 in donations** to eligible nonprofit organizations, such donations to be made in 2024 via credit card or payroll deductions.
- » **Through 2023, dozens of Deluxe employees serve on nonprofit boards** throughout the U.S. and take advantage of our Time is Money program to seek \$500 donations to those organizations in exchange for their participation on those boards.

The Deluxe Corporation Foundation

The Deluxe Corporation Foundation focuses on long-term solutions that help people, businesses and communities thrive and grow. Since 1954, the Foundation has awarded \$109 million to charitable organizations across the U.S.

Through every grant the Foundation awards, we seek to bring meaningful, lasting change to communities across the U.S. As part of our mission, the Foundation focuses our grants on charities working to improve financial literacy, community, education, entrepreneurship, and empowerment.

\$109 million
donated since 1954





Governance





Governance Overview

Our businesses, property, and affairs are managed under the general direction of our Board of Directors. In providing this oversight, the board adheres to a set of Corporate Governance Guidelines designed to ensure that the board has access to relevant information and is structured and operates in a manner allowing it to exercise independent business judgment.

The board oversees, counsels, and directs management in the long-term interests of our company and our shareholders.

The board's responsibilities include:

- » Overseeing the conduct of our business and the assessment of enterprise risks to evaluate whether the business is being properly managed;
- » Reviewing and approving our major financial objectives, strategic and operating plans, and other significant actions;
- » Planning for President and CEO succession and monitoring succession planning for other executive officers; and
- » Overseeing our processes for maintaining the integrity of our financial statements and other public disclosures, as well as our compliance with law and our Code of Ethics.

The board and its committees meet throughout the year on a set schedule, hold special meetings, and act by written consent from time to time, as appropriate. At each board meeting, time is reserved for the independent directors to meet without management present. Officers and members of management regularly attend board meetings to present information on our business and strategy.

A critical component of our corporate governance philosophy is that a majority of our directors meet strict standards of independence, meaning that they have no

relationship with our company, directly or indirectly, that could impair their ability to make objective and informed judgments regarding all matters of significance to Deluxe and our shareholders. The listing standards of the NYSE require that a majority of our directors be independent, and that our Audit and Finance, Compensation and Talent, and Corporate Governance Committees be comprised entirely of independent directors. In order to be deemed independent, a director must be determined by the board to have no material relationship with us other than as a director.

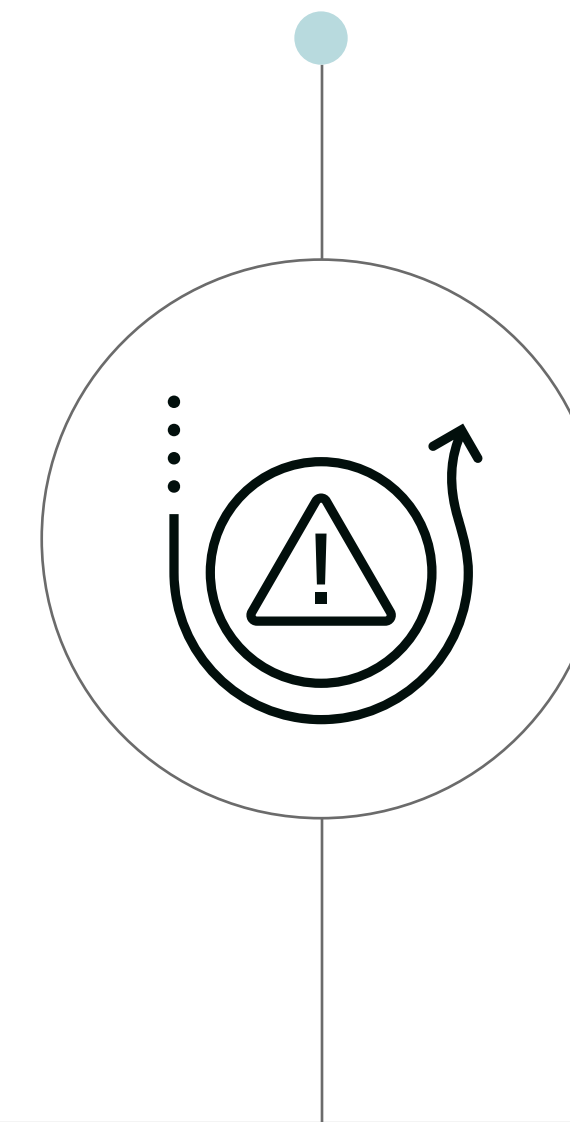
In accordance with the NYSE listing standards, our board has adopted formal Director Independence Standards setting forth the specific criteria by which the independence of our directors is determined. These standards include restrictions on the nature and extent of any affiliations that directors and their immediate family members may have with us, our independent registered public accounting firm, or any commercial or not-for-profit entity with which we have a relationship and require consideration of any other relationship that may impair independence. Consistent with regulations issued by the SEC and NYSE listing standards, our Director Independence Standards also have heightened standards for Audit and Finance Committee and Compensation and Talent Committee members. The complete text of our Director Independence Standards is posted on our website at www.investors.deluxe.com/governance/governancedocuments.

Risk Oversight

The Deluxe Board takes an active role in risk oversight, both as a full board and through its committees. Deluxe management and senior leadership, through our Enterprise Risk Management (ERM) committee, perform an annual enterprise-wide risk assessment. A formal report of risks is delivered to the Audit and Finance Committee, the chair of which then provides a summary to the full board.

The objective for the risk assessment process include:

- 1** Addressing the NYSE governance requirements
- 2** Developing a defined list of keys risks to be monitored by the board, its committees and Deluxe's leadership
- 3** Determining which risks are high priority and need additional mitigation efforts
- 4** Facilitating the discussion of the risk factors included in our SEC reports
- 5** Guiding development of our internal audit and monitoring plans



The ERM committee is currently led by members of our Assurance and Risk Advisory Services department, our Chief Financial Officer, and our Chief Administrative Officer, working with the executive leadership team and senior-level staff, including the Chief Compliance Officer and the Chief Information Security Officer. Since 2021, our ERM has included ESG and its many components in its risk assessments and monitoring activities.



Doing Well by Doing Right

Deluxe maintains a Code of Ethics that applies to our entire enterprise. Each of our directors, employees, contractors, agents, and anyone acting on Deluxe's behalf is required to comply with our Code of Ethics. Our Code exists to help reinforce our commitment to human rights and ethical business and employment standards. The Code requires strict adherence to the letter and spirit of all laws and regulations applicable to our business, and addresses professional conduct, including customer relationships, respect for co-workers, conflicts of interest, insider trading, the integrity of our financial recordkeeping and reporting, and the protection of our intellectual property and confidential information.

As part of our Code, everyone acting on Deluxe's behalf is required to report any violations or suspected violations of the Code of Ethics to Deluxe's management, Human Resources, or Legal department, or by using our confidential and anonymous third-party ethics and compliance hotline, to which trained Deluxe investigators respond promptly and appropriately.

Enterprise Compliance and Ethics Program

Deluxe's Compliance Department manages and executes our enterprise compliance and ethics program, which is led by our Chief Compliance Officer, a vice president role. The department is staffed with compliance professionals with a wide range of compliance expertise and experience. By design, we have adopted a compliance and ethics program to reinforce our commitment to integrity in all aspects of our business. Our compliance and ethics program framework establishes a consistent and collective process to manage the legal, regulatory, compliance, and ethical challenges of the ever-changing and highly regulated industries we serve.

Our compliance and ethics program is designed to meet the U.S. Federal Sentencing Guidelines and operates with the U.S. Department of Justice's detailed Guidance on Evaluation of Corporate Compliance Programs.

In 2023, in addition to the Code of Ethics training, our annual compliance and ethics training included the following topics:

- » Anti-bribery and anti-corruption
- » Insider trading
- » Privacy, including international and state regulations
- » Gifts and entertainment
- » Preventing harassment
- » Spotting forced labor and human trafficking

Starting in 2020, Deluxe's Compliance team has hosted an annual enterprise-wide Compliance and Ethics Week. This week serves as a way for employees to meet and engage one-on-one with Compliance team members and to get five days of targeted compliance and ethics programming, with an emphasis on our Code of Ethics and the importance of asking questions and speaking up to raise concerns. The attendance and participation in these events have increased each year, with more than 700 Deluxers actively participating in 2023.



Deluxe is proud
to have achieved

100%
completion

of our annual
employee Code of
Ethics certification





Cybersecurity and Data Privacy

Deluxe is a trusted partner to enterprises of all sizes, and this is a responsibility we take seriously. The secure and uninterrupted operation of our networks and systems, as well as the processing, maintenance and confidentiality of the sensitive information that resides on our systems, is critical to our success.

As a Trusted Payments and Data Company™, we know how important the security of the data we hold is in keeping that trust. While everyone at Deluxe is responsible for their part in keeping information safe, the oversight of our information security, cybersecurity, and data privacy programs is shared by the Board of Directors, its committees, and Deluxe's senior management.

Enterprise Information Security, Cybersecurity and Data Privacy Programs

Management provides regular updates to the board on information security, cybersecurity, and data privacy topics. At least annually, the Chief Information Security Officer provides a comprehensive information security and cybersecurity program review, and the Chief Compliance Officer provides a privacy program update and overview to the board.

We have implemented a risk-based information/cybersecurity program dedicated to protecting our data and solutions. Our privacy policies, together with associated controls and procedures, provide a comprehensive framework to inform and guide the handling of data. These programs dovetail with our information security program in a manner designed to protect the data we handle. We employ an in-depth defensive strategy, utilizing the concept of security layers and the CIA (confidential, integrity, and availability) triad model.

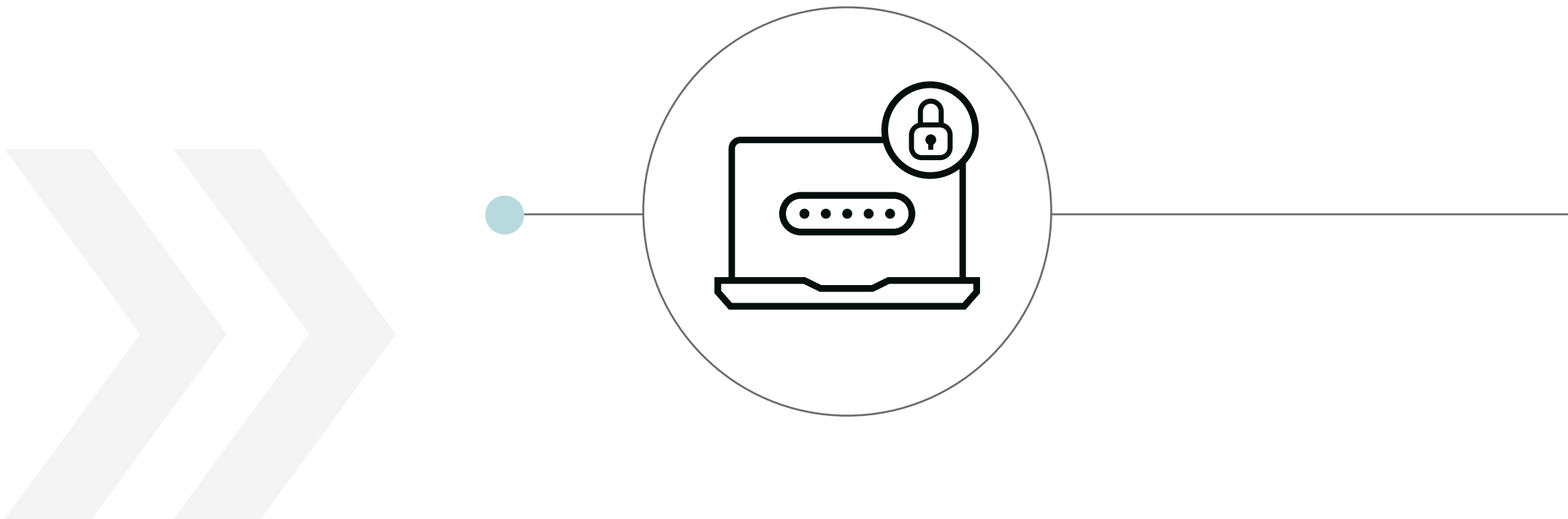
Our information security program is led by our Chief Information Security Officer and the Information Security department, which establishes the policies, standards, and strategies to manage security risk. Where appropriate, we align our policies and procedures with the best-practice recommendations of the National Institute of Standards and Technology (NIST), the International Organization for Standardization (ISO), and the Financial Services Information Sharing and Analysis Center (FS-ISAC). To stay current on emerging threats, our Information Security team participates in industry-wide security training and receives ongoing threat intelligence from organizations such as FS-ISAC. We devote significant resources to addressing security vulnerabilities through enhancing security and

reliability features in our products and services, reviewing and auditing our systems against independent security control frameworks, such as ISO 27001, and performing security maturity assessments, which inform our annual and multi-year cybersecurity strategies and our product security plans.

In the event a cybersecurity incident is identified, our Cybersecurity Incident Response team acts in accordance with our Incident and Crisis Management Program to communicate to our executive leadership team and coordinate the response to any incident. Our Chief Executive Officer, Chief Financial Officer, General Counsel, Chief Information Security Officer, and Chief Compliance Officer are responsible for assessing such incidents for materiality, ensuring that any required notification or communication occurs and determining, among other things, whether any prohibition on the trading of our common stock by insiders should be imposed prior to the disclosure of information about a material cybersecurity event.

Data privacy at Deluxe falls under our enterprise compliance program and our compliance team, led by our Chief Compliance Officer. The compliance function is responsible for designing and implementing all pieces of Deluxe’s privacy program.

Deluxe’s [Privacy Policy](#) details how we collect, use, share, and protect the personal information of our customers and website users. The privacy policy informs users of their options for how we use and share their data.



Behavior Based Training

Our training programs educate employees and leaders about the science of decision-making, as well awareness tools to help individuals counter cognitive and inherent biases. We also offer training sessions targeted to leaders at all levels to develop skills and techniques to create a speak up culture, solicit diverse perspectives, and respond appropriately to concerns.

Political Contributions

Deluxe does not provide financial support for any political candidate, party or government office worldwide. Deluxe does not contribute funds to political campaigns and does not sponsor or maintain a political action committee.





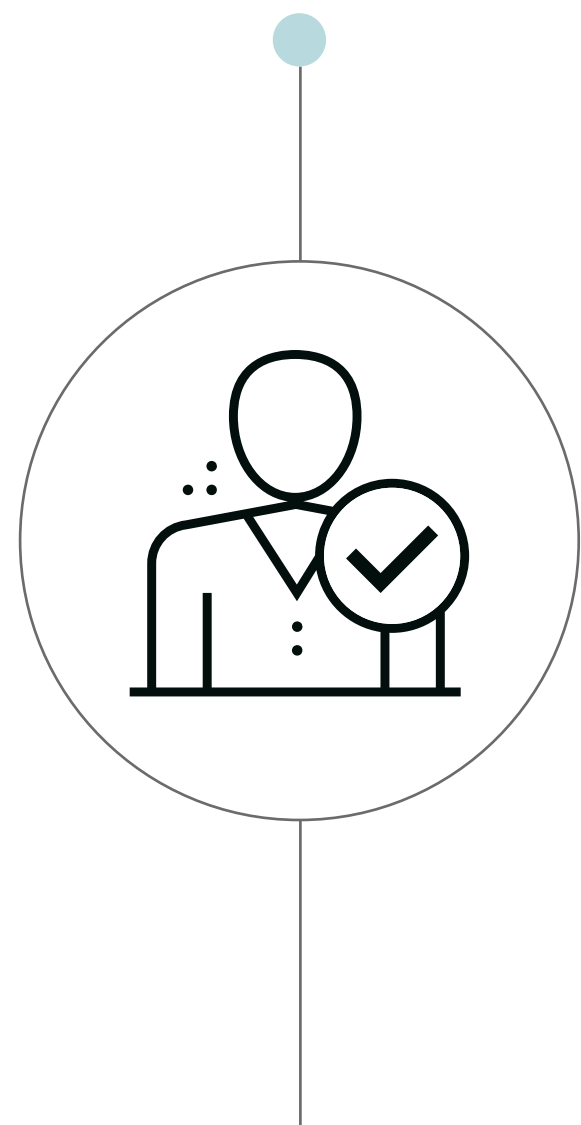
Promoting and Protecting Human Rights

At Deluxe, our commitment to human rights is foundational to our corporate ethos. We uphold and respect international human rights standards, including the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights, across our operations and within our global supply chains. This commitment is not merely a statement but a fundamental aspect of how we conduct business responsibly and ethically.

In 2023, Deluxe enhanced its human rights programs to further integrate internationally recognized principles into our corporate framework. These efforts are aimed at preventing and mitigating human rights risks throughout our operations and supply chains. Central to these improvements is a training initiative that educates employees on identifying and addressing human rights abuses. Our annual training programs now include comprehensive content on human rights issues, empowering employees to recognize and respond to potential violations within our organization and among our suppliers.

Furthermore, we have strengthened the human rights language within our Supplier Code of Conduct, setting clear expectations for our partners and suppliers regarding human rights protections. This ensures that our supply chain aligns with our commitment to fair and responsible business practices.

In a significant milestone, Deluxe has also introduced its first standalone Human Rights Policy, which articulates our commitment through seven guiding principles:



1 Respect for Human Dignity

Upholding the inherent dignity and rights of all individuals

2 Fair Labor and Employment Practices

Ensuring fair treatment, safe working conditions, and fair compensation for all workers

3 Freedom of Association

Respecting the right of workers to join unions and bargain collectively

4 Non-Discrimination and Equal Opportunity

Prohibiting discrimination based on race, ethnicity, gender, religion, disability, or any other protected characteristic

5 Supply Chain Responsibility

Holding our suppliers accountable for upholding human rights standards consistent with our own

6 Community Engagement

Engaging with communities where we operate to promote and protect human rights

7 Transparency and Accountability

Maintaining transparency in our actions and processes and being accountable for our human rights commitments



Through these initiatives, Deluxe aims not only to comply with legal requirements but also to lead by example in promoting human rights within our industry. We recognize the importance of continuous improvement and accountability in safeguarding human rights, and we remain dedicated to advancing these principles across our global operations, fostering a workplace and supply chain where dignity, fairness, and respect are paramount.



Appendix

About This Report

The information in this report covers Deluxe's Environmental, Social, and Governance performance for calendar year 2023.

This report includes information on management and performance related to Deluxe's material topics, as defined by the Global Reporting Initiative, across our full value chain.

This report has been prepared with reference to the GRI Universal Standards.

For a discussion of Deluxe's businesses, including information about factors that could have a material impact on its results of operations and financial condition, please refer to the company's filings with the SEC, including Item 1A, Risk Factors, in our most recently filed Annual Report on Form [10-K](#), and our Quarterly Reports on Form 10-Q.



GRI 2: General Disclosures

Organizational Profile

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-1	Name of the organization	Deluxe Corporation
	102-2	Activities, brands, products, and services	We are not aware of any of our products being banned in any markets where we operate or distribute. See also: 2023 Deluxe Corporation 10-K
	102-3	Location of headquarters	801 South Marquette Avenue, Minneapolis, MN 55402-2807
	102-4	Location of operations	Deluxe operates in multiple locations with main offices located in Minneapolis, MN; Atlanta, GA; and Kansas City, MO.
	102-5	Ownership and legal form	2023 Deluxe Corporation 10-K
	102-6	Markets served	
	102-7	Scale of the organization	
	102-8	Information on employees and other workers	
	102-9	Supply chain	
	102-10	Significant changes to the organization and its supply chain	
	102-11	Precautionary Principle or approach	
	102-12	External initiatives	
	102-13	Membership of associations	

Strategy

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-14	Statement from senior decision-maker	2023 Deluxe Corporation 10-K
	102-15	Key impacts, risks, and opportunities	

Ethics and Integrity

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-16	Values, principles, standards, and norms of behavior	See Proxy Statement
	102-17	Mechanisms for advice and concerns about ethics	



GRI 2: General Disclosures Continued

Governance

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-18	Governance structure	See Proxy Statement
	102-19	Delegating authority	
	102-20	Executive-level responsibility for economic, environmental, and social topics	The Chief Compliance Officer (CCO) holds executive-level responsibility for the economic, environmental, and social topics pertinent to Deluxe and our customers. The CCO reports to the Chief Administrative Officer/General Counsel who reports to the CEO.
	102-21	Consulting stakeholders on economic, environmental, and social topics	Deluxe consults internal business units for ESG reporting.
	102-22	Composition of the highest governance body and its committees	See Proxy Statement
	102-23	Chair of the highest governance body	
	102-24	Nominating and selecting the highest governance body	
	102-25	Conflicts of interest	
	102-26	Role of highest governance body in setting purpose, values, and strategy	
	102-27	Collective knowledge of highest governance body	

Governance Continued

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-28	Evaluating the highest governance body's performance	See Proxy Statement
	102-29	Identifying and managing economic, environmental, and social impacts	
	102-30	Effectiveness of risk management processes	
	102-31	Review of economic, environmental, and social topics	
	102-32	Highest governance body's role in sustainability reporting	
	102-33	Communicating critical concerns	
	102-34	Nature and total number of critical concerns	
	102-35	Remuneration policies	
	102-36	Process for determining remuneration	
	102-37	Stakeholders' involvement in remuneration	
	102-38	Annual total compensation ratio	
	102-39	Percentage increase in annual total compensation ratio	



GRI 2: General Disclosures Continued

Stakeholder Engagement

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-40	List of stakeholder groups	See Proxy Statement
	102-41	Collective bargaining agreements	
	102-42	Identifying and selecting stakeholders	
	102-43	Approach to stakeholder engagement	
	102-44	Key topics and concerns raised	

Reporting Practice

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-45	Entities included in the consolidated financial statements	2023 Deluxe Corporation 10-K
	102-46	Defining report content and topic boundaries	See Proxy Statement
	102-47	List of material topics	<ul style="list-style-type: none">• GRI 201: Economic Performance 2016• GRI 204: Procurement Practices 2016• GRI 205: Anti-corruption 2016• GRI 207: Tax 2019• GRI 301: Materials 2016• GRI 302: Energy 2016• GRI 305: Emissions 2016• GRI 306: Waste 2020• GRI 401: Employment 2016• GRI 402: Labor/Management Relations 2016

Reporting Practice Continued

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	102-47 (Cont.)	List of material topics	<ul style="list-style-type: none">• GRI 403: Occupational Health and Safety 2016• GRI 404: Training and Education 2016• GRI 405: Diversity and Equal Opportunity 2016• GRI 406: Non-discrimination 2016• GRI 408: Child Labor 2016• GRI 409: Forced or Compulsory Labor 2016• GRI 417: Marketing and Labeling 2016• GRI 418: Customer Privacy 2016
	102-48	Restatements of information	Deluxe has not made restatements of information in the reporting period.
	102-49	Changes in reporting	Changes in reporting are captured during annual review and reporting. Substantial material changes in business are reflected in quarterly reports .
	102-50	Reporting period	January 1, 2023 – December 31, 2023
	102-51	Date of most recent report	March 2024
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Kortney Nordrum, VP, Regulatory Counsel and Chief Compliance Officer
	102-54	Claims of reporting in accordance with the GRI Standards	Deluxe aligns with the GRI Standards for ESG reporting.
	102-55	GRI content index	See this Index
	102-56	External assurance	External assurance was not sought for this GRI report as a whole.



GRI 201: Economic Performance

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and Code of Ethics
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	See Proxy Statement and 10-K
	201-2	Financial implications and other risks and opportunities due to climate change	See Proxy Statement and 10-K
	201-3	Defined benefit plan obligations and other retirement plans	See Proxy Statement
	201-4	Financial assistance received from government	Deluxe does not receive financial assistance from governments.

GRI 204: Procurement Practice

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	See Supplier Code of Conduct and Forest Products Policy
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Deluxe currently does not track the proportion of spending on local suppliers.

GRI 205: Anti-Corruption

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	<ul style="list-style-type: none">Proxy StatementCode of EthicsAnti-Corruption Policy
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Deluxe completes annual enterprise-wide risk assessments with targeted assessments and audits as needed. Deluxe has several departments charged with oversight of corruption, including Legal, Compliance, Finance, and Internal Assurance.
	205-2	Communication and training about anti-corruption policies and procedures	Deluxe employees are required to take annual compliance and ethics training which includes anti-corruption training.
	205-3	Confirmed incidents of corruption and actions taken	Deluxe’s confidential hotline, managed by an independent third party, includes both telephone and web-based reporting capabilities. Employees, business partners and customers can report allegations of Code of Ethics violations and workplace concerns – including those related to corruption – in multiple languages. Employees who in good faith report known or suspected violations of company policy or make a complaint are protected from retaliation. We thoroughly, confidentially and promptly investigate allegations made through our hotline. Disciplinary actions for substantiated reports range from counseling and formal corrective action plans to termination of employment or services.



GRI 207: Tax

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 207: Tax	207-1	Approach to tax	Deluxe, under the direction of the Vice President, Corporate Tax, complies with appropriate tax laws in federal, state, local and international jurisdictions, as required.
	207-2	Tax governance, control, and risk management	Deluxe follows tax laws and accounts for taxes under Generally Accepted Accounting Principles (GAAP). The tax department works with the businesses, accounting, human resources, and the legal departments to understand what is occurring and how to apply tax rules to the operations of the business. The tax team has regular discussions with management, outside advisors, and educates themselves on law changes, and changes within the company to assess risks.
	207-3	Stakeholder engagement and management of concerns related to tax	The Board of Directors and executive leadership are involved with tax management, and concerns are addressed via the VP, Corporate Tax.
	207-4	Country-by-country reporting	Deluxe is considered a resident for tax purposes in the following countries: United States, Canada, and India. For more information, please see 10-K .

GRI 301: Materials

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Deluxe is working to build the capability needed to monitor this data going forward. The principal materials used in producing our main products are paper, plastics, ink, corrugated packaging, and printing plate material.
	301-2	Recycled input materials used	Deluxe is working to build the capability needed to monitor this data going forward.
	301-3	Reclaimed products and their packaging material	



GRI 302: Energy

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Deluxe is working to build the capability needed to monitor this data going forward.
	302-2	Energy consumption outside of the organization	Deluxe is working to build the capability needed to monitor this data going forward.
	302-3	Energy intensity	
	302-4	Reduction of energy consumption	
	302-5	Reductions in energy requirements of products and services	

GRI 305: Emissions

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Deluxe is working to build the infrastructure needed to monitor this data going forward.
	305-2	Energy indirect (Scope 2) GHG emissions	Deluxe does not currently track this information at an enterprise level and is working to build the capability to monitor this data going forward.
	305-3	Other indirect (Scope 3) GHG emissions	
	305-4	GHG emissions intensity	
	305-5	Reduction of GHG emissions	
	305-6	Emissions of ozone-depleting substances (ODS)	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	



GRI 306: Effluents and Waste

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Deluxe does not currently track this information at an enterprise level and is working to build the capability to monitor this data going forward.
	306-2	Management of significant waste-related impacts	Deluxe does not currently track this information at an enterprise level and is working to build the capability to monitor this data going forward.
	306-3	Waste generated	
	306-4	Waste diverted from disposal	
	306-5	Waste directed to disposal	

GRI 401: Employment

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	<ul style="list-style-type: none">• Proxy Statement• Code of Ethics• Employee Policies and Procedures• New Hire Brochure
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	<p>In 2023, Deluxe hired 2,147 workers of which 1,082 were female, 1,035 were male, and 30 didn’t wish to answer. We hired workers between the ages of 18-79.</p> <p>In 2023, Deluxe terminated 2,546 workers of which 1,282 were female, 1,224 were male and 40 didn’t wish to answer. We terminated workers between the ages of 18-81.</p>
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See Social Section
	401-3	Parental leave	



GRI 402: Labor/Management Relations

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and Code of Ethics
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	For major operational changes, such as layoffs and facility closures, we comply with advance notification requirements specified in applicable labor laws and regulations.

GRI 403: Occupational Health and Safety

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	<ul style="list-style-type: none">Proxy StatementSafety and health programs and policies
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Deluxe’ s safety and health program is based largely on OSHA’s 29 CFR 1910 general industry regulations.
	403-2	Hazard identification, risk assessment, and incident investigation	See Health and Safety Section
	403-3	Occupational health services	

Occupational Health and Safety Continued

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
	403-4	Worker participation, consultation, and communication on occupational health and safety	Workers may participate as safety committee members, auditors, and submit hazard/near-miss reports. The safety committees meet monthly to discuss the following: <ul style="list-style-type: none">Review open tasks.Review zone audits.Review near miss forms. Assure corrective actions were implemented.Review injury investigations within the site. Review injury investigations from other sites.Committee member training.Open forum for questions and discussion.
	403-5	Worker training on occupational health and safety	New employee orientation includes training on safety and health topics. Powered industrial truck operators are trained and evaluated in accordance with all laws and regulations. Annual training in safety topics is completed for manufacturing, processing, and warehousing facilities.
	403-6	Promotion of worker health	See Social Section
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Deluxe regularly evaluates products and components for compliance with the toxic substance control act, European REACH and California proposition 65. This helps to protect both our employees and customers.
	403-8	Workers covered by an occupational health and safety management system	All employees and active workers are managed under Deluxe’s enterprise safety and health programs and policies.
	403-9	Work-related injuries	See Social Section
	403-10	Work-related ill health	



GRI 404: Training and Education

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Employees are assigned mandatory compliance and ethics training modules that take between two to six hours to complete depending on role, location, and management level. Employees are offered other types of training throughout the year, depending on job role and location.
	404-2	Programs for upgrading employee skills and transition assistance programs	Deluxe utilizes several skills and training modules including LinkedIn Learning.
	404-3	Percentage of employees receiving regular performance review	All employees receive regular performance and career development review.

GRI 405: Diversity and Equal Opportunity

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	See Proxy Statement and 10-K
	405-2	Ratio of basic salary and remuneration of women to men	See Social Section



GRI 406: Non-Discrimination

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	See Proxy Statement and 10-K
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	<p>We are an Equal Opportunity / Affirmative Action employer. We provide equal employment opportunity to all employees and applicants without regard to race, color, religion, national origin, gender, age, disability, veteran’s status, genetic information, sexual orientation, gender identity or any protected status in recruitment, hiring, compensation, promotion, training, assignment of work, performance evaluation and all other aspects of employment.</p> <p>We protect employees and applicants from harassment, intimidation, threats, coercion, or discrimination if they have engaged in or may engage in filing a complaint; assisting or participating in an investigation, hearing, compliance review, or any other activity related to the administration of applicable equal employment opportunity; or exercising any other right under applicable equal employment opportunity laws or regulations.</p> <p>We strive to maintain a lawful, respectful working environment where everyone can perform their work without interference. Employees are responsible for helping to maintain a workplace free from discrimination. Anyone is free to file complaints regarding incidents experienced personally or incidents observed in the workplace.</p> <p>All reports of discrimination are treated seriously and include a prompt and thorough investigation. Once an investigation is complete, we take appropriate action based on substantiated findings.</p>

GRI 408: Child Labor

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	<ul style="list-style-type: none">• Proxy Statement• Code of Ethics• Supplier Code of Conduct
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Deluxe completes assessments of internal processes and procedures, as well as vendors and suppliers. We do not permit the employment of children in our global workforce. This is enforced with suppliers through our contract language on labor practices and through our human rights contract clauses.

GRI 409: Forced or Compulsory Labor

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	<ul style="list-style-type: none">• Proxy Statement• Code of Ethics• Supplier Code of Conduct
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Deluxe completes assessments of internal processes and procedures, as well as vendors and suppliers. We do not permit use of forced or compulsory labor in our global workforce. This is enforced with suppliers through our contract language on labor practices and through our human rights contract clauses.



GRI 417: Marketing And Labeling

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	<ul style="list-style-type: none">• Proxy Statement• Code of Ethics• Marketing Guidelines
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Deluxe’s compliance team reviews marketing and labeling copy against applicable laws and regulations prior to publication.
	417-2	Incidents of non-compliance concerning product and service information and labeling	Deluxe is not aware of any material noncompliance with labeling laws or regulations.
	417-3	Incidents of non-compliance concerning marketing communications	Deluxe is not aware of any material noncompliance concerning marketing communications.

GRI 418: Customer Privacy

GRI Standard	Ref.	GRI Disclosure	2023 Deluxe Response
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundaries	<ul style="list-style-type: none">• Proxy Statement• Code of Ethics• Privacy Policy
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Deluxe has not received any substantiated complaints concerning breaches of customer privacy.



Disclaimers

General Disclaimer

Information contained herein is sourced from a variety of internal and external sources and may be based on emerging or evolving practices. Accordingly, with respect to data Deluxe makes no representations or warranties as to the quality, completeness, accuracy, or fitness for a particular purpose and shall not be liable for any use by any party of, for any decision made or action taken by any party in reliance upon, or for any inaccuracies or errors in, or omissions from, data presented in this report. This document provides general information regarding Deluxe’s policies, procedures, and positions relating to ESG issues. Although this document aims to present the general position of Deluxe, the policies,

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Forward-Looking Statements

This report contains forward-looking statements pursuant to the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact could be forward-looking statements. When used in this report, the words “believe,” “anticipate,” “intend,” “plan,” “expect,” “could,” “may,” “would,” “will,” “targets,” “commitments,” “goals” and other similar words and expressions are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements that relate to Deluxe’s future prospects, developments, and business strategies, as well as achievements of ESG targets, goals, and commitments outlined in this report or elsewhere.

Many factors and uncertainties relating to our operations and business environment, all of which are difficult to predict and many of which are outside of our control, influence whether any forward-looking statements can or will be achieved. Any one of those factors could cause our actual results to differ

materially from those expressed or implied in writing in any forward-looking statements made by Deluxe or on its behalf. We describe these risks and uncertainties in our SEC filings, including our most recent Annual Report on Form 10-K and our subsequent reports on Forms 10-Q and 8-K. We caution you that the important factors referenced there may not include all of the factors that are important to you. Our forward-looking statements speak only as of the date of this report or as of the date they are made and should not be relied upon as representing our plans and expectations as of any subsequent date. While we may elect to update or revise forward-looking statements at some time in the future, we specifically disclaim any obligation to publicly release the results of any revisions to our forward-looking statements, except as required by law. Further, the contents of the various websites referenced throughout this report are not incorporated by reference and do not constitute a part of any filing we have made or will make with the SEC.



Additional Resources

Deluxe Compliance and Ethics Hotline

1-800-231-1757

www.deluxe.com/hotline

Investor Relations

Investor.Relations@deluxe.com

Together,
we can
make a
difference.

