

Form 5500 Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Annual Return/Report of Employee Benefit Plan This form is required to be filed for employee benefit plans under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and sections 6057(b) and 6058(a) of the Internal Revenue Code (the Code). ▶ Complete all entries in accordance with the instructions to the Form 5500.	OMB Nos. 1210-0110 1210-0089 2021 This Form is Open to Public Inspection
---	---	---

Part I	Annual Report Identification Information
For calendar plan year 2021 or fiscal plan year beginning <u>01/01/2021</u> and ending <u>12/31/2021</u>	
A This return/report is for:	☐ a multiemployer plan ☒ a multiple-employer plan (Filers checking this box must attach a list of participating employer information in accordance with the form instructions.) ☐ a single-employer plan ☐ a DFE (specify) _____
B This return/report is:	☐ the first return/report ☐ the final return/report ☐ an amended return/report ☐ a short plan year return/report (less than 12 months)
C If the plan is a collectively-bargained plan, check here.	☐
D Check box if filing under:	☒ Form 5558 ☐ automatic extension ☐ the DFVC program ☐ special extension (enter description)
E If this is a retroactively adopted plan permitted by SECURE Act section 201, check here.	☐

Part II	Basic Plan Information—enter all requested information										
1a Name of plan <u>BARRETT BUSINESS SERVICES, INC. RETIREMENT SAVINGS PLAN</u>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">1b Three-digit plan number (PN) ▶</td> <td style="width: 20%; text-align: center;"><u>001</u></td> </tr> <tr> <td colspan="2">1c Effective date of plan <u>04/01/1990</u></td> </tr> <tr> <td colspan="2">2b Employer Identification Number (EIN) <u>52-0812977</u></td> </tr> <tr> <td colspan="2">2c Plan Sponsor's telephone number <u>360-828-0700</u></td> </tr> <tr> <td colspan="2">2d Business code (see instructions) <u>531110</u></td> </tr> </table>	1b Three-digit plan number (PN) ▶	<u>001</u>	1c Effective date of plan <u>04/01/1990</u>		2b Employer Identification Number (EIN) <u>52-0812977</u>		2c Plan Sponsor's telephone number <u>360-828-0700</u>		2d Business code (see instructions) <u>531110</u>	
1b Three-digit plan number (PN) ▶	<u>001</u>										
1c Effective date of plan <u>04/01/1990</u>											
2b Employer Identification Number (EIN) <u>52-0812977</u>											
2c Plan Sponsor's telephone number <u>360-828-0700</u>											
2d Business code (see instructions) <u>531110</u>											
2a Plan sponsor's name (employer, if for a single-employer plan) Mailing address (include room, apt., suite no. and street, or P.O. Box) City or town, state or province, country, and ZIP or foreign postal code (if foreign, see instructions) <u>BARRETT BUSINESS SERVICES, INC.</u> <u>8100 NE PARKWAY DR SUITE 200</u> <u>VANCOUVER, WA 98662</u>											

Caution: A penalty for the late or incomplete filing of this return/report will be assessed unless reasonable cause is established.

Under penalties of perjury and other penalties set forth in the instructions, I declare that I have examined this return/report, including accompanying schedules, statements and attachments, as well as the electronic version of this return/report, and to the best of my knowledge and belief, it is true, correct, and complete.

SIGN HERE	Filed with authorized/valid electronic signature.	10/14/2022	KIM SCHENK
	Signature of plan administrator	Date	Enter name of individual signing as plan administrator
SIGN HERE			
	Signature of employer/plan sponsor	Date	Enter name of individual signing as employer or plan sponsor
SIGN HERE			
	Signature of DFE	Date	Enter name of individual signing as DFE

For Paperwork Reduction Act Notice, see the Instructions for Form 5500.

Form 5500 (2021)
v. 210624

3a Plan administrator's name and address ☒ Same as Plan Sponsor		3b Administrator's EIN	
		3c Administrator's telephone number	
4 If the name and/or EIN of the plan sponsor or the plan name has changed since the last return/report filed for this plan, enter the plan sponsor's name, EIN, the plan name and the plan number from the last return/report: a Sponsor's name c Plan Name		4b EIN 4d PN	
5 Total number of participants at the beginning of the plan year		5	17449
6 Number of participants as of the end of the plan year unless otherwise stated (welfare plans complete only lines 6a(1) , 6a(2) , 6b , 6c , and 6d).			
a(1) Total number of active participants at the beginning of the plan year.....		6a(1)	16842
a(2) Total number of active participants at the end of the plan year		6a(2)	26303
b Retired or separated participants receiving benefits.....		6b	0
c Other retired or separated participants entitled to future benefits		6c	548
d Subtotal. Add lines 6a(2) , 6b , and 6c		6d	26851
e Deceased participants whose beneficiaries are receiving or are entitled to receive benefits.		6e	12
f Total. Add lines 6d and 6e		6f	26863
g Number of participants with account balances as of the end of the plan year (only defined contribution plans complete this item)		6g	3312
h Number of participants who terminated employment during the plan year with accrued benefits that were less than 100% vested		6h	153
7 Enter the total number of employers obligated to contribute to the plan (only multiemployer plans complete this item).....		7	
8a If the plan provides pension benefits, enter the applicable pension feature codes from the List of Plan Characteristics Codes in the instructions: 2E 2F 2G 2J 2K 2T 3D 2A 3H			
b If the plan provides welfare benefits, enter the applicable welfare feature codes from the List of Plan Characteristics Codes in the instructions:			
9a Plan funding arrangement (check all that apply) (1) ☐ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor		9b Plan benefit arrangement (check all that apply) (1) ☐ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor	
10 Check all applicable boxes in 10a and 10b to indicate which schedules are attached, and, where indicated, enter the number attached. (See instructions)			
a Pension Schedules (1) ☒ R (Retirement Plan Information) (2) ☐ MB (Multiemployer Defined Benefit Plan and Certain Money Purchase Plan Actuarial Information) - signed by the plan actuary (3) ☐ SB (Single-Employer Defined Benefit Plan Actuarial Information) - signed by the plan actuary		b General Schedules (1) ☒ H (Financial Information) (2) ☐ I (Financial Information – Small Plan) (3) ☐ A (Insurance Information) (4) ☒ C (Service Provider Information) (5) ☐ D (DFE/Participating Plan Information) (6) ☐ G (Financial Transaction Schedules)	

Part III Form M-1 Compliance Information (to be completed by welfare benefit plans)

11a If the plan provides welfare benefits, was the plan subject to the Form M-1 filing requirements during the plan year? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

If "Yes" is checked, complete lines 11b and 11c.

11b Is the plan currently in compliance with the Form M-1 filing requirements? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

11c Enter the Receipt Confirmation Code for the 2021 Form M-1 annual report. If the plan was not required to file the 2021 Form M-1 annual report, enter the Receipt Confirmation Code for the most recent Form M-1 that was required to be filed under the Form M-1 filing requirements. (Failure to enter a valid Receipt Confirmation Code will subject the Form 5500 filing to rejection as incomplete.)

Receipt Confirmation Code _____

SCHEDULE C (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Service Provider Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA). ▶ File as an attachment to Form 5500.	OMB No. 1210-0110
		2021
		This Form is Open to Public Inspection.

For calendar plan year 2021 or fiscal plan year beginning 01/01/2021 and ending 12/31/2021		
A Name of plan BARRETT BUSINESS SERVICES, INC. RETIREMENT SAVINGS PLAN	B Three-digit plan number (PN) ▶	001
C Plan sponsor's name as shown on line 2a of Form 5500 BARRETT BUSINESS SERVICES, INC.	D Employer Identification Number (EIN) 52-0812977	

Part I	Service Provider Information (see instructions)
---------------	--

You must complete this Part, in accordance with the instructions, to report the information required for **each person** who received, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of monetary value) in connection with services rendered to the plan or the person's position with the plan during the plan year. If a person received **only** eligible indirect compensation for which the plan received the required disclosures, you are required to answer line 1 but are not required to include that person when completing the remainder of this Part.

1 Information on Persons Receiving Only Eligible Indirect Compensation

- a** Check "Yes" or "No" to indicate whether you are excluding a person from the remainder of this Part because they received only eligible indirect compensation for which the plan received the required disclosures (see instructions for definitions and conditions)..... ☒ Yes ☐ No
- b** If you answered line 1a "Yes," enter the name and EIN or address of each person providing the required disclosures for the service providers who received only eligible indirect compensation. Complete as many entries as needed (see instructions).

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation
CHARLES SCHWAB TRUST BANK
82-3967259

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation
CHARLES SCHWAB INVESTMENT MGMT INC
94-3106735

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation
(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

2. Information on Other Service Providers Receiving Direct or Indirect Compensation. Except for those persons for whom you answered "Yes" to line 1a above, complete as many entries as needed to list each person receiving, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of value) in connection with services rendered to the plan or their position with the plan during the plan year. (See instructions).

(a) Enter name and EIN or address (see instructions)

MILLIMAN, INC.

91-0675641

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
15 17 37 38 50 64	NONE	448831	Yes ☐ No ☒	Yes ☐ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

MORGAN STANLEY SMITH BARNEY

26-4310632

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
28 50	NONE	145251	Yes ☐ No ☒	Yes ☐ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

CHARLES SCHWAB TRUST BANK

82-3967259

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
19 25 59 62	NONE	12965	Yes ☒ No ☐	Yes ☒ No ☐	0	Yes ☐ No ☒

2. Information on Other Service Providers Receiving Direct or Indirect Compensation. Except for those persons for whom you answered "Yes" to line 1a above, complete as many entries as needed to list each person receiving, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of value) in connection with services rendered to the plan or their position with the plan during the plan year. (See instructions).

(a) Enter name and EIN or address (see instructions)

CHARLES SCHWAB & CO., INC.

94-1737782

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
19 59	NONE	0	Yes ☒ No ☐	Yes ☐ No ☒	0	Yes ☒ No ☐

(a) Enter name and EIN or address (see instructions)

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
			Yes ☐ No ☐	Yes ☐ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
			Yes ☐ No ☐	Yes ☐ No ☐		Yes ☐ No ☐

Part I Service Provider Information (continued)

3. If you reported on line 2 receipt of indirect compensation, other than eligible indirect compensation, by a service provider, and the service provider is a fiduciary or provides contract administrator, consulting, custodial, investment advisory, investment management, broker, or recordkeeping services, answer the following questions for (a) each source from whom the service provider received \$1,000 or more in indirect compensation and (b) each source for whom the service provider gave you a formula used to determine the indirect compensation instead of an amount or estimated amount of the indirect compensation. Complete as many entries as needed to report the required information for each source.

(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
ALGER FUNDS 13-1800635	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
AMG FUNDS 06-1555943	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
BLACKROCK 04-6171663	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS	

Part I Service Provider Information (continued)

3. If you reported on line 2 receipt of indirect compensation, other than eligible indirect compensation, by a service provider, and the service provider is a fiduciary or provides contract administrator, consulting, custodial, investment advisory, investment management, broker, or recordkeeping services, answer the following questions for (a) each source from whom the service provider received \$1,000 or more in indirect compensation and (b) each source for whom the service provider gave you a formula used to determine the indirect compensation instead of an amount or estimated amount of the indirect compensation. Complete as many entries as needed to report the required information for each source.

(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
DOUBLELINE 333 SOUTH GRAND AVENUE, SUITE 1800 LOS ANGELES, CA 90071	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
EDGEWOOD P.O. BOX 219009 KANSAS CITY, MO 64121	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
FEDERATED 25-1111467	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS	

Part I Service Provider Information (continued)

3. If you reported on line 2 receipt of indirect compensation, other than eligible indirect compensation, by a service provider, and the service provider is a fiduciary or provides contract administrator, consulting, custodial, investment advisory, investment management, broker, or recordkeeping services, answer the following questions for (a) each source from whom the service provider received \$1,000 or more in indirect compensation and (b) each source for whom the service provider gave you a formula used to determine the indirect compensation instead of an amount or estimated amount of the indirect compensation. Complete as many entries as needed to report the required information for each source.

(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0

(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.
O'SHAUGHNESSY ASSET MANAGEMENT 20-8958799	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS

(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
CHARLES SCHWAB & CO., INC.	19 59	0

(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.
THRIVENT FUNDS 39-0123480	RANGE OF 0.00%-0.02% OF AVERAGE DAILY BALANCE OF ASSETS

(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation

(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.

Part II Service Providers Who Fail or Refuse to Provide Information

4 Provide, to the extent possible, the following information for each service provider who failed or refused to provide the information necessary to complete this Schedule.

(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide

Part III Termination Information on Accountants and Enrolled Actuaries (see instructions)
(complete as many entries as needed)

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

SCHEDULE H (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Financial Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA), and section 6058(a) of the Internal Revenue Code (the Code). ► File as an attachment to Form 5500.	OMB No. 1210-0110 2021 This Form is Open to Public Inspection
--	--	--

For calendar plan year 2021 or fiscal plan year beginning <u>01/01/2021</u> and ending <u>12/31/2021</u>		
A Name of plan <u>BARRETT BUSINESS SERVICES, INC. RETIREMENT SAVINGS PLAN</u>	B Three-digit plan number (PN) ►	<u>001</u>
C Plan sponsor's name as shown on line 2a of Form 5500 <u>BARRETT BUSINESS SERVICES, INC.</u>	D Employer Identification Number (EIN) <u>52-0812977</u>	

Part I	Asset and Liability Statement
---------------	--------------------------------------

1 Current value of plan assets and liabilities at the beginning and end of the plan year. Combine the value of plan assets held in more than one trust. Report the value of the plan's interest in a commingled fund containing the assets of more than one plan on a line-by-line basis unless the value is reportable on lines 1c(9) through 1c(14). Do not enter the value of that portion of an insurance contract which guarantees, during this plan year, to pay a specific dollar benefit at a future date. **Round off amounts to the nearest dollar.** MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 1b(1), 1b(2), 1c(8), 1g, 1h, and 1i. CCTs, PSAs, and 103-12 IEs also do not complete lines 1d and 1e. See instructions.

Assets		(a) Beginning of Year	(b) End of Year
a Total noninterest-bearing cash.....	1a		45808
b Receivables (less allowance for doubtful accounts):			
(1) Employer contributions	1b(1)	653881	773589
(2) Participant contributions.....	1b(2)	390888	475665
(3) Other	1b(3)		
c General investments:			
(1) Interest-bearing cash (include money market accounts & certificates of deposit)	1c(1)	6219499	7564300
(2) U.S. Government securities	1c(2)		
(3) Corporate debt instruments (other than employer securities):			
(A) Preferred	1c(3)(A)		
(B) All other	1c(3)(B)		
(4) Corporate stocks (other than employer securities):			
(A) Preferred	1c(4)(A)		
(B) Common	1c(4)(B)		
(5) Partnership/joint venture interests	1c(5)		
(6) Real estate (other than employer real property)	1c(6)		
(7) Loans (other than to participants)	1c(7)		
(8) Participant loans	1c(8)	2747574	2551256
(9) Value of interest in common/collective trusts.....	1c(9)		
(10) Value of interest in pooled separate accounts	1c(10)		
(11) Value of interest in master trust investment accounts.....	1c(11)		
(12) Value of interest in 103-12 investment entities	1c(12)		
(13) Value of interest in registered investment companies (e.g., mutual funds)	1c(13)	117077157	137448776
(14) Value of funds held in insurance company general account (unallocated contracts).....	1c(14)		
(15) Other.....	1c(15)		

		(a) Beginning of Year	(b) End of Year
1d	Employer-related investments:		
(1)	Employer securities.....	213484	148878
(2)	Employer real property.....		
e	Buildings and other property used in plan operation		
f	Total assets (add all amounts in lines 1a through 1e)	127302483	149008272
Liabilities			
g	Benefit claims payable		
h	Operating payables		
i	Acquisition indebtedness.....		
j	Other liabilities.....		
k	Total liabilities (add all amounts in lines 1g through 1j)	0	0
Net Assets			
l	Net assets (subtract line 1k from line 1f)	127302483	149008272

Part II Income and Expense Statement

2 Plan income, expenses, and changes in net assets for the year. Include all income and expenses of the plan, including any trust(s) or separately maintained fund(s) and any payments/receipts to/from insurance carriers. Round off amounts to the nearest dollar. MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 2a, 2b(1)(E), 2e, 2f, and 2g.

		(a) Amount	(b) Total
a	Contributions:		
(1)	Received or receivable in cash from: (A) Employers	6511331	
	(B) Participants	15405051	
	(C) Others (including rollovers).....	1985664	
(2)	Noncash contributions.....		
(3)	Total contributions. Add lines 2a(1)(A) , (B) , (C) , and line 2a(2)		23902046
b	Earnings on investments:		
(1)	Interest:		
	(A) Interest-bearing cash (including money market accounts and certificates of deposit).....		
	(B) U.S. Government securities		
	(C) Corporate debt instruments		
	(D) Loans (other than to participants)		
	(E) Participant loans.....	129755	
	(F) Other		
	(G) Total interest. Add lines 2b(1)(A) through (F)		129755
(2)	Dividends: (A) Preferred stock.....		
	(B) Common stock		
	(C) Registered investment company shares (e.g. mutual funds).....	6285453	
	(D) Total dividends. Add lines 2b(2)(A) , (B) , and (C)		6285453
(3)	Rents		
(4)	Net gain (loss) on sale of assets: (A) Aggregate proceeds		
	(B) Aggregate carrying amount (see instructions).....		
	(C) Subtract line 2b(4)(B) from line 2b(4)(A) and enter result		0
(5)	Unrealized appreciation (depreciation) of assets: (A) Real estate		
	(B) Other		
	(C) Total unrealized appreciation of assets. Add lines 2b(5)(A) and (B)		0

		(a) Amount	(b) Total
(6) Net investment gain (loss) from common/collective trusts.....	2b(6)		
(7) Net investment gain (loss) from pooled separate accounts.....	2b(7)		
(8) Net investment gain (loss) from master trust investment accounts.....	2b(8)		
(9) Net investment gain (loss) from 103-12 investment entities.....	2b(9)		
(10) Net investment gain (loss) from registered investment companies (e.g., mutual funds).....	2b(10)		11314713
c Other income.....	2c		
d Total income. Add all income amounts in column (b) and enter total.....	2d		41631967
Expenses			
e Benefit payment and payments to provide benefits:			
(1) Directly to participants or beneficiaries, including direct rollovers.....	2e(1)	12515878	
(2) To insurance carriers for the provision of benefits.....	2e(2)		
(3) Other.....	2e(3)		
(4) Total benefit payments. Add lines 2e(1) through (3).....	2e(4)		12515878
f Corrective distributions (see instructions).....	2f		
g Certain deemed distributions of participant loans (see instructions).....	2g		
h Interest expense.....	2h		
i Administrative expenses: (1) Professional fees.....	2i(1)	607046	
(2) Contract administrator fees.....	2i(2)		
(3) Investment advisory and management fees.....	2i(3)		
(4) Other.....	2i(4)		
(5) Total administrative expenses. Add lines 2i(1) through (4).....	2i(5)		607046
j Total expenses. Add all expense amounts in column (b) and enter total.....	2j		13122924
Net Income and Reconciliation			
k Net income (loss). Subtract line 2j from line 2d.....	2k		28509043
l Transfers of assets:			
(1) To this plan.....	2l(1)		4510978
(2) From this plan.....	2l(2)		11314232

Part III Accountant's Opinion

3 Complete lines 3a through 3c if the opinion of an independent qualified public accountant is attached to this Form 5500. Complete line 3d if an opinion is not attached.

a The attached opinion of an independent qualified public accountant for this plan is (see instructions):

(1) ☒ Unmodified (2) ☐ Qualified (3) ☐ Disclaimer (4) ☐ Adverse

b Check the appropriate box(es) to indicate whether the IQPA performed an ERISA section 103(a)(3)(C) audit. Check both boxes (1) and (2) if the audit was performed pursuant to both 29 CFR 2520.103-8 and 29 CFR 2520.103-12(d). Check box (3) if pursuant to neither.

(1) ☒ DOL Regulation 2520.103-8 (2) ☐ DOL Regulation 2520.103-12(d) (3) ☐ neither DOL Regulation 2520.103-8 nor DOL Regulation 2520.103-12(d).

c Enter the name and EIN of the accountant (or accounting firm) below:

(1) Name: PERKINS & COMPANY, PC

(2) EIN: 93-0928924

d The opinion of an independent qualified public accountant is **not attached** because:

(1) ☐ This form is filed for a CCT, PSA, or MTIA. (2) ☐ It will be attached to the next Form 5500 pursuant to 29 CFR 2520.104-50.

Part IV Compliance Questions

4 CCTs and PSAs do not complete Part IV. MTIAs, 103-12 IEs, and GIAs do not complete lines 4a, 4e, 4f, 4g, 4h, 4k, 4m, 4n, or 5. 103-12 IEs also do not complete lines 4j and 4l. MTIAs also do not complete line 4l.

During the plan year:

a Was there a failure to transmit to the plan any participant contributions within the time period described in 29 CFR 2510.3-102? Continue to answer "Yes" for any prior year failures until fully corrected. (See instructions and DOL's Voluntary Fiduciary Correction Program.).....

	Yes	No	Amount
4a		X	

	Yes	No	Amount
b Were any loans by the plan or fixed income obligations due the plan in default as of the close of the plan year or classified during the year as uncollectible? Disregard participant loans secured by participant's account balance. (Attach Schedule G (Form 5500) Part I if "Yes" is checked.)			
4b		X	
c Were any leases to which the plan was a party in default or classified during the year as uncollectible? (Attach Schedule G (Form 5500) Part II if "Yes" is checked.)			
4c		X	
d Were there any nonexempt transactions with any party-in-interest? (Do not include transactions reported on line 4a. Attach Schedule G (Form 5500) Part III if "Yes" is checked.)			
4d		X	
e Was this plan covered by a fidelity bond?	X		500000
f Did the plan have a loss, whether or not reimbursed by the plan's fidelity bond, that was caused by fraud or dishonesty?		X	
4f		X	
g Did the plan hold any assets whose current value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4g		X	
h Did the plan receive any noncash contributions whose value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4h		X	
i Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)	X		
4i	X		
j Were any plan transactions or series of transactions in excess of 5% of the current value of plan assets? (Attach schedule of transactions if "Yes" is checked and see instructions for format requirements.)			
4j		X	
k Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?			
4k		X	
l Has the plan failed to provide any benefit when due under the plan?			
4l		X	
m If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)			
4m		X	
n If 4m was answered "Yes," check the "Yes" box if you either provided the required notice or one of the exceptions to providing the notice applied under 29 CFR 2520.101-3.			
4n			

5a Has a resolution to terminate the plan been adopted during the plan year or any prior plan year? ☐ Yes ☒ No
If "Yes," enter the amount of any plan assets that reverted to the employer this year _____.

5b If, during this plan year, any assets or liabilities were transferred from this plan to another plan(s), identify the plan(s) to which assets or liabilities were transferred. (See instructions.)

5b(1) Name of plan(s)	5b(2) EIN(s)	5b(3) PN(s)
THE AL ANGELO COMPANY	91-1470107	001
HYDRA DISTRIBUTION & RAIL SERVICES 401(K) PLAN	20-4269354	001
MRCC RETIREMENT PLAN	33-0383732	001
BAKERSFIELD RECOVERY SERVICES 401(K) PLAN	77-0168396	001

5c Was the plan a defined benefit plan covered under the PBGC insurance program at any time during this plan year? (See ERISA section 4021 and instructions.) ☐ Yes ☐ No ☐ Not determined
If "Yes" is checked, enter the My PAA confirmation number from the PBGC premium filing for this plan year _____.

	Yes	No	Amount
b Were any loans by the plan or fixed income obligations due the plan in default as of the close of the plan year or classified during the year as uncollectible? Disregard participant loans secured by participant's account balance. (Attach Schedule G (Form 5500) Part I if "Yes" is checked.)			
4b			
c Were any leases to which the plan was a party in default or classified during the year as uncollectible? (Attach Schedule G (Form 5500) Part II if "Yes" is checked.)			
4c			
d Were there any nonexempt transactions with any party-in-interest? (Do not include transactions reported on line 4a. Attach Schedule G (Form 5500) Part III if "Yes" is checked.)			
4d			
e Was this plan covered by a fidelity bond?			
4e			
f Did the plan have a loss, whether or not reimbursed by the plan's fidelity bond, that was caused by fraud or dishonesty?			
4f			
g Did the plan hold any assets whose current value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4g			
h Did the plan receive any noncash contributions whose value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4h			
i Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)			
4i			
j Were any plan transactions or series of transactions in excess of 5% of the current value of plan assets? (Attach schedule of transactions if "Yes" is checked and see instructions for format requirements.)			
4j			
k Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?			
4k			
l Has the plan failed to provide any benefit when due under the plan?			
4l			
m If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)			
4m			
n If 4m was answered "Yes," check the "Yes" box if you either provided the required notice or one of the exceptions to providing the notice applied under 29 CFR 2520.101-3.			
4n			

5a Has a resolution to terminate the plan been adopted during the plan year or any prior plan year?..... ☐ Yes ☐ No
If "Yes," enter the amount of any plan assets that reverted to the employer this year _____.

5b If, during this plan year, any assets or liabilities were transferred from this plan to another plan(s), identify the plan(s) to which assets or liabilities were transferred. (See instructions.)

5b(1) Name of plan(s)	5b(2) EIN(s)	5b(3) PN(s)
ALLWORTH FINANCIAL POOLED EMPLOYER PLAN - SCOTT SHAW ENTERPRISES	91-1823828	004
ADP TOTALSOURCE RETIREMENT SAVINGS PLAN	59-2452823	001
IKON-BUILDERS, INC. 401(K) PLAN	45-2776704	001
COADVANTAGE CORPORATION RETIREMENT SAVINGS PLAN	27-3007025	001

5c Was the plan a defined benefit plan covered under the PBGC insurance program at any time during this plan year? (See ERISA section 4021 and instructions.) ☐ Yes ☐ No ☐ Not determined
If "Yes" is checked, enter the My PAA confirmation number from the PBGC premium filing for this plan year _____.

	Yes	No	Amount
b Were any loans by the plan or fixed income obligations due the plan in default as of the close of the plan year or classified during the year as uncollectible? Disregard participant loans secured by participant's account balance. (Attach Schedule G (Form 5500) Part I if "Yes" is checked.)			
4b			
c Were any leases to which the plan was a party in default or classified during the year as uncollectible? (Attach Schedule G (Form 5500) Part II if "Yes" is checked.)			
4c			
d Were there any nonexempt transactions with any party-in-interest? (Do not include transactions reported on line 4a. Attach Schedule G (Form 5500) Part III if "Yes" is checked.)			
4d			
e Was this plan covered by a fidelity bond?			
4e			
f Did the plan have a loss, whether or not reimbursed by the plan's fidelity bond, that was caused by fraud or dishonesty?			
4f			
g Did the plan hold any assets whose current value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4g			
h Did the plan receive any noncash contributions whose value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4h			
i Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)			
4i			
j Were any plan transactions or series of transactions in excess of 5% of the current value of plan assets? (Attach schedule of transactions if "Yes" is checked and see instructions for format requirements.)			
4j			
k Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?			
4k			
l Has the plan failed to provide any benefit when due under the plan?			
4l			
m If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)			
4m			
n If 4m was answered "Yes," check the "Yes" box if you either provided the required notice or one of the exceptions to providing the notice applied under 29 CFR 2520.101-3.			
4n			

5a Has a resolution to terminate the plan been adopted during the plan year or any prior plan year? ☐ Yes ☐ No
If "Yes," enter the amount of any plan assets that reverted to the employer this year _____.

5b If, during this plan year, any assets or liabilities were transferred from this plan to another plan(s), identify the plan(s) to which assets or liabilities were transferred. (See instructions.)

5b(1) Name of plan(s)	5b(2) EIN(s)	5b(3) PN(s)
POCKET OUTDOOR MEDIA 401(K) PLAN	84-2875265	333
VAN NUYS AWNING CO, INC. 401(K) PLAN	95-2380228	001
HAMBRO FOREST PRODUCTS, INC. 401(K) PLAN	86-1777340	003
SHORELINE CONTRACTORS, INC.	42-2983068	002

5c Was the plan a defined benefit plan covered under the PBGC insurance program at any time during this plan year? (See ERISA section 4021 and instructions.) ☐ Yes ☐ No ☐ Not determined
If "Yes" is checked, enter the My PAA confirmation number from the PBGC premium filing for this plan year _____.

	Yes	No	Amount
b Were any loans by the plan or fixed income obligations due the plan in default as of the close of the plan year or classified during the year as uncollectible? Disregard participant loans secured by participant's account balance. (Attach Schedule G (Form 5500) Part I if "Yes" is checked.)			
4b			
c Were any leases to which the plan was a party in default or classified during the year as uncollectible? (Attach Schedule G (Form 5500) Part II if "Yes" is checked.)			
4c			
d Were there any nonexempt transactions with any party-in-interest? (Do not include transactions reported on line 4a. Attach Schedule G (Form 5500) Part III if "Yes" is checked.)			
4d			
e Was this plan covered by a fidelity bond?			
4e			
f Did the plan have a loss, whether or not reimbursed by the plan's fidelity bond, that was caused by fraud or dishonesty?			
4f			
g Did the plan hold any assets whose current value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4g			
h Did the plan receive any noncash contributions whose value was neither readily determinable on an established market nor set by an independent third party appraiser?			
4h			
i Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)			
4i			
j Were any plan transactions or series of transactions in excess of 5% of the current value of plan assets? (Attach schedule of transactions if "Yes" is checked and see instructions for format requirements.)			
4j			
k Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?			
4k			
l Has the plan failed to provide any benefit when due under the plan?			
4l			
m If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)			
4m			
n If 4m was answered "Yes," check the "Yes" box if you either provided the required notice or one of the exceptions to providing the notice applied under 29 CFR 2520.101-3.			
4n			

5a Has a resolution to terminate the plan been adopted during the plan year or any prior plan year?..... ☐ Yes ☐ No
If "Yes," enter the amount of any plan assets that reverted to the employer this year _____.

5b If, during this plan year, any assets or liabilities were transferred from this plan to another plan(s), identify the plan(s) to which assets or liabilities were transferred. (See instructions.)

5b(1) Name of plan(s)	5b(2) EIN(s)	5b(3) PN(s)
ALLIED RESTORATION COMPANY INC.	46-3408044	002
EARTHCRIUSER USA LLC 401(K) P/S PLAN	46-2730217	001
SIERRA PACIFIC LITHOGRAPHICS, INC. 401(K) PLAN	68-0251917	001

5c Was the plan a defined benefit plan covered under the PBGC insurance program at any time during this plan year? (See ERISA section 4021 and instructions.) ☐ Yes ☐ No ☐ Not determined
If "Yes" is checked, enter the My PAA confirmation number from the PBGC premium filing for this plan year _____.

SCHEDULE R (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Retirement Plan Information This schedule is required to be filed under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and section 6058(a) of the Internal Revenue Code (the Code). ► File as an attachment to Form 5500.	OMB No. 1210-0110 2021 This Form is Open to Public Inspection.
---	--	---

For calendar plan year 2021 or fiscal plan year beginning 01/01/2021 and ending 12/31/2021

A Name of plan BARRETT BUSINESS SERVICES, INC. RETIREMENT SAVINGS PLAN	B Three-digit plan number (PN) ► 001
C Plan sponsor's name as shown on line 2a of Form 5500 BARRETT BUSINESS SERVICES, INC.	D Employer Identification Number (EIN) 52-0812977

Part I	Distributions
---------------	----------------------

All references to distributions relate only to payments of benefits during the plan year.

1 Total value of distributions paid in property other than in cash or the forms of property specified in the instructions.....	1	0
2 Enter the EIN(s) of payor(s) who paid benefits on behalf of the plan to participants or beneficiaries during the year (if more than two, enter EINs of the two payors who paid the greatest dollar amounts of benefits): EIN(s): 82-3967259		
Profit-sharing plans, ESOPs, and stock bonus plans, skip line 3.		
3 Number of participants (living or deceased) whose benefits were distributed in a single sum, during the plan year	3	

Part II	Funding Information (If the plan is not subject to the minimum funding requirements of section 412 of the Internal Revenue Code or ERISA section 302, skip this Part.)
----------------	---

4 Is the plan administrator making an election under Code section 412(d)(2) or ERISA section 302(d)(2)?	☐ Yes	☐ No	☐ N/A
If the plan is a defined benefit plan, go to line 8.			
5 If a waiver of the minimum funding standard for a prior year is being amortized in this plan year, see instructions and enter the date of the ruling letter granting the waiver. Date: Month _____ Day _____ Year _____ If you completed line 5, complete lines 3, 9, and 10 of Schedule MB and do not complete the remainder of this schedule.			
6 a Enter the minimum required contribution for this plan year (include any prior year accumulated funding deficiency not waived)	6a		
b Enter the amount contributed by the employer to the plan for this plan year	6b		
c Subtract the amount in line 6b from the amount in line 6a. Enter the result (enter a minus sign to the left of a negative amount)	6c		
If you completed line 6c, skip lines 8 and 9.			
7 Will the minimum funding amount reported on line 6c be met by the funding deadline?	☐ Yes	☐ No	☐ N/A
8 If a change in actuarial cost method was made for this plan year pursuant to a revenue procedure or other authority providing automatic approval for the change or a class ruling letter, does the plan sponsor or plan administrator agree with the change?	☐ Yes	☐ No	☐ N/A

Part III	Amendments
-----------------	-------------------

9 If this is a defined benefit pension plan, were any amendments adopted during this plan year that increased or decreased the value of benefits? If yes, check the appropriate box. If no, check the "No" box.....	☐ Increase	☐ Decrease	☐ Both	☐ No
--	-----------------------------------	-----------------------------------	-------------------------------	-----------------------------

Part IV	ESOPs (see instructions). If this is not a plan described under section 409(a) or 4975(e)(7) of the Internal Revenue Code, skip this Part.
----------------	---

10 Were unallocated employer securities or proceeds from the sale of unallocated securities used to repay any exempt loan?	☐ Yes	☐ No
11 a Does the ESOP hold any preferred stock?	☐ Yes	☐ No
b If the ESOP has an outstanding exempt loan with the employer as lender, is such loan part of a "back-to-back" loan? (See instructions for definition of "back-to-back" loan.)	☐ Yes	☐ No
12 Does the ESOP hold any stock that is not readily tradable on an established securities market?	☐ Yes	☐ No

For Paperwork Reduction Act Notice, see the Instructions for Form 5500.

Schedule R (Form 5500) 2021
v. 201209

Part V Additional Information for Multiemployer Defined Benefit Pension Plans

13 Enter the following information for each employer that contributed more than 5% of total contributions to the plan during the plan year (measured in dollars). See instructions. *Complete as many entries as needed to report all applicable employers.*

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

- 14** Enter the number of deferred vested and retired participants (inactive participants), as of the beginning of the plan year, whose contributing employer is no longer making contributions to the plan for:

a The current plan year. Check the box to indicate the counting method used to determine the number of inactive participants: ☐ last contributing employer ☐ alternative ☐ reasonable approximation (see instructions for required attachment).....

14a

b The plan year immediately preceding the current plan year. ☐ Check the box if the number reported is a change from what was previously reported (see instructions for required attachment).....

14b

c The second preceding plan year. ☐ Check the box if the number reported is a change from what was previously reported (see instructions for required attachment).....

14c

- 15** Enter the ratio of the number of participants under the plan on whose behalf no employer had an obligation to make an employer contribution during the current plan year to:

a The corresponding number for the plan year immediately preceding the current plan year.....

15a

b The corresponding number for the second preceding plan year.....

15b

- 16** Information with respect to any employers who withdrew from the plan during the preceding plan year:

a Enter the number of employers who withdrew during the preceding plan year.....

16a

b If line 16a is greater than 0, enter the aggregate amount of withdrawal liability assessed or estimated to be assessed against such withdrawn employers.....

16b

- 17** If assets and liabilities from another plan have been transferred to or merged with this plan during the plan year, check box and see instructions regarding supplemental information to be included as an attachment..... ☐

Part VI Additional Information for Single-Employer and Multiemployer Defined Benefit Pension Plans

- 18** If any liabilities to participants or their beneficiaries under the plan as of the end of the plan year consist (in whole or in part) of liabilities to such participants and beneficiaries under two or more pension plans as of immediately before such plan year, check box and see instructions regarding supplemental information to be included as an attachment..... ☐

- 19** If the total number of participants is 1,000 or more, complete lines (a) through (c)

a Enter the percentage of plan assets held as:

Stock: _____% Investment-Grade Debt: _____% High-Yield Debt: _____% Real Estate: _____% Other: _____%

b Provide the average duration of the combined investment-grade and high-yield debt:

☐ 0-3 years ☐ 3-6 years ☐ 6-9 years ☐ 9-12 years ☐ 12-15 years ☐ 15-18 years ☐ 18-21 years ☐ 21 years or more

c What duration measure was used to calculate line 19(b)?

☐ Effective duration ☐ Macaulay duration ☐ Modified duration ☐ Other (specify): _____

- 20 PBGC missed contribution reporting requirements.** If this is a multiemployer plan or a single-employer plan that is not covered by PBGC, skip line 20.

a Is the amount of unpaid minimum required contributions for all years from Schedule SB (Form 5500) line 40 greater than zero? ☐ Yes ☐ No

b If line 20a is "Yes," has PBGC been notified as required by ERISA sections 4043(c)(5) and/or 303(k)(4)? Check the applicable box:

☐ Yes.

☐ No. Reporting was waived under 29 CFR 4043.25(c)(2) because contributions equal to or exceeding the unpaid minimum required contribution were made by the 30th day after the due date.

☐ No. The 30-day period referenced in 29 CFR 4043.25(c)(2) has not yet ended, and the sponsor intends to make a contribution equal to or exceeding the unpaid minimum required contribution by the 30th day after the due date.

☐ No. Other. Provide explanation _____

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN

Financial Statements and Supplemental Schedule
December 31, 2021 and 2020
With Independent Auditor's Report



BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
DECEMBER 31, 2021 AND 2020
CONTENTS

	<u>Page</u>
INDEPENDENT AUDITOR’S REPORT	1-4
FINANCIAL STATEMENTS:	
Statements of Net Assets Available for Benefits	5
Statements of Changes in Net Assets Available for Benefits	6
Notes to Financial Statements	7-13
SUPPLEMENTAL SCHEDULE:	
Schedule H, Line 4i - Schedule of Assets (Held at End of Year)	14

INDEPENDENT AUDITOR'S REPORT

To the Plan Administrator of the
Barrett Business Services, Inc. Retirement Savings Plan
Vancouver, Washington

Scope and Nature of the ERISA Section 103(a)(3)(C) Audit of the 2021 Financial Statements

We have performed an audit of the financial statements of Barrett Business Services, Inc. Retirement Savings Plan (the Plan), an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), as permitted by ERISA Section 103(a)(3)(C). The financial statements comprise the statement of net assets available for benefits as of December 31, 2021, and the related statement of changes in net assets available for benefits for the year then ended, and the related notes to the financial statements (2021 financial statements).

Management, having determined it is permissible in the circumstances, has elected to have the audit of the 2021 financial statements performed in accordance with ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the Department of Labor's (DOL) Rules and Regulations for Reporting and Disclosure under ERISA (ERISA Section 103(a)(3)(C) audit). As permitted by ERISA Section 103(a)(3)(C), our audit need not extend to any statements or information related to assets held for investment of the Plan (investment information) by a bank or similar institution or insurance carrier that is regulated, supervised, and subject to periodic examination by a state or federal agency (qualified institution), provided that the investment information is prepared and certified to by the qualified institution in accordance with 29 CFR 2520.103-5 of the DOL's Rules and Regulations for Reporting and Disclosure under ERISA.

Management has obtained a certification from a qualified institution as of December 31, 2021, and for the year then ended, stating that the certified investment information, as described in Note 5 to the financial statements, is complete and accurate.

Opinion on the 2021 Financial Statements

In our opinion, based on our audit and the procedures performed as described in the *Auditor's Responsibilities for the Audit of the 2021 Financial Statements* section of our report.

- the amounts and disclosures in the accompanying 2021 financial statements, other than those agreed to or derived from the certified investment information, are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (GAAP); and
- the certified investment information in the accompanying 2021 financial statements agrees to, or is derived from, in all material respects, the information prepared and certified by a qualified institution that management determined meets the requirements of ERISA Section 103(a)(3)(C).



Basis for Opinion on the 2021 Financial Statements

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the 2021 Financial Statements* section of our report. We are required to be independent of the Plan and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our ERISA Section 103(a)(3)(C) audit opinion on the 2021 financial statements.

Responsibilities of Management for the 2021 Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with GAAP, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. Management's election of the ERISA Section 103(a)(3)(C) audit does not affect management's responsibility for the 2021 financial statements.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Plan's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

Management is responsible for maintaining a current plan instrument, including all plan amendments. Management is also responsible for administering the Plan and determining that the Plan's transactions that are presented and disclosed in the financial statements are in conformity with the Plan's provisions, including maintaining sufficient records with respect to each of the participants, to determine the benefits due or which may become due to such participants.

Auditor's Responsibilities for the Audit of the 2021 Financial Statements

Except as described in the Scope and Nature of the *ERISA Section 103(a)(3)(C) Audit of the 2021 Financial Statements* section of our report, our objectives are to obtain reasonable assurance about whether the 2021 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if, there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.



In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Plan's ability to continue as a going concern for a reasonable period of time.

Our audit did not extend to the certified investment information, except for obtaining and reading the certification, comparing the certified investment information with the related information presented and disclosed in the 2021 financial statements, and reading the disclosures relating to the certified investment information to assess whether they are in accordance with the presentation and disclosure requirements of GAAP.

Accordingly, the objective of an ERISA Section 103(a)(3)(C) audit is not to express an opinion about whether the 2021 financial statements as a whole are presented fairly, in all material respects, in accordance with GAAP.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Matter – 2021 Supplemental Schedule Required by ERISA

The 2021 supplemental schedule, Schedule H, Line 4i – Schedule of Assets (Held at End of Year) is presented for purposes of additional analysis and is not a required part of the 2021 financial statements but is supplementary information required by the DOL's Rules and Regulations for Reporting and Disclosure under ERISA. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the 2021 financial statements. The information included in the supplemental schedule, other than that agreed to or derived from the certified investment information, has been subjected to auditing procedures applied in the audit of the 2021 financial statements and certain additional procedures, including comparing and



reconciling such information directly to the underlying accounting and other records used to prepare the 2021 financial statements or to the 2021 financial statements themselves, and other additional procedures in accordance with GAAS. For information included in the supplemental schedule that agreed to or is derived from the certified investment information, we compared such information to the related certified investment information.

In forming our opinion on the supplemental schedule, we evaluated whether the supplemental schedule, other than the information agreed to or derived from the certified investment information, including its form and content, is presented in conformity with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA.

In our opinion

- the form and content of the supplemental schedule, other than the information in the supplemental schedule that agreed to or is derived from the certified investment information, is presented, in all material respects, in conformity with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA.
- the certified investment information in the supplemental schedule agrees to, or is derived from, in all material respects, the information prepared and certified by a qualified institution that management determined meets the requirements of ERISA Section 103(a)(3)(C).

Other Matter – Report on the 2020 Financial Statements

We were engaged to audit the statement of net assets available for benefits as of December 31, 2020 and the related statement of changes in net assets available for benefits for the year then ended. As permitted by 29 CFR 2520.103-8 of the DOL's Rules and Regulations for Reporting and Disclosure under ERISA, the Plan Administrator instructed us not to perform, and we did not perform, any auditing procedures with respect to the information certified by the qualified institution. Our audit report, dated September 24, 2021, indicated that (a) because of the significance of the information that we did not audit, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an opinion and accordingly, we did not express an opinion on the 2020 financial statements, and (b) the form and content of the information included in the 2020 financial statements other than that derived from the information certified by the qualified institution were presented in compliance with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA.

Perkins & Company, P.C.

Portland, Oregon
September 30, 2022

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
STATEMENTS OF NET ASSETS AVAILABLE FOR BENEFITS
DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
<u>ASSETS</u>		
INVESTMENTS AT FAIR VALUE:		
Interest-bearing cash	\$ 7,564,300	\$ 6,219,499
Barrett Business Services, Inc. common stock	148,878	213,484
Mutual funds	<u>137,448,776</u>	<u>117,077,157</u>
	145,161,954	123,510,140
 NON INTEREST-BEARING CASH	 <u>45,808</u>	 <u>-</u>
	145,207,762	123,510,140
 RECEIVABLES:		
Participants' contributions	475,665	390,888
Employers' contributions	773,589	653,881
Notes receivable from participants	<u>2,551,256</u>	<u>2,747,574</u>
	3,800,510	3,792,343
 TOTAL ASSETS	 <u>149,008,272</u>	 <u>127,302,483</u>
 NET ASSETS AVAILABLE FOR BENEFITS	 <u>\$ 149,008,272</u>	 <u>\$ 127,302,483</u>

See notes to financial statements.

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
STATEMENTS OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS
FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
ADDITIONS TO NET ASSETS ATTRIBUTED TO:		
Investment income:		
Net appreciation in fair value of investments	\$ 11,314,713	\$ 12,632,426
Interest and dividends	<u>6,285,453</u>	<u>3,951,436</u>
	17,600,166	16,583,862
 Interest income on notes receivable from participants	 129,755	 142,231
 Contributions:		
Participants'	15,405,051	12,339,891
Employers'	6,511,331	5,186,903
Participants' rollover	<u>1,985,664</u>	<u>609,314</u>
	23,902,046	18,136,108
 Plan mergers	 <u>4,510,978</u>	 <u>2,785,991</u>
	<u>46,142,945</u>	<u>37,648,192</u>
 DEDUCTIONS FROM NET ASSETS ATTRIBUTED TO:		
Plan transfers out	11,314,232	8,986,026
Distributions to participants and beneficiaries	12,515,878	12,554,845
Administrative expenses	<u>607,046</u>	<u>513,630</u>
	<u>24,437,156</u>	<u>22,054,501</u>
 NET INCREASE	 21,705,789	 15,593,691
 NET ASSETS AVAILABLE FOR BENEFITS:		
Beginning of year	<u>127,302,483</u>	<u>111,708,792</u>
End of year	<u><u>\$ 149,008,272</u></u>	<u><u>\$ 127,302,483</u></u>

See notes to financial statements.

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

NOTE 1 – DESCRIPTION OF PLAN

The following is a general description of the Barrett Business Services, Inc. Retirement Savings Plan (“the Plan”). Participants should refer to the Plan document for a more complete description of the Plan’s provisions.

General - The Plan is a defined contribution plan which was effective April 1, 1990. Approximately 560 client companies (“Participating Employers”) of Barrett Business Services, Inc. (“the Company”) have adopted the Plan. Each Participating Employer may elect its own eligibility requirement for service and age and its own vesting schedule. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974 (“ERISA”).

Plan Amendments - Effective January 1, 2021, the Plan’s assets were transferred from Matrix Trust Company, the former custodian, to Charles Schwab Trust Bank, the new custodian.

Effective April 2020, the Plan adopted certain provisions of the Coronavirus Aid, Relief, and Economic Security (“CARES”) Act. The adopted provisions permit Coronavirus Related Distributions (“CRDs”) up to \$100,000 to Plan participants affected by COVID-19. Additionally, the provisions raise loan limits to the lesser of \$100,000 or 100% of the present value of the COVID-19 affected Plan participant’s vested balance. Affected Plan participants may delay the due date of the next-scheduled loan repayment for up to one year if the due date of such repayment occurs between March 27, 2020 and December 31, 2020. Following this suspension period, the loan will be re-amortized to include interest accrued during the suspension, the total repayment term of the loan may be extended by the duration of the suspension. Under the CARES Act, Required Minimum Distributions (“RMDs”) are waived for 2020 for Plan participants and for beneficiaries taking RMDs under the life expectancy or five-year rules. Plan management is currently in the process of formalizing a Plan amendment for the adopted CARES Act provisions described above.

Contributions - Contributions consist of employee elective deferrals, after tax elective deferrals, employer matching contributions, safe-harbor contributions and retirement savings contributions. Participants may voluntarily contribute up to 100% of their compensation, limited to \$19,500 in 2021 and 2020, annually, as prescribed by the Internal Revenue Code (“IRC”). Participants age 50 and older may elect to make an additional catch-up contribution of \$6,500 in 2021 and 2020. Each Participating Employer may make or may be required to make a matching, profit sharing, or safe-harbor contribution as stated in their adoption agreement.

Participant Accounts - Each participant’s account is credited with the participant’s contribution, an allocation of the Participating Employer’s contribution and Plan earnings, and charged with an allocation of investment management expenses. Allocations are based on participants’ earnings or account balances, as defined in the Plan document. The benefit to which a participant is entitled is the benefit that can be provided from the participant’s account.

Vesting - Participants are fully vested in their contributions and actual earnings thereon. Each Participating Employer may elect its own vesting schedule for its contributions but may not exceed vesting 20% after two years of service and 20% annually thereafter, until 100% vested. Participants are 100% vested upon death, total and permanent disability, and after attaining normal retirement age.

Payment of Benefits - Upon attaining normal retirement age of 65 (or age 55 if participant held an account under Barrett Business Services, Inc. Employees Savings Plan and Trust), death, termination of employment, or disability; a participant, or his or her beneficiary, may elect to receive a lump-sum amount or installment payments equal to the participant's vested account balance over a period not more than the participant's assumed life expectancy. Account balances that are under \$1,000 may be automatically paid out at the discretion of the Company. Balances between \$1,000 and \$5,000 may be transferred to an IRA, also at the discretion of the Company.

Forfeitures - Forfeitures of unvested benefits are used first to offset administrative expenses and any remaining forfeitures are available to offset future employer contributions. Total forfeitures used to reduce employer contributions were \$20,500 in 2021. There were no forfeitures used to reduce employer contributions in 2020. Total forfeitures used to reduce administrative expenses were \$37,958 in 2021. There were no forfeitures used to reduce administrative expenses in 2020. Total forfeitures available at December 31, 2021 and 2020 were \$175,662 and \$183,026, respectively.

Expenses - Administrative expenses may be paid by the Company. Administrative and investment expenses not paid by the Company are satisfied in part through fees received by the Plan through revenue sharing with the Plan's former custodian, Transamerica Life Insurance and Annuity Company and from forfeitures. Fees related to the administration of notes receivable from participants are charged directly to the participant's account and are included in administrative expenses. All participant accounts are charged with an annual recordkeeping fee and remaining administrative expenses are charged to participants' accounts based on relative average account balances. Investment operating expenses are deducted from investment earnings before allocation to participants' accounts. Certain expenses of plan administration, including computer services, professional fees, office supplies and payroll expenses of administrative and clerical personnel are provided by the Company without charge to the Plan. Total revenue sharing received by the Plan amounted to \$23,255 and \$23,548 in 2021 and 2020, respectively. Total revenue sharing applied to Plan expenses was \$23,255 and \$26,860, in 2021 and 2020, respectively. Unallocated revenue sharing was \$2,067 at December 31, 2021 and 2020.

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting - The financial statements of the plan are prepared under the accrual method of accounting.

Investment Valuation and Income Recognition - Investments are reported at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. See Note 3 for discussion of fair value measurements.

Purchases and sales of securities are recorded on a trade-date basis. Interest income is recorded on the accrual basis. Dividends are recorded on the ex-dividend date. Net appreciation includes the Plan's gains and losses on investments bought and sold as well as held during the year and management and operating expenses associated with the Plan's investments.

Notes Receivable from Participants - Notes receivable from participants are measured at their unpaid principal balance plus any accrued but unpaid interest. Delinquent participant loans are reclassified as distributions based upon the terms of the Plan document. No allowance for credit losses has been recorded as of December 31, 2021 or 2020. Related fees are recorded as administrative expenses and are expensed when they are incurred.

Benefit Payments - Benefits are recorded when paid. Accordingly, benefits payable to persons who have elected to withdraw from the Plan but not yet paid have not been accrued. At December 31, 2021 and 2020, there were no such amounts payable to participants.

Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and changes therein, and disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

NOTE 3 – FAIR VALUE MEASUREMENTS

Accounting Standards Codification (“ASC”) 820, *Fair Value Measurements and Disclosures*, establishes a framework for measuring fair value. The framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy under ASC 820 are described as follows:

Basis of Fair Value Measurement

Level 1 – Inputs to the valuation methodology are unadjusted quoted prices for identical assets in active markets that the plan has the ability to access at the measurement date.

Level 2 – Inputs to the valuation methodology include:

- Quoted prices for similar assets in active markets;
- Quoted prices for identical or similar assets in inactive markets;
- Inputs other than quoted prices that are observable for the asset;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset has a specified (contractual) term, the level 2 input must be observable for substantially the full term of the asset.

Level 3 – Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset’s fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at December 31, 2021 and 2020.

Mutual Funds: Valued at the daily closing price as reported by the fund. Mutual funds held by the Plan are open-end mutual funds that are registered with the SEC. These funds are required to publish their daily net asset value (“NAV”) and to transact at that price. The mutual funds held by the Plan are deemed to be actively traded.

Interest-Bearing Cash: Recorded at cost, which approximates fair value.

Common Stock: Valued at the closing price reported on the active market on which the individual securities are traded.

The preceding methods described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Plan believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The following table sets forth by level, within the fair value hierarchy, the Plan’s assets at fair value as of December 31, 2021 and 2020:

	Investment Assets at Fair Value as of December 31, 2021			
	Level 1	Level 2	Level 3	Total
Mutual funds	\$137,448,776	\$ -	\$ -	\$137,448,776
Interest-bearing cash	7,564,300	-	-	7,564,300
Common stock	148,878	-	-	148,878
Total investments at fair value	<u>\$145,161,954</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$145,161,954</u>

	Investment Assets at Fair Value as of December 31, 2020			
	Level 1	Level 2	Level 3	Total
Mutual funds	\$117,077,157	\$ -	\$ -	\$117,077,157
Interest-bearing cash	6,219,499	-	-	6,219,499
Common stock	213,484	-	-	213,484
Total investments at fair value	<u>\$123,510,140</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$123,510,140</u>

NOTE 4 – NOTES RECEIVABLE FROM PARTICIPANTS

The Plan makes loans to participants based on their vested account balance. The minimum loan amount is \$1,000 and is limited to 50% of their vested account balance or \$50,000, whichever is less, with the exception of COVID-19 related loans, as disclosed in Note 1. Loan provisions provide for a term not to exceed five years and interest rates, repayment schedules and collateral similar to those offered by financial institutions that grant similar loans. Loan interest rates range from 4.25% to 7.50% on loans outstanding at December 31, 2021. Principal and interest are paid ratably through monthly payroll deductions.

NOTE 5 – INFORMATION CERTIFIED BY CUSTODIAN AND TRUSTEE OF THE PLAN

The following is a summary of the comparative unaudited information regarding the Plan, included in the Plan's financial statements and supplemental schedule, Schedule H, Line 4i – Schedule of Assets (Held at End of Year), that was furnished to the plan administrator and certified by Charles Schwab Trust Bank, the custodian of the Plan, as of and for the year ended December 31, 2021, and Matrix Trust Company, the former trustee of the Plan, as of and for the year ended December 31, 2020. The plan administrator has obtained certifications from the custodian and former trustee that such information is complete and accurate.

	<u>2021</u>	<u>2020</u>
Investments	\$ 145,161,954	\$ 123,510,140
Net appreciation in fair value of investments	\$ 11,314,713	\$ 12,632,426
Interest and dividends	\$ 6,285,453	\$ 3,951,436

NOTE 6 – RELATED PARTY AND PARTY-IN-INTEREST TRANSACTIONS

Charles Schwab Trust Bank is the trustee of the Plan and manages certain investments of the Plan. Matrix Trust Company, the former custodian, managed certain investments of the Plan. These transactions qualify as party-in-interest transactions.

Certain Plan investments are shares of the Company's common stock. The Company is the sponsor as defined by the Plan and, therefore, these transactions qualify as party-in-interest transactions. The Plan held 14,398 and 23,055 shares of the Company's common stock as of December 31, 2021 and 2020, respectively.

NOTE 7 – PLAN TERMINATION

Although it has not expressed any intent to do so, the Company and individual Participating Employers have the right under the Plan to discontinue contributions at any time and to terminate the Plan subject to the provisions of ERISA. In the event such discontinuance results in the termination of the Plan, the accounts of all participants would become fully vested.

Eighteen and sixteen Participating Employers had plan transfers out in 2021 and 2020, respectively, and transferred their assets to other plans. Zero and five Participating Employers terminated their plan in 2021 and 2020, respectively, and participant accounts were distributed. All participants affected by the Plan terminations became 100% vested in their accounts prior to the transfer out or distribution of participant accounts.

NOTE 8 – PLAN MERGERS

During 2021, the Plan received transfers of assets from other plans of Participating Employers that totaled \$4,510,978. These include \$1,334,308 from Moberg Research, Inc. dba Micromed, LLC, \$1,280,468 from Forest Products Sales Inc. and Utah Wood Preserving Co., \$634,850 from Innova Vein and Vascular LLC, \$330,512 from Pacific Coast Graphics Inc., \$159,927 from Progress Sports Management LP dba San Jose Giants, \$142,924 from Dixie Land Energy LLC, \$129,826 from Gordon Reese Construction Inc., \$116,639 from LLS Investments Inc. dba Craters and Freighters, \$110,395 from Ducted Comfort LLC, \$109,336 from Performance Properties Inc., \$103,893 from Superior Electric and Refrigeration Inc. dba Superior Energy, \$34,410 from BriteWorks Inc., and \$23,490 from Loves Air Inc.

During 2020, the Plan received transfers of assets from other plans of Participating Employers that totaled \$2,785,991. These include \$553,523 from All Pro Plumbing, Heating, Air & Electrical Inc., \$430,036 from Horn Enterprises, Inc., \$354,073 from Performance Logistics, LLC, \$304,600 from California Sod Center, LLC, \$203,718 from County Sanitation Company, Inc., \$183,835 from ELB Capital Corp. dba Trifecta Painting & Construction, \$159,944 from Allied Restoration Co., Inc., \$135,183 from Antero Automotive and Truck Services, Inc., \$129,841 from D. Brian Williams, DDS, PA, \$90,938 from JC's British & 4X4, Inc., \$80,438 from Leo's Sewer and Drain, Inc., \$53,923 from DBL LLC, \$49,775 from Lightning Mobile Services LLC, \$26,207 from BCS Breakaway Construction Services LLC, \$15,391 from Waterproofing Systems, Corp., \$13,930 from Bernardini Enterprises, Inc. dba JD Services, and \$636 from DG Insurance and Real Estate Services, Inc.

NOTE 9 – PLAN TRANSFERS OUT

During 2021, the Plan had assets transferred to other plans that totaled \$11,314,232. These include \$3,391,946 to Al Angelo Company, \$2,584,594 to Consolidated Smart Systems, LLC, \$1,770,325 to Jaridly Corp. dba The Original Mr. Cabinet Care, \$937,097 to Scott Shaw Enterprises dba Home Instead Senior Care, \$421,470 to Delaplane Plumbing Inc., \$378,383 to VanNuys Awning Co., \$291,978 to Hambro Forest Products Inc., \$230,728 to Kellogg Distribution dba Hydra Distribution, \$213,297 to JC's British & 4x4, Inc., \$198,239 to Allied Restoration Co. Inc., \$194,066 to 3D Environmental Inc., \$192,956 to D. Brian Williams, DDS, PA, \$158,959 to Sierra Pacific Lithographics Inc., \$152,162 to Ikon Builders Inc., \$113,838 to Earth Cruisers USA LLC, \$41,544 to Bakersfield Recovery Services Inc., \$39,855 to Cairn Inc., and \$2,795 to Shoreline Constructors Inc.

During 2020, the Plan had assets transferred to other plans that totaled \$8,986,026. These include \$5,667,740 to Caruso Produce Inc, \$1,525,456 to JD Pasquetti, Inc, \$483,802 to G & G Builders, Inc., \$312,249 to Kilter Home Services inc. dba Kilter Termite and Pest Control, \$248,242 to Fresh from D'Vine, Inc., \$109,474 to Doctor Cover, Inc., \$82,935 to DiMill Enterprises, LLC, \$82,604 to Jaelyn Corporation, \$79,547 to Pacific Valley Fire Protection, \$72,941 to Corporate Sign Systems, \$56,560 to Giraffe Laugh, Inc., \$56,520 to Tubular Transport & Logistics, LLC, \$55,796 to Rose Manufacturing Group Inc, \$40,548 to Graceful Care Hospice, Inc, \$36,971 to Plan Prefab, \$24,561 to Mike's Custom Flooring Inc, \$17,289 to Ecopoint, Inc., \$16,455 to Nino's Food Distribution, \$6,357 to Turning Point Physical Therapy, LLC, \$5,022 to Innovative Metal Industries, Inc., and \$4,957 to Wickman Development and Construction dba Wickman Development.

NOTE 10 – CONCENTRATIONS, RISKS AND UNCERTAINTIES

The Plan provides for investments that are exposed to various risks. Investment securities are exposed to various risks, such as interest rate, market, and credit risks. Market risks include global events which could impact the value of investment securities, such as a pandemic or international conflict. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the statement of net assets available for benefits, and therefore participants' account balances. There was one investment that individually represented more than 10% of the investments held as of December 31, 2021 and 2020. See the Supplemental Schedule of Assets (Held at End of Year) for the complete listing of investments held as of that date.

In March 2020, the World Health Organization declared the Coronavirus ("COVID-19") outbreak a pandemic. The full impact of the COVID-19 outbreak continues to evolve as of the date of this report. This pandemic has adversely affected global economic activity and greatly contributed to significant deterioration and instability in financial markets. As a result, the Plan's investment portfolio has incurred significant volatility since the initial outbreak. Because the values of the Plan's individual investments have and will fluctuate in response to changing market conditions, the amount of losses that will be recognized in subsequent periods, if any, and related impact on the Plan's liquidity cannot be determined at this time. The financial statements do not consider the potential future impacts of the pandemic.

NOTE 11 – INCOME TAX STATUS

The Plan is an adoption of a prototype non-standardized profit sharing plan sponsored by Milliman, Inc. - Albany. The prototype non-standardized profit sharing plan obtained an opinion letter dated March 31, 2014, in which the Internal Revenue Service stated that the non-standardized profit sharing Plan, as then designed, was in compliance with the applicable sections of the IRC. Although the Plan has been amended since receiving the favorable opinion letter, the plan administrator believes that the Plan is currently designed and being operated in compliance with the applicable requirements of the IRC. Therefore, no provision for income taxes has been included in the Plan's financial statements.

Accounting principles generally accepted in the United States of America require plan management to evaluate tax positions taken by the Plan and recognize a tax liability (or asset) if the organization has taken an uncertain position that more likely than not would be sustained upon examination by the Internal Revenue Service. The Plan is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress.

NOTE 12 – SUBSEQUENT EVENTS

Effective January 1, 2022, the Plan document was amended and restated to adopt regulatory updates, through adoption of a Non-Standardized Pre-Approved Profit Sharing Plan sponsored by Milliman Inc. The provisions of the Plan were substantially unchanged as a result of this restatement. The Non-Standardized Pre-Approved Profit Sharing Plan document obtained its latest opinion letter on June 30, 2020.

The Plan's management has performed an evaluation of subsequent events through September 30, 2022, which is the date these financial statements were available to be issued.

SUPPLEMENTAL SCHEDULE

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
SCHEDULE H, LINE 4i - SCHEDULE OF ASSETS (HELD AT END OF YEAR)
DECEMBER 31, 2021

EIN#: 52-0812977

PLAN#: 001

		(c) Description of Investment, including Maturity Date, Rate of Interest, Collateral, Par or	(d)	(e)
(a)	(b) Identity of Issue, Borrower, Lessor or Similar Party	Maturity Value	Cost	Current Value
*	Non interest-bearing cash	Cash	a	\$ 45,808
*	Barrett Business Services, Inc.	Common Stock	a	\$ 148,878
*	Charles Schwab Interest-Bearing Cash	Interest-Bearing Cash	a	\$ 7,564,300
	Alger Small Cap Focus	Mutual Fund	a	\$ 2,492,704
	American Capital Income Builder	Mutual Fund	a	\$ 2,329,237
	American Funds 2010 Target Date Retirement Fund	Mutual Fund	a	\$ 459,753
	American Funds 2020 Target Date Retirement Fund	Mutual Fund	a	\$ 4,102,896
	American Funds 2025 Target Date Retirement Fund	Mutual Fund	a	\$ 7,050,975
	American Funds 2030 Target Date Retirement Fund	Mutual Fund	a	\$ 7,221,674
	American Funds 2035 Target Date Retirement Fund	Mutual Fund	a	\$ 6,749,762
	American Funds 2040 Target Date Retirement Fund	Mutual Fund	a	\$ 4,563,099
	American Funds 2045 Target Date Retirement Fund	Mutual Fund	a	\$ 5,092,778
	American Funds 2050 Target Date Retirement Fund	Mutual Fund	a	\$ 3,316,354
	American Funds 2055 Target Date Retirement Fund	Mutual Fund	a	\$ 1,202,247
	American Funds 2060 Target Date Retirement Fund	Mutual Fund	a	\$ 833,054
	American Funds American Balanced	Mutual Fund	a	\$ 42,099,323
	American Funds American Mutual	Mutual Fund	a	\$ 1,653,164
	AMG Yacktman	Mutual Fund	a	\$ 3,764,291
	BlackRock Mid-Cap Growth Equity Institutional	Mutual Fund	a	\$ 7,159,769
	BrandywineGLOBAL Corporate Credit Fund	Mutual Fund	a	\$ 128,147
	ClearBridge International Growth Fund Class	Mutual Fund	a	\$ 130,494
	DFA Commodity Strategy Institutional	Mutual Fund	a	\$ 97,472
	DFA Real Estate Securities	Mutual Fund	a	\$ 1,547,322
	DoubleLine Total Return Bond	Mutual Fund	a	\$ 2,825,557
	Edgewood Growth Institutional	Mutual Fund	a	\$ 3,583,404
	Federated Institutional High Yield Bond	Mutual Fund	a	\$ 2,030,770
	Invesco Oppenheimer Gold & Special Minerals Fund	Mutual Fund	a	\$ 609,079
	iShares S&P 500 Index	Mutual Fund	a	\$ 5,228,067
	MFS International Diversification	Mutual Fund	a	\$ 1,062,839
	MFS New Discovery Value Fund	Mutual Fund	a	\$ 336,903
	Nuance Mid Cap Value	Mutual Fund	a	\$ 3,830,060
	RBC Emerging Markets Equity	Mutual Fund	a	\$ 221,590
*	Schwab Fundamental International Large Co. Index	Mutual Fund	a	\$ 77,976
	T. Rowe Price Institutional Large Cap Growth	Mutual Fund	a	\$ 6,012,827
	Thrivent Mid Cap Stock-I	Mutual Fund	a	\$ 128,326
	Vanguard Balanced Index Admiral	Mutual Fund	a	\$ 763,117
	Vanguard Developed Markets Index Admiral	Mutual Fund	a	\$ 304,859
	Vanguard Growth Index Admiral	Mutual Fund	a	\$ 1,789,501
	Vanguard International Growth Admiral	Mutual Fund	a	\$ 489,778
	Vanguard International Value Fund Investor Shares	Mutual Fund	a	\$ 777,991
	Vanguard Mid-Cap Growth Index Admiral	Mutual Fund	a	\$ 1,302,158
	Vanguard Mid-Cap Value Index Admiral	Mutual Fund	a	\$ 533,208
	Vanguard Mid Cap Index Admiral	Mutual Fund	a	\$ 423,282
	Vanguard Small Cap Growth Index Admiral	Mutual Fund	a	\$ 403,120
	Vanguard Small Cap Value Index Admiral	Mutual Fund	a	\$ 1,199,784
	Vanguard Total Bond Market Index Admiral	Mutual Fund	a	\$ 815,213
	Vanguard Value Index Admiral	Mutual Fund	a	\$ 704,852
*	Participant loans	Interest rates ranging from 4.25% to 7.50%	-	\$ 2,551,256

* - A party-in-interest as defined by ERISA.

a - The cost of participant-directed investments is not required to be disclosed.

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
SCHEDULE H, LINE 4i - SCHEDULE OF ASSETS (HELD AT END OF YEAR)
DECEMBER 31, 2021

EIN#: 52-0812977

PLAN#: 001

		(c) Description of Investment, including Maturity Date, Rate of Interest, Collateral, Par or	(d)	(e)
(a)	(b) Identity of Issue, Borrower, Lessor or Similar Party	Maturity Value	Cost	Current Value
*	Non interest-bearing cash	Cash	a	\$ 45,808
*	Barrett Business Services, Inc.	Common Stock	a	\$ 148,878
*	Charles Schwab Interest-Bearing Cash	Interest-Bearing Cash	a	\$ 7,564,300
	Alger Small Cap Focus	Mutual Fund	a	\$ 2,492,704
	American Capital Income Builder	Mutual Fund	a	\$ 2,329,237
	American Funds 2010 Target Date Retirement Fund	Mutual Fund	a	\$ 459,753
	American Funds 2020 Target Date Retirement Fund	Mutual Fund	a	\$ 4,102,896
	American Funds 2025 Target Date Retirement Fund	Mutual Fund	a	\$ 7,050,975
	American Funds 2030 Target Date Retirement Fund	Mutual Fund	a	\$ 7,221,674
	American Funds 2035 Target Date Retirement Fund	Mutual Fund	a	\$ 6,749,762
	American Funds 2040 Target Date Retirement Fund	Mutual Fund	a	\$ 4,563,099
	American Funds 2045 Target Date Retirement Fund	Mutual Fund	a	\$ 5,092,778
	American Funds 2050 Target Date Retirement Fund	Mutual Fund	a	\$ 3,316,354
	American Funds 2055 Target Date Retirement Fund	Mutual Fund	a	\$ 1,202,247
	American Funds 2060 Target Date Retirement Fund	Mutual Fund	a	\$ 833,054
	American Funds American Balanced	Mutual Fund	a	\$ 42,099,323
	American Funds American Mutual	Mutual Fund	a	\$ 1,653,164
	AMG Yacktman	Mutual Fund	a	\$ 3,764,291
	BlackRock Mid-Cap Growth Equity Institutional	Mutual Fund	a	\$ 7,159,769
	BrandywineGLOBAL Corporate Credit Fund	Mutual Fund	a	\$ 128,147
	ClearBridge International Growth Fund Class	Mutual Fund	a	\$ 130,494
	DFA Commodity Strategy Institutional	Mutual Fund	a	\$ 97,472
	DFA Real Estate Securities	Mutual Fund	a	\$ 1,547,322
	DoubleLine Total Return Bond	Mutual Fund	a	\$ 2,825,557
	Edgewood Growth Institutional	Mutual Fund	a	\$ 3,583,404
	Federated Institutional High Yield Bond	Mutual Fund	a	\$ 2,030,770
	Invesco Oppenheimer Gold & Special Minerals Fund	Mutual Fund	a	\$ 609,079
	iShares S&P 500 Index	Mutual Fund	a	\$ 5,228,067
	MFS International Diversification	Mutual Fund	a	\$ 1,062,839
	MFS New Discovery Value Fund	Mutual Fund	a	\$ 336,903
	Nuance Mid Cap Value	Mutual Fund	a	\$ 3,830,060
	RBC Emerging Markets Equity	Mutual Fund	a	\$ 221,590
*	Schwab Fundamental International Large Co. Index	Mutual Fund	a	\$ 77,976
	T. Rowe Price Institutional Large Cap Growth	Mutual Fund	a	\$ 6,012,827
	Thrivent Mid Cap Stock-I	Mutual Fund	a	\$ 128,326
	Vanguard Balanced Index Admiral	Mutual Fund	a	\$ 763,117
	Vanguard Developed Markets Index Admiral	Mutual Fund	a	\$ 304,859
	Vanguard Growth Index Admiral	Mutual Fund	a	\$ 1,789,501
	Vanguard International Growth Admiral	Mutual Fund	a	\$ 489,778
	Vanguard International Value Fund Investor Shares	Mutual Fund	a	\$ 777,991
	Vanguard Mid-Cap Growth Index Admiral	Mutual Fund	a	\$ 1,302,158
	Vanguard Mid-Cap Value Index Admiral	Mutual Fund	a	\$ 533,208
	Vanguard Mid Cap Index Admiral	Mutual Fund	a	\$ 423,282
	Vanguard Small Cap Growth Index Admiral	Mutual Fund	a	\$ 403,120
	Vanguard Small Cap Value Index Admiral	Mutual Fund	a	\$ 1,199,784
	Vanguard Total Bond Market Index Admiral	Mutual Fund	a	\$ 815,213
	Vanguard Value Index Admiral	Mutual Fund	a	\$ 704,852
*	Participant loans	Interest rates ranging from 4.25% to 7.50%	-	\$ 2,551,256

* - A party-in-interest as defined by ERISA.

a - The cost of participant-directed investments is not required to be disclosed.

Multiple-Employer Plan Participating Employer Information

(a) Name of Participating Employer	(b) EIN	(c) Percentage of Total Contributions
Barrett Business Services, Inc.	52-0812977	34.59%
DNJ Property Management Services, LLC dba Common Interest Management Services	01-0584545	2.95%
Yellowstone Log Homes / Hand-Crafted	82-0488493	2.58%
Cargo Solutions Express Inc.	04-3593325	2.25%
Beaches YGHF, Inc.	26-1482110	1.96%
River Partners	94-3302335	1.88%
Decco Castings, Inc.	95-2888682	1.50%
C Trans Inc.	73-1707860	1.50%
Southern California Fleet Services, Inc.	33-0642224	1.41%
Neighborly Pest Management, Inc.	94-2317576	1.35%
Harris West Recycling and Solid Waste Equipment Sales & Service, Inc.	88-0283567	1.35%
Pro-Star Towing, Inc.	77-0408440	1.35%
E. B. Stone & Son, Inc.	94-2623935	1.34%
Michael McCutcheon Construction Inc	94-3054388	1.29%
Wolfer's, Inc.	93-0606635	1.28%
SAF-COM Supply Inc.	95-4031560	1.16%
Forest Product Sales Inc.	87-0270783	0.99%
Party City of Oregon, Inc.	26-1919702	0.99%
P&G Restoration Services Inc.	68-0196593	0.98%
Lane Workforce Partnership	93-0886373	0.97%
Moberg Research, Inc. dba Micromed USA	23-2935152	0.94%
Morrison Concrete, Inc.	33-0361713	0.91%
Javier R. Rios, MD, A Professional Corporation	33-0773865	0.68%
Pacific West Communities, Inc.	20-1657561	0.66%
Rhino Enterprises, Inc. dba Commercial Tree Care	80-0612493	0.64%
Emmons Roof Service, Inc.	95-4349721	0.62%
MCC Management	82-1999023	0.62%
S.S. Skikos, Inc.	27-2774857	0.59%
Galaxy Stone Works Inc	32-0357768	0.57%
Janet P. Gross, Inc. dba Heritage Landscapes	68-0372470	0.57%
Innova Vein & Vascular, LLC	47-3584893	0.56%
Rose City Moving & Storage	93-0475418	0.54%
All Pro Plumbing, Heating, Air & Electrical Inc.	47-4549777	0.50%
Horn Enterprises, Inc.	32-0246258	0.48%
Performance Logistics, LLC	20-2064181	0.46%
Jeffrey Talmadge Construction, Inc.	77-0533297	0.45%
South Valley Specialties, Corp.	87-0685191	0.43%
T.T.R., Inc. dba Sherms Custom Plating	91-1753558	0.43%
Krueger & Company Inc.	91-1756875	0.43%

Jenal Engineering Corporation	33-0403083	0.43%
Pacific Koast Graphics, Inc.	77-0156465	0.42%
City-Wide Fibers, Inc.	94-3334077	0.42%
Joshua Grading & Excavating Inc.	20-0072705	0.42%
Porter Boiler Service, Inc.	95-2387073	0.41%
Trent Enterprises, LLC	20-1620719	0.41%
Araya Construction, Inc. dba ServPro	76-0722507	0.40%
Rogue Workforce Partnership	94-3123232	0.39%
Integrow Malt LLC	52-2351441	0.38%
Frontier Property Group, Ltd.	82-0344516	0.36%
Don Tankersley Construction, LTD.	93-1319042	0.36%
Yellowstone Lumber, LLC	82-0499815	0.35%
VocalBooth.com, Inc.	06-1740426	0.35%
California Sod Center, LLC	82-3658650	0.35%
A-1 Septic Tank Service, Inc.	94-1690893	0.34%
Rimrock Trails Treatment Services	93-1019081	0.32%
Ernie and Sons Scaffolding dba Unique Scaffold	27-5104124	0.32%
Peak Well Service, LLC	20-2860968	0.32%
M.S. West Enterprises	45-2449495	0.32%
Nussbaum Automotive Solutions, LP	46-1147633	0.29%
Country Builders Construction, Inc.	27-3713251	0.29%
Webster's, Inc.	82-0453507	0.28%
AWT Construction Group Inc.	26-1601345	0.27%
Eckersell's, Inc.	82-0372566	0.27%
PBA Dills, Inc.	26-0583839	0.26%
Ammocom, Inc. dba Ameriset	33-0707626	0.26%
Sunset Services, Inc. dba Home Instead Senior Care	86-0813215	0.26%
BV Management Services Inc. (Formally known as KO Custom Fab, Inc.)	83-1942042	0.25%
Ochoa Group Corporation	20-1950082	0.25%
NCS Moving Services	45-4614733	0.25%
Beacon Rock Investments, LLC	45-2419380	0.24%
Pappas Piping Services, Inc.	20-1582143	0.24%
County Sanitation Company, Inc.	95-3325117	0.24%
Magna Trans LLC	47-1002388	0.24%
ELB Capital Corp. dba Trifecta Painting and Construction	20-4175502	0.23%
TDS Logistics, LLC	47-2908104	0.23%
American Truck Bodies & Repair, Inc.	95-4717868	0.23%
Zuheir Inc dba Comprehensive Glass Works	33-0290431	0.22%
Jerry's Welding and Machine, Inc.	20-3179927	0.22%
B&B Machinery LLC	84-4605267	0.22%
A Firm Foundation, Inc. dba Firm Foundations Insurance & Benefits Center	46-0518519	0.22%
Palm Valley Insurance Services Inc.	61-1549560	0.21%
Gamboa, Inc. dba Metro Steel	33-0775297	0.21%
Arndt Construction Inc.	46-4955079	0.20%

Alliance Diversified Enterprises, Inc.	46-1085533	0.20%
Allegiant Logistics dba Marcan Enterprise	84-3062877	0.19%
AKRA Plastic Products, Inc.	95-2803845	0.19%
Charles Messina Plumbing and Electric Co., Inc.	51-0316303	0.19%
LANDD Enterprises, Inc. dba Kelly's Automotive Service	83-0391853	0.19%
Antero Automotive and Truck Services, Inc.	26-3347663	0.18%
Construction Solutions Company, LLC	45-1332745	0.18%
Misty Morning Trucking, LLC	47-5130093	0.17%
Grayd-A Precision Metal Fabricators	95-2627728	0.17%
Lauzon Contracting, LLC	71-0910318	0.17%
MHS Heating & Air Conditioning, Inc.	26-4544848	0.17%
CalWes Homes, Inc.	27-2906834	0.17%
Caltron Construction, Inc.	95-4570684	0.16%
QST Ingredients & Packaging	91-2121763	0.16%
Central Oregon Health Council	46-0534726	0.16%
Racing Green, LTD	46-2262712	0.16%
SJF Transmissions Inc. dba Aamco of Morena Blvd	90-0518538	0.15%
Utopia Home Care, Inc.	27-0616420	0.14%
CMI Masonry, Inc.	46-2453139	0.14%
Schicker Luxury Shower Doors	68-0488740	0.14%
TRS Construction Inc. dba Schian Commercial Construction	45-4931069	0.13%
RW Hays Co. dba Hays Oil Company	93-0643243	0.13%
Cottages of Hope	26-0752718	0.13%
Chino Steel, Inc.	26-4255787	0.13%
Winfield Building Group, Inc. dba CW Dillon Builders	52-0812977	0.13%
Dirtworks Contracting, Inc.	01-0958534	0.13%
Luis Segura Trucking, Inc.	47-3807454	0.13%
Lanik Enterprises, Inc.	20-8991445	0.12%
FST Services, Inc.	45-5459992	0.12%
O.A. Cargo, Inc.	20-8721762	0.12%
Dansk Enterprises, Inc. dba Nordic Security Services	33-0656012	0.12%
The Desert Sanctuary, Incorporated	95-3837425	0.11%
Inland Regional Hospice, LLC	46-1682701	0.11%
Progress Sports Management, L.P. dba San Jose Giants	77-0174648	0.11%
EMT Enterprises, Inc.	93-1223818	0.11%
Skyline Sunrooms, Inc.	33-0894190	0.11%
API Global Transportation, Inc.	20-5513260	0.10%
Schock Logistics, Inc.	93-1072516	0.10%
Gordon Reese Construction, Inc. dba Gordon Reese Design Build	46-0695475	0.10%
Delta Welding and Fabrication, Inc.	77-0494373	0.10%
PureCrop1	83-1484837	0.10%
AlphaOne Ambulance Medical Services, Inc.	27-3266402	0.10%
Ellis Fence Co., Inc.	47-1681364	0.09%
Leo's Sewer and Drain, Inc.	47-4135795	0.09%
Maximum Oil Service, LLC	20-5070928	0.09%

L. Nelson Properties, Inc.	20-8609628	0.09%
MDM Homecare LLC	47-4030688	0.09%
Kodiak Carbonic, LLC	47-1124017	0.09%
Lightning Mobile Services LLC	83-2893891	0.09%
Valley Building Components, Inc. dba Diamond Truss	87-1701013	0.09%
Webster's Mile High Farms, Inc.	82-0453508	0.09%
SingleSource, Inc.	20-1075023	0.09%
Calie Roa, DMD, LLC dba Mint Dental	46-4368692	0.09%
Alternative Market Services Inc	88-0436041	0.08%
Garrdec dba The Maids	81-2495657	0.08%
LTD Inc.	93-1240267	0.08%
One Hour Delivery Service, Inc.	94-3282325	0.08%
J.B. Marble Co.	95-4344581	0.08%
San Diego Concrete Pumping, Inc.	33-0782954	0.08%
Ducted Comfort LLC	27-1876027	0.08%
Peace of Mind Pest Control, Inc.	30-0484910	0.08%
Brian Egan Construction, dba Corvallis Custom Kitchen and Bath	93-1072177	0.08%
Waterproofing Systems, Corp.	95-4665465	0.08%
Registry of Physician Specialists, A Medical Corporation	68-0332129	0.07%
Sottek Trippe Enterprise, LLC dba AirCare Ambulance	26-1934078	0.07%
Medeiros Construction Inc. dba Medeiros Engineering	37-1907505	0.06%
Pacific Coast Petroleum, Inc.	45-4073413	0.06%
Rexburg Plumbing and Heating	82-0527973	0.06%
Sierra Integrated Services, Inc.	47-5237579	0.06%
Partners In Care, LLC	46-5010159	0.06%
Facility Solutions, LLC	46-4634409	0.06%
Labels-R-Us, Inc. dba The Label Shoppe	95-4362238	0.06%
Performance Properties, Inc.	93-1074218	0.06%
Phoenix Building, Inc.	57-1162798	0.06%
MMx2, LLC dba Merry Maids	47-2263739	0.06%
Northwest Transportation, Inc	47-4459703	0.06%
Higby's Country Feed, Inc.	75-3169453	0.06%
Sierra Waste Recycling & Transfer Station, Inc.	46-5646055	0.06%
Vehicle Recycling Services LLC	81-1664725	0.05%
Safari West, Inc.	20-2026695	0.05%
Shaner Enterprises, Inc.	91-1802791	0.05%
Cen Cal Plastering, Inc.	27-2551641	0.05%
All Counties Towing, LLC	34-2004575	0.05%
DBL LLC	03-0593840	0.05%
Worldwide Ground Transportation Solutions, Inc. dba El Paseo Limo	68-0601886	0.05%
Kraemer Incorporated dba The Maids of Folsom	47-1267747	0.05%
Global Sales and Warehousing	47-1919399	0.05%
Roost Services LLC	46-4374271	0.05%
Techbuilt Inc.	93-1032693	0.05%

VeVa Inc.	84-2242867	0.05%
City Rise, LLC	47-1214369	0.05%
Creighton Way, LLC	47-2408783	0.05%
BCS Breakaway Construction Services LLC	47-2392295	0.05%
Motive System Engineering Corp. dba Stroppini Enterprises	94-2220928	0.05%
Primo Construction, LLC	39-2066898	0.04%
Framing Associates	33-0778180	0.04%
Stay Safe Construction and Transport, Inc. dba Stay Safe Mechanical	26-0322448	0.04%
Hastings Construction, Inc.	20-1217070	0.04%
Southern Oregon Auto Care LLC	45-4666717	0.04%
Heritage Well Service	55-8791684	0.04%
Strand Ace Hardware, Inc.	68-0459426	0.04%
American Home & Stone Inc.	20-2067400	0.04%
East of the Bay	02-0763018	0.04%
Patriot General Engineering Inc.	26-3800523	0.04%
Vegetation Management Partners Inc.	84-2794130	0.04%
Campbell Construction General Engineering, Inc.	84-2896106	0.04%
Woodgrains and Stone, Inc.	47-5178350	0.04%
Central Coast Financial Group, Inc. dba CCFG Construction	20-5758294	0.04%
Tender Loving Care Home For Boys, Inc.	33-0895418	0.04%
Rogue Valley Children's Discovery Museum, Inc. dba Kid Time Discovery Experience	93-1258855	0.04%
Catalina Island Vacation Rentals, Inc.	47-5593252	0.04%
Somm, Inc.	81-2688437	0.04%
Affordable Auto Rental and Sales, Inc.	93-1255514	0.04%
Full House Property Management, LLC	26-3680435	0.03%
National Response Team, LLC	47-2070424	0.03%
BriteWorks, Inc.	95-4862881	0.03%
Loves Air, Inc.	30-0969402	0.03%
Galbraith Veterinary Clinic formerly Valley Veterinary Clinic	82-3719209	0.03%
Bartholomew Investments, Inc.	27-0105751	0.03%
G.Y.P. Enterprises, Inc.	52-1575962	0.03%
M. Read Services, Inc. dba SD ShowDown	26-1389309	0.03%
GK Wealth Management LLC	82-5044552	0.03%
Alpha Impressions, Inc.	91-1949780	0.03%
CDM Living Life, Inc. dba Always Best Care Senior Services	27-5555021	0.03%
DBR Enterprises, LLC dba Carpenter Crane Hoist	38-4062197	0.03%
Dykstra Enterprises, Inc. dba Foothill Tree Service	20-1698933	0.03%
States Towing, LLC dba Bishop Towing & Repair	46-3767174	0.03%
Denington, Inc. dba CertaPro Painters of Portland	81-3730741	0.03%
Insure it All	27-1046011	0.03%
Integrated Water Management	27-2858895	0.03%
Live Well Medical Supplies, Inc.	61-1582299	0.03%
Tore 93, LLC	26-2991098	0.03%
Morton's Towing and Recovery, Inc.	02-0661195	0.03%

Scott Fire & Water Restoration, Inc. dba Servpro of El Dorado Hills/Placerville	47-2584555	0.03%
True North Trucking Company	82-1772178	0.03%
Inland Powder Coating Corporation	33-0045795	0.03%
J&J Services Swimming Pools & Billiards Inc.	46-4339452	0.03%
JJR Restoration, Inc. dba Servpro of Chico-Lake Almanor	80-0635272	0.03%
Neal Portlock Construction Inc	81-0878544	0.03%
Severin Mobile Towing Inc.	20-8020015	0.03%
Advanced Lock & Key, Inc.	26-3062679	0.02%
Premier Concrete Services, Inc.	26-1679588	0.02%
Invested Real Estate Group, Inc	47-3351523	0.02%
Avalon Building Maintenance of the Inland Empire, Inc.	04-3733739	0.02%
Universal Limousine & Transportation Co.	68-0373991	0.02%
JR Garza Construction and Management, Inc. dba JRG Services	26-3189956	0.02%
Robbins Equipment Company, Inc.	86-0810644	0.02%
Cougar Digital Marketing & Design, LLC	46-1792539	0.02%
West Tow, Inc.	41-2197759	0.02%
Szeremi Sweeping Service, LLC	54-2075589	0.02%
Kimbell & Brown Construction, Inc.	27-0654566	0.02%
Pasut Trucking, Inc.	82-1811192	0.02%
Geoffrey Harper dba Performance	46-3518937	0.02%
Gopher Team dba Gingrich Horticulture Service	84-3501206	0.02%
WBH Homewatch, Inc.	87-0513070	0.02%
Stafford Meat Company, Inc.	94-2753959	0.02%
GDMI Enterprises, Inc. dba Napa Auto Parts	93-1318354	0.02%
Carolina Urban Lumber, LLC	61-1944851	0.02%
Northwest Commercial Property Maintenance, Inc.	93-1308966	0.02%
Ruckstell California Sales Co., Inc.	94-2320429	0.02%
Higher Ground Restoration, Inc. dba Service Master Professionals	33-0936541	0.02%
Michele M. Thompson, M.D. LLC	81-1726320	0.02%
All Restored Inc.	68-0588242	0.02%
Gino/Giuseppe, Inc. dba G&G Construction, Co.	20-5258087	0.02%
Bernardini Enterprises, Inc. dba JD Services	20-5467165	0.02%
Pipeway Energy Construction, Inc.	45-5298683	0.02%
Kayu, Inc. dba Propelo Media	20-1844150	0.02%
SP HoCo, LLC dba SERVPRO of Howard County	47-2761407	0.02%
Expert Disposal and Recycling Services, LLC	42-1734100	0.02%
Medallion Landscape Management, Inc.	77-0399625	0.02%
Arubbot Ha Shamayin, Inc. dba Pacific Services and Pacific Window Washing	04-3813746	0.02%
Therapeutic Ranch for Animals and Kids dba TRAK	20-4737638	0.02%
Queen City Therapy, PLLC dba Little Wonders Pediatric Therapy	82-4855972	0.01%
Pacific M Painting, Inc	26-4012505	0.01%

CABS Heating & Air Conditioning	47-4470869	0.01%
5 O'Clock Marketing Group, LLC	27-3052133	0.01%
MightyMite Termite Services	35-2432666	0.01%
Gold Properties LLC	93-1311085	0.01%
AllWays Towing, LLC	41-2103772	0.01%
Catalina China, Inc. dba HF Coors	86-0657734	0.01%
Lawson Home Services, LLC	27-3425457	0.01%
Sausage, LLC	45-4615443	0.01%
JMME Nut Manufacturing Corporation, Inc. / Jessee Equipment Mfg.	46-5231558	0.01%
Left Coast Hauling, LLC	81-3929536	0.01%
Radford Alexander Corporation	33-0444721	0.01%
Steve Thomas Real Estate LLC	83-2853870	0.01%
Fury Transport LLC	81-5133896	0.01%
Culbert Construction & Plumbing Inc	47-2810097	0.01%
JCMJ Products LLC	38-3938673	0.01%
Yosemite Valley Beef Packing Company, Inc.	77-0583244	0.01%
Noga's Air Conditioning, Inc.	94-2211080	0.01%
NGB Construction, Inc.	46-3197746	0.01%
Gamble Construction Inc.	20-1829201	0.01%
El Coyote Mexican Foods	95-2504848	0.01%
DryZone, LLC	86-1161686	0.01%
Got Watts Electric, Inc	47-3920244	0.01%
A-1 Ready Mix, Inc.	27-2662647	0.01%
First Transact Inc.	46-4874349	0.01%
Wildlife Images Education & Rehabilitation Center	93-0793314	0.01%
Solid Property Services, Inc.	46-0532539	0.01%
Glistening Water Pool Service, LLC	45-0827179	0.01%
Pacific Grading and Erosion Control, Inc.	26-2172463	0.01%
FT Eng Inc.	45-3189483	0.01%
Black Tiger Low Voltage Systems	26-3468811	0.01%
Leaps-n-Boundz, Inc.	27-0970111	0.01%
DG Insurance and Real Estate Services, Inc.	27-0769111	0.01%
Bowers Fencing and Swimming Pools, Incorporated	93-1180610	0.01%
The Capes Homeowners' Association, Inc.	93-1130630	0.01%
Denali MetalWorks LLC	32-0208557	0.01%
Rush Pizza, Inc.	82-0625408	0.01%
Whitlow Construction & Real Estate Development, LLC dba HOMEMASTERS	47-3304007	0.01%
My Window Solutions, Inc.	47-1484878	0.01%
A-1 Alloys, Inc.	33-0354384	0.01%
R. L. Mays Construction Company Inc.	47-2725481	0.01%
SJD&B, INC.	47-3069377	0.01%
Infinity Electric	04-3839192	0.01%
South Chemult Pumice, Inc.	30-0740354	0.00%
TEACH-NW	82-3894643	0.00%

ASAP Movers, Inc.	20-5486332	0.00%
Landi Insurance Services, Inc.	84-3730440	0.00%
Work, Inc.	84-1383403	0.00%
C F Farming, Inc.	33-0010870	0.00%
Gray Haven, Inc.	85-2328066	0.00%
Patriot Motor Works, Inc.	37-1634654	0.00%
Verity Construction LLC	45-5272934	0.00%
Ravenswood Leather, LLC	47-2655991	0.00%
Zed Electric, Inc.	35-2189695	0.00%
Hometown Flooring Inc	84-3170736	0.00%
Jose D Soares Dairy	77-0165057	0.00%
Gary Pollack Construction & Excavation	94-3328000	0.00%
Green Flash Pest Control Corp.	47-3009914	0.00%
Metro General Construction, Inc.	82-1649098	0.00%
KA Designs, LLC	20-0549913	0.00%
Fullview Aluminum & Glass, Inc.	52-2291877	0.00%
Steri-Clean Inc	20-1946355	0.00%
BAR-SGR, L.L.C.	52-2008119	0.00%
Kyle Taylor Construction, LLC dba Taylored Elements Construction	45-3738279	0.00%
Premier Diesel LLC	46-3137932	0.00%
C&SD Construction, Inc.	33-0923917	0.00%
Rose Remodeling	85-0963910	0.00%
JE Builders, Inc	27-2685214	0.00%
Johnson and Daly Moving, Inc.	68-0183142	0.00%
Golden Management Services Inc	83-4563918	0.00%
Hill Farms, Inc.	81-0552039	0.00%
Manzanita Landscape Construction, Inc.	20-2171091	0.00%
JDE Construction, Inc	81-4488834	0.00%
Orange County Acoustics, Inc.	33-0173968	0.00%
Gone Green Enterprises, Inc.	46-3527431	0.00%
Lucky Limousine & Towncar Service LLC	93-1306758	0.00%
Pride Intermodal, Inc.	95-4888568	0.00%
Postal Delivery Systems, LLC	80-0958519	0.00%
Orsi Transport, Inc.	56-2456181	0.00%
Bogle Construction, Inc.	30-1045241	0.00%
Marina Landscape Services, Inc.	81-4646713	0.00%
Marin Sun Farms, Inc.	20-0848938	0.00%
All American Petroleum Corp	33-0760329	0.00%
Crest Transportation, Inc.	27-2441532	0.00%
Global Modular, Inc.	88-0513685	0.00%
Training Toward Self-Reliance	94-2827400	0.00%
MasterCare Cleaning Co., Inc.	27-0113219	0.00%
Professional Courier & Logistics, Inc.	94-3376567	0.00%
Lotus Cleaning	90-1252518	0.00%
All-Pro Enterprises, Inc.	33-0822215	0.00%

Action Door Repair Corporation	95-3737162	0.00%
Pegasus Transit, Inc.	68-0586908	0.00%
Sowers - CC Holding Company, Inc. dba City Compressor	81-3035940	0.00%
Body in Context LLC	83-2210729	0.00%
Madison Furniture Mfg., Inc.	93-1142198	0.00%
No Sweat Properties, LLC dba Black Rock Insurance	47-5650300	0.00%
Omega Drywall Construction, Inc	45-3581899	0.00%
Demolition King, Inc.	46-1651954	0.00%
NES Equipment & Service Corporation	33-0492915	0.00%
Christofferson Transportation, Inc.	33-0947880	0.00%
Kings Gun Center, LLC	47-2740748	0.00%
Siskiyou Pump Service Incorporated	93-1287970	0.00%
Pacific Athletic Wear, Inc.	33-0807392	0.00%
Coastline Heating and Air Conditioning dba On Time Home Services	20-1238890	0.00%
Anbec M. DeSheild, D.D.S., P.L.L.C. dba Best Smile Dental	27-1866858	0.00%
Mikala Corp dba A-1 Tree Service and Stump Removal	82-3206407	0.00%