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

2025

This Form is Open to Public Inspection

Part I Annual Report Identification Information

For calendar plan year 2025 or fiscal plan year beginning 01/01/2025 and ending 12/31/2025

A This return/report is for:
- [ ] a multiemployer plan
- [X] a multiple-employer plan (Filers checking this box must provide 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:
- [X] 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
BARRETT BUSINESS SERVICES, INC. RETIREMENT SAVINGS PLAN

1b Three-digit plan number (PN) ▶ 001

1c Effective date of plan 04/01/1990

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)
BARRETT BUSINESS SERVICES, INC.

8100 NE PARKWAY DR SUITE 200
VANCOUVER, WA 98662

2b Employer Identification Number (EIN) 52-0812977

2c Plan Sponsor's telephone number 360-828-0700

2d Business code (see instructions) 531110

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.	10/14/2026	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

3a Plan administrator's name and address [X] 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

4b EIN

c Plan Name

4d PN

5	Total number of participants at the beginning of the plan year	**5**	55361
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)**	53676
a(2)	Total number of active participants at the end of the plan year	**6a(2)**	56300
b	Retired or separated participants receiving benefits	**6b**	0
c	Other retired or separated participants entitled to future benefits	**6c**	1452
d	Subtotal. Add lines **6a(2)**, **6b**, and **6c**.	**6d**	57752
e	Deceased participants whose beneficiaries are receiving or are entitled to receive benefits.	**6e**	19
f	Total. Add lines **6d** and **6e**.	**6f**	57771
g(1)	Number of participants with account balances as of the beginning of the plan year (only defined contribution plans complete this item)	**6g(1)**	8669
g(2)	Number of participants with account balances as of the end of the plan year (only defined contribution plans complete this item)	**6g(2)**	11868
h	Number of participants who terminated employment during the plan year with accrued benefits that were less than 100% vested.	**6h**	594
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 Characteristic 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 Characteristic Codes in the instructions:

9a Plan funding arrangement (check all that apply)

- **(1)** [ ] Insurance
- **(2)** [ ] Code section 412(e)(3) insurance contracts
- **(3)** [X] 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)** [X] 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)** [X] **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
- **(4)** [ ] **DCG** (Individual Plan Information) – Number Attached _____
- **(5)** [ ] **MEP** (Multiple-Employer Retirement Plan Information)

b General Schedules

- **(1)** [X] **H** (Financial Information)
- **(2)** [ ] **I** (Financial Information – Small Plan)
- **(3)** [ ] **A** (Insurance Information) – Number Attached _____
- **(4)** [X] **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 2025 Form M-1 annual report. If the plan was not required to file the 2025 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)	Service Provider Information	OMB No. 1210-0110
Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	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.**	**2025** **This Form is Open to Public Inspection.**

For calendar plan year 2025 or fiscal plan year beginning 01/01/2025 and ending 12/31/2025

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).. . . . . [X] 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

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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	1307879	Yes [ ] No [X]	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	127500	Yes [ ] No [X]	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	45211	Yes [X] No [ ]	Yes [X] No [ ]	0	Yes [ ] No [X]

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 [X] No [ ]	Yes [ ] No [X]	0	Yes [X] 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.
HOOD RIVER CAPITAL MANAGEMENT 2373 PGA BOULEVARD, SUITE 200 PALM BEACH GARDENS, FL 33410	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

(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 06-1555943	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 FUNDS 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.
FRANKLIN TEMPLETON FUNDS PO BOX 997152 SACRAMENTO, CA 95899	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

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Part III Termination Information on Accountants and Enrolled Actuaries (see instructions)

(complete as many entries as needed)

a Name: PERKINS& COMPANY, P.C.
b EIN: 93-0928924
c Position: AUDITOR
d Address: 1211 SW FIFTH AVE, SUITE 1000
PORTLAND, OR 97204
e Telephone: 503-221-0336

Explanation: PERKINS & COMPANY, P.C. ACQUIRED BY CLIFTONLARSONALLEN LLP 7/1/2026

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

2025

This Form is Open to Public Inspection

For calendar plan year 2025 or fiscal plan year beginning 01/01/2025 and ending 12/31/2025

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 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	1091919	1515323
b Receivables (less allowance for doubtful accounts):			
(1) Employer contributions	1b(1)	830693	649384
(2) Participant contributions	1b(2)	303366	363759
(3) Other	1b(3)		
c General investments:			
(1) Interest-bearing cash (include money market accounts & certificates of deposit)	1c(1)	8412857	8485226
(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)	4997949	6326547
(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)	244841886	316038421
(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	1d(1)	274681	223059
(2) Employer real property	1d(2)		
1e Buildings and other property used in plan operation	1e		
1f Total assets (add all amounts in lines 1a through 1e)	1f	260753351	333601719
Liabilities			
1g Benefit claims payable	1g		
1h Operating payables	1h		
1i Acquisition indebtedness	1i		
1j Other liabilities	1j		
1k Total liabilities (add all amounts in lines 1g through1j)	1k	0	0
Net Assets			
1l Net assets (subtract line 1k from line 1f)	1l	260753351	333601719

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.

Income		(a) Amount	(b) Total
a Contributions:			
(1) Received or receivable in cash from: **(A)** Employers	2a(1)(A)	15738594	
(B) Participants	2a(1)(B)	37515586	
(C) Others (including rollovers)	2a(1)(C)	4211078	
(2) Noncash contributions	2a(2)		
(3) Total contributions. Add lines **2a(1)(A), (B), (C),** and line **2a(2)**	2a(3)		57465258
b Earnings on investments:			
(1) Interest:			
(A) Interest-bearing cash (including money market accounts and certificates of deposit)	2b(1)(A)		
(B) U.S. Government securities	2b(1)(B)		
(C) Corporate debt instruments	2b(1)(C)		
(D) Loans (other than to participants)	2b(1)(D)		
(E) Participant loans	2b(1)(E)	461505	
(F) Other	2b(1)(F)		
(G) Total interest. Add lines **2b(1)(A)** through **(F)**	2b(1)(G)		461505
(2) Dividends: **(A)** Preferred stock	2b(2)(A)		
(B) Common stock	2b(2)(B)		
(C) Registered investment company shares (e.g. mutual funds)	2b(2)(C)	20788652	
(D) Total dividends. Add lines **2b(2)(A)**, **(B)**, and **(C)**	2b(2)(D)		20788652
(3) Rents	2b(3)		
(4) Net gain (loss) on sale of assets: **(A)** Aggregate proceeds	2b(4)(A)		
(B) Aggregate carrying amount (see instructions)	2b(4)(B)		
(C) Subtract line **2b(4)(B)** from line **2b(4)(A)** and enter result	2b(4)(C)		0
(5) Unrealized appreciation (depreciation) of assets: **(A)** Real estate	2b(5)(A)		
(B) Other	2b(5)(B)		
(C) Total unrealized appreciation of assets. Add lines **2b(5)(A)** and **(B)**	2b(5)(C)		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)		25843482
c Other income	2c		
d Total income. Add all **income** amounts in column (b) and enter total	2d		104558897
Expenses			
e Benefit payment and payments to provide benefits:			
(1) Directly to participants or beneficiaries, including direct rollovers	2e(1)	31443567	
(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)		31443567
f Corrective distributions (see instructions)	2f		
g Certain deemed distributions of participant loans (see instructions)	2g		
h Interest expense	2h		
i Administrative expenses:			
(1) Salaries and allowances	2i(1)		
(2) Contract administrator fees	2i(2)		
(3) Recordkeeping fees	2i(3)	1307879	
(4) IQPA audit fees	2i(4)		
(5) Investment advisory and investment management fees	2i(5)	127500	
(6) Bank or trust company trustee/custodial fees	2i(6)	45211	
(7) Actuarial fees	2i(7)		
(8) Legal fees	2i(8)		
(9) Valuation/appraisal fees	2i(9)		
(10) Other trustee fees and expenses	2i(10)		
(11) Other expenses	2i(11)	5861	
(12) Total administrative expenses. Add lines **2i(1)** through **(11)**	2i(12)		1486451
j Total expenses. Add all **expense** amounts in column (b) and enter total	2j		32930018
Net Income and Reconciliation			
k Net income (loss). Subtract line **2j** from line **2d**	2k		71628879
l Transfers of assets:			
(1) To this plan	2l(1)		18914164
(2) From this plan	2l(2)		17694675

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) [X] 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) [X] 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: CLIFTONLARSONALLEN LLP **(2)** EIN: 41-0746749

d The opinion of an independent qualified public accountant is **not attached** as part of Schedule H because:

(1) [ ] This form is filed for a CCT, PSA, DCG 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. DCGs do not complete lines 4e, 4f, 4k, 4l, and 5, and DCGs generally complete the rest of Part IV collectively for all plans in the DCG, except as otherwise provided (see instructions).

During the plan year:

		Yes	No	Amount
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.)	**4a**		X	
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?	**4e**	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?	**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.)	**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 [X] 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)
PAYCHEX POOLED EMPLOYER 401(K) PLAN - GYP ENTERPRISES, INC.	52-1575962	001
ROGUE WORKFORCE PARTNERSHIP 401(K) PROFIT SHARING PLAN & TRUST	94-3143232	001
PORTER BOILER SERVICE, INC. 401K PLAN	95-2387073	002
RIOS & RIOS A MEDICAL MANAGEMENT CORPORATION 401K PLAN	81-4389458	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 _____.

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)
TLC RETIREMENT SAVINGS PLAN	45-0391154	333
MAGNATRANS LLC 401(K) PROFIT SHARING PLAN & TRUST	47-1002388	001
ADP TOTALSOURCE RETIREMENT SAVINGS PLAN	59-2452823	001
ALTO INGREDIENTS, INC. 401(K) PLAN	41-2170618	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 _____.

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)
CONSTRUCTION SOLUTIONS COMPANY, LLC PLAN	45-1332745	001
SHANER ENTERPRISES, INC. 401(K) PLAN	91-1802791	001
INSPERITY 401(K) PLAN	76-0178498	001
PACIFIC COAST PETROLEUM 401(K) PLAN	45-4073413	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 _____.

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)
G&A PARTNERS, INC. MULTIPLE EMPLOYER PLAN	76-0461926	001
CHRISTOFFERSON TRANSPORTATION, INC. 401(K) PLAN	33-0947880	001
OREGON INTERIORS INC. 401(K) PLAN	75-3002395	001
CAROLINA URBAN LUMBER LLC PLAN	61-1944851	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 _____.

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)
GROUP MANAGEMENT SERVICES INC 401(K) PROFIT SHARING PLAN & TRUST	34-1707723	001
ALL SOURCE COMPANY BUILDING GROUP 401(K) PLAN	26-3179693	001
ULT 401(K) PLAN	68-0373991	001
POSTAL DELIVERY SYSTEM 401(K) PLAN	80-0958519	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 _____.

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)
RETIREMENT CONSTRUCTION UNLIMITED, INC. 401(K) PLAN	72-1520925	001
PACIFIC SUN TRUCKING, INC. 401(K) PLAN	81-2269110	001
AS INDUSTRIES	87-1929319	001
JOHN HANCOCK PLAN	82-3618787	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 _____.

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)
MUSGROVE CORP 401K PLAN	33-0439012	001
JEWKES HOME DESIGN, LLC 401(K) PLAN	84-3079501	001
SIMPLIFY PEP - HELLER CONSTRUCTION	27-4411131	035
CHOICE POOLED EMPLOYER PLAN III	27-3710385	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 _____.

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)
401GO	26-0447090	001
ACCE BENEFIT TRUST PROFIT SHARING PLAN	54-6487038	001
KOFFORD & ASSOCIATES, INC. 401(K) PLAN	87-0667417	001
VENSURE RETIREMENT PLAN	39-2377547	016

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 _____.

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)
HIGH DESERT HEATING & COOLING 401(K) PLAN	92-3495345	001
HABITAT FOR HUMANITY OF LINCOLN COUNTY 401(K) PLAN	93-1172258	001
ALL AMERICAN BUILDING SERVICES 401K PLAN	84-1999788	002
WAVE PROPERTY MANAGEMENT LLC PLAN	85-3280560	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 _____.

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)
EVERGREEN ADMINISTRATIVE SERVICES RETIREMENT PLAN	27-3288136	001
WEST COAST TANNING 401(K) PLAN	82-4470688	001
KOONER TRUCK REPAIR INC 401(K) PLAN	87-2389696	001
PLANMEMBER POOLED EMPLOYER PLAN	95-3706234	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

2025

This Form is Open to Public Inspection.

For calendar plan year 2025 or fiscal plan year beginning 01/01/2025 and ending 12/31/2025

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**

Part V Additional Information for Multiemployer Defined Benefit Pension Plans

13 Enter the following information for each employer that (1) contributed more than 5% of total contributions to the plan during the plan year or (2) was one of the top-ten highest contributors (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) and (b):

a Enter the percentage of plan assets held as:
Public Equity: _____% Private Equity: _____% Investment-Grade Debt and Interest Rate Hedging Assets: _____%
High-Yield Debt: _____% Real Assets: _____% Cash or Cash Equivalents: _____% Other: _____%

b Provide the average duration of the Investment-Grade Debt and Interest Rate Hedging Assets:
☐ 0-5 years ☐ 5-10 years ☐ 10-15 years ☐ 15 years or more

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._____

Part VII IRS Compliance Questions

21a Does the plan satisfy the coverage and nondiscrimination tests of Code sections 410(b) and 401(a)(4) by combining this plan with any other plans under the permissive aggregation rules? ☐ Yes ☒ No

21b If this is a Code section 401(k) plan, check all boxes that apply to indicate how the plan is intended to satisfy the nondiscrimination requirements for employee deferrals and employer matching contributions (as applicable) under Code sections 401(k)(3) and 401(m)(2).

☒ Design-based safe harbor method

☐ "Prior year" ADP test

☒ "Current year" ADP test

☐ N/A

22 If the plan sponsor is an adopter of a pre-approved plan that received a favorable IRS Opinion Letter, enter the date of the Opinion Letter 06 / 30 / 2020 (MM/DD/YYYY) and the Opinion Letter serial number Q702852A .

SCHEDULE MEP (Form 5500)	MULTIPLE-EMPLOYER RETIREMENT PLAN INFORMATION	OMB No. 1210-0110
Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration	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.**	**2025** **This Form is Open to Public Inspection**

For calendar plan year 2025 or fiscal plan year beginning 01/01/2025 and ending 12/31/2025

A Name of plan BARRETT BUSINESS SERVICES, INC. RETIREMENT SAVINGS PLAN	**B** Three-digit Plan number (PN)..... ▶ 001
C Plan administrator's name as shown on line 3a of Form 5500/Form 5500-SF BARRETT BUSINESS SERVICES, INC.	**D** Administrator's EIN 52-0812977

Part I Type of Multiple-Employer Pension Plan. All multiple-employer pension plans must complete.

1 Check the appropriate box to indicate type of multiple-employer pension plan. (Only defined contribution plans may check lines 1a, 1b, and 1c. Defined benefit plans and defined contribution plans not checking lines 1a, 1b, or 1c should check line 1d. See Instructions).

- **a** [X] association retirement plan (See 29 CFR 2510.3-55) (Complete Part II)
- **b** [ ] professional employer organization plan (PEO Plan) (See 29 CFR 29 CFR 2510.3-55) (Complete Part II)
- **c** [ ] pooled employer plan (PEP) (See 29 CFR 2510.3-44) (Complete Parts II and III)
- **d** [ ] other multiple-employer pension plan (Describe)_____ (Complete Part II)

Part II Participating Employer Information.

2 All multiple-employer pension plans that are subject to section 210(a) of ERISA (see instructions for filing the Form 5500) must complete Part II, in addition to Part I, in accordance with the instructions, to report the information for each employer participating in the multiple-employer pension plan. **Defined contribution plans must complete lines 2a-2d. All other multiple-employer pension plans complete lines 2a-2c only. Complete as many entries as needed to list the required information for each participating employer that is not an individual person (see instructions).**

2a Name of Participating Employer	**2b** EIN	**2c** Percentage of Total Contributions for the Plan Year	**2d** Aggregate Account Balances Attributable to Participating Employer
BARRETT BUSINESS SERVICES, INC.	52-0812977	18.13	80497993
2a Name of Participating Employer	**2b** EIN	**2c** Percentage of Total Contributions for the Plan Year	**2d** Aggregate Account Balances Attributable to Participating Employer
DNJ PROPERTY MANAGEMENT SERVICES, LLC	01-0584545	2.03	9944351

CAUTION Do not individually list information for working owners (see instructions and 29 CFR 2510.3-55(d)(2)) or other individuals who are participants or beneficiaries in the plan or arrangement that are no longer associated with a particular participating employer or participating employer plan (see instructions). Providing identifying information for individuals may result in rejection of this filing. If there are any such individuals in the plan, answer "Yes" to line 2e and provide the total information for all such individuals, without providing names or other identifying information.

2e	Does the plan include any individuals not participating through an employer or who are individual working owners?	**2e**	[ ] Yes [X] No
2f	If you answer "Yes" in line 2e, enter a good faith estimate of the percentage of total contributions made by all such individuals that are not listed on line 2a during the plan year.	**2f**	
2g	If you answer "Yes" in Line 2e, enter the aggregate account balances for all such individuals that are not listed on line 2a.	**2g**	

Part II Participating Employer Information (Continued).

Use this page for additional participating employer information.

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2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
CARGO SOLUTION EXPRESS INC.	04-3593325	1.23	6234525
YELLOWSTONE LOG HOMES LLC	82-0488493	0.51	5864937
THOMPSON SUSKIND, L.P.	20-1918161	0.28	4360407
PRIORITY BUILDING SERVICES, LLC	95-4796215	1.42	4265824
PACIFIC WEST COMMUNITIES, INC.	20-1657561	2.20	4256148
CITY RISE, LLC	47-1214369	1.05	3486994
DIABLO SOLAR SERVICES, INC.	68-0018084	0.27	3454233
C TRANS, INC.	73-1707860	0.24	3277061
CHAMPION WINDOWS, INC.	71-0980617	0.79	3072767

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Part II Participating Employer Information (Continued).

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NEIGHBORLY PEST MANAGEMENT, INC.	94-2317576	0.51	2944334
MICHAEL MCCUTCHEON CONSTRUCTION, INC.	94-3054388	0.27	2687268
FUSION SIGN & DESIGN, LLC	20-5897387	0.09	2647379
POWER PROPERTY MANAGEMENT, INC.	20-8805001	0.28	2639552
OUT-FIT, A CALIFORNIA CORPORATION	20-2666682	0.42	2494491
FUSCO & ORSINI INSURANCE SERVICES, INC.	27-3634491	0.04	2443702
ROLLS SCAFFOLD, INC.	20-3961257	0.25	2265437
LANE WORKFORCE PARTNERSHIP	93-0886373	0.20	233476
HARRIS WEST RECYCLING AND SOLID WASTE EQUIPMENT SALES & SERVICE, INC.	88-0283567	0.03	2187536

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Part II Participating Employer Information (Continued).

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GLOBAL UNDERGROUND CORPORATION	84-1539524	1.06	2163450
BAY AREA CUSTOM HOMES	94-3399027	0.61	2146972
SPRINGBOK MANAGEMENT COMPANY, LLC	84-2084068	0.37	2083046
ALLIANCE DIVERSIFIED ENTERPRISES, INC.	46-1085533	0.76	2063565
P&G RESTORATION SERVICES INC.	68-0196593	0.09	2040627
MCC MANAGEMENT	82-1999023	0.33	1913938
COUNTRY BUILDERS CONSTRUCTION, INC.	27-3713251	0.23	1758219
JENAL ENGINEERING CORPORATION	33-0403083	0.37	1728142
FORTES BROTHERS, INC.	88-0666619	1.00	1687982

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Part II Participating Employer Information (Continued).

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2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
CEDAR CREEK CAPITAL LLC	85-1354502	1.00	1611826
MOUNTAIN PINE DERMATOLOGY PLLC	81-1701258	0.38	1607394
S.S. SKIKOS, INC.	27-2774857	0.37	1582436
DECCO CASTINGS, INC.	95-2888682	0.23	1503144
NFUSION CAPITAL FINANCE, LLC	84-2775450	1.08	1471044
ARAYA CONSTRUCTION, INC. DBA SERVPRO	76-0722507	0.33	1407912
TDS LOGISTICS, LLC	47-2908104	0.33	1392699
HOLLAND AUTOMOTIVE SERVICE DBA HOLLAND CAR CARE	85-3386406	0.11	1363321
PERFORMANCE LOGISTICS, LLC	20-2064181	0.14	1356633

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Part II Participating Employer Information (Continued).

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SMART WAVE SOLAR LLC	84-2515868	0.56	1350253
HIGBY'S COUNTRY FEED, INC.	75-3169453	0.24	1331895
GRAYSCALE LABS, INC.	37-1879077	0.17	1317598
J. RUDERMAN & CO, LLC	45-3998214	0.21	1289894
CITY-WIDE FIBERS, INC.	94-3334077	0.19	1285903
DALE POE REAL ESTATE GROUP	95-4605976	0.05	1266790
EMMONS ROOF SERVICE, INC.	95-4349721	0.11	1250311
LOS COMPADRES RESTAURANT 1 INC.	88-0471745	0.28	1248947
HOLLAND MULCH, INC.	23-2966906	0.22	1243039

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Part II Participating Employer Information (Continued).

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DIXIE LAND ENERGY, LLC	13-4209434	0.59	1219545
GALAXY STONE WORKS INC	32-0357768	0.15	1217508
UNIQUE SCAFFOLD	88-0753556	0.29	1211570
SYNERGY WELLNESS GROUP, INC.	27-0838354	0.11	1202981
DON TANKERSLEY CONSTRUCTION, LTD.	93-1319042	0.20	1197769
PRO-STAR TOWING, INC.	77-0408440	0.06	1182282
STRAND ACE HARDWARE, INC.	68-0459426	0.39	1147070
JANET P. GROSS, INC. DBA HERITAGE LANDSCAPES	68-0372470	0.14	1098948
WPL TRANSPORTATION HOLDING CO., LLC	83-2535541	1.06	1064022

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ROSE CITY MOVING & STORAGE	93-0475418	0.28	1041230
OREGON CENTER FOR CREATIVE LEARNING	93-1258855	0.42	1033569
VOCALBOOTH.COM, INC.	06-1740426	0.06	1016020
DMI TECHNOLOGIES, INC.	75-3192472	1.70	1015490
BLAIR BURKE, GENERAL CONTRACTORS, INC.	20-0407050	0.48	1001487
AIRX UTILITY SURVEYORS, INC.	20-0034244	0.28	991903
WESTLAKE AUTO COLLISION INC.	27-0168269	0.22	986900
ARNDT CONSTRUCTION INC.	46-4955079	0.30	985448
KRUEGER & COMPANY INC.	91-1756875	0.06	970651

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SANTA CRUZ GREEN BUILDERS, INC.	26-2207343	0.41	956122
SPADEA LIGNANA LLC	45-4132593	0.42	944350
RECOVERY SOLUTIONS GROUP LLC	80-0785576	0.26	940024
LOVES AIR, INC.	30-0969402	0.73	933702
CHARLES MESSINA PLUMBING AND ELECTRIC CO., INC.	51-0316303	0.13	912981
SCHICKER LUXURY SHOWER DOORS	68-0488740	0.24	908073
MICHELE M. THOMPSON, M.D. LLC	81-1726320	0.71	885395
CALIFORNIA SOD CENTER, LLC	82-3658650	0.27	865540
SIERRA INTEGRATED SERVICES, INC.	47-5237579	0.32	863502

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SIERRA WASTE RECYCLING & TRANSFER STATION, INC.	46-5646055	0.31	857146
GAMBOA, INC. DBA METRO STEEL	33-0775297	0.33	851218
M.S. WEST ENTERPRISES	45-2449495	0.21	837084
OCHOA GROUP CORPORATION	20-1950082	0.13	814057
FRONTIER PROPERTY GROUP, LTD.	82-0344516	0.05	808870
ELB CAPITAL CORP. DBA TRIFECTA PAINTING AND CONSTRUCTION	20-4175502	0.16	798526
YELLOWSTONE LUMBER, LLC	82-0499815	0.08	739070
TONY VENTURES LLC	27-1632638	0.01	788729
GARY POLLACK CONSTRUCTION & EXCAVATION	94-3328000	0.26	739742

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A & T ITALIAN FOODS INC	20-4359584	0.24	730697
THE LOFTCRAFTERS INC	73-1703019	0.31	729345
LLS INVESTMENTS, INC. DBA CRATERS & FREIGHTERS	46-3432630	0.20	722516
MGMS MANAGEMENT, LLC	92-1569237	0.61	715422
INSTITUTE FOR EFFECTIVE BEHAVIORAL INTERVENTIONS, INC.	27-0407388	0.10	705531
ROBSAG, INC.	52-2140745	0.10	703432
BALCACERES BROS. TOWING, INC.	20-2604428	0.26	702922
AWT CONSTRUCTION GROUP INC.	26-1601345	0.15	691221
BRUFFYS, INC.	95-3858840	0.04	686766

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PAPPAS PIPING SERVICES, INC.	20-1582143	0.11	645580
SKYLINE SUNROOMS, INC.	33-0894190	0.13	682844
HORN ENTERPRISES, INC.	32-0246258	0.09	676672
PRIME FOODS, LLC DBA MARANTO BAKERY	85-2994217	0.00	673456
ZUHEIR INC DBA COMPREHENSIVE GLASS WORKS	33-0290431	0.17	668383
TEMECULA QUALITY PLATING, INC	90-0574696	0.09	665253
MEDEIROS CONSTRUCTION INC. DBA MEDEIROS ENGINEERING	37-1907505	0.25	657677
CALTRON CONSTRUCTION, INC.	95-4570684	0.11	650088
PALM VALLEY INSURANCE SERVICES INC.	61-1549560	0.12	647307

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COUNTY SANITATION COMPANY, INC.	95-3325117	0.10	641217
LAUZON CONTRACTING, LLC	71-0910318	0.25	637346
CALWES HOMES, INC.	27-2906834	0.20	631220
NCS MOVING SERVICES	45-4614733	0.12	614718
SUNSET SERVICES DBA HOME INSTEAD SENIOR CARE	86-0813215	0.17	609102
INTEGRATED ENERGY GROUP, LLC	93-3170968	0.92	604185
JDE CONSTRUCTION, INC	81-4488834	0.45	603556
TRS CONSTRUCTION INC. DBA SCHIAN COMMERCIAL CONSTRUCTION	45-4931069	0.12	600922
BRITEWORKS, INC.	95-4862881	0.15	591128

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ECKERSELL'S, INC.	82-0372566	0.05	583079
PBA DILLS, INC.	26-0583839	0.06	576798
A-1 SEPTIC TANK SERVICE, INC.	94-1690893	0.09	574197
DIRECT DISCHARGE CONSULTING, LLC	81-0948704	0.19	572334
MISSION BREWERY, INC.	26-1657620	0.24	566416
TIFFANY KETTERMANN, LLC DBA HEALTH ALLIES COUNSELING	47-5291235	0.34	551335
MSE LANDSCAPE PROFESSIONALS	46-0789374	0.25	540986
MAXIMUM OIL SERVICE, LLC	20-5070928	0.12	533259
B&B MACHINERY LLC	84-4605267	0.04	533102

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FOUR STAR AUTOMOTIVE, INC.	94-2514100	0.02	530267
WATERPROOFING SYSTEMS, CORP.	95-4665465	0.20	526191
CDM LIVING LIFE, INC. DBA ALWAYS BEST CARE SENIOR SERVICES	27-5555021	0.16	520824
WEBSTER'S, INC.	82-0453507	0.05	519081
VORTEX SALES GROUP, LLC	27-3600341	0.33	515089
STARR GENERAL CONTRACTING CORPORATION	77-0685722	0.18	510018
LATHROP EQUIPMENT RENTAL AND LABOR COMPANY DBA LATHROP WOODWORKS	45-4018978	0.23	507076
GOPHER TEAM DBA GINGRICH HORTICULTURE SERVICE	84-3501206	0.19	505724
SOTTEK TRIPPE ENTERPRISE, LLC DBA AIRCARE AMBULANCE	26-1934078	0.10	497690

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Part II Participating Employer Information (Continued).

Use this page for additional participating employer information.

2 All multiple-employer pension plans that are subject to section 210(a) of ERISA (see instructions for filing the Form 5500) must complete Part II, in addition to Part I, in accordance with the instructions, to report the information for each employer participating in the multiple-employer pension plan**.**

Defined contribution plans must complete lines 2a-2d. All other multiple-employer pension plans complete lines 2a-2c only. Complete as many entries as needed to list the required information for each participating employer that is not an individual person (see instructions).

2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
CEN CAL PLASTERING, INC.	27-2551641	0.25	496378
CREEK CONSTRUCTION LLC	46-0506272	0.06	491784
STOCKTON TRI INDUSTRIES, LLC	83-3868213	0.19	487356
SEA HAVEN HOME CARE, LLC	84-1863928	0.04	484904
KAIR HARBOR EXPRESS LLC	47-2991803	0.07	483660
EMT ENTERPRISES, INC.	93-1223818	0.13	480141
NUNES TRANSPORTATION INC. DBA AC TRUCKING	94-2906740	0.06	473950
TOP IT OFF BOTTLING, LLC	84-1660264	0.17	468628
GARRDEC DBA THE MAIDS	81-2495657	0.08	467513

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FST SERVICES, INC.	45-5459992	0.09	464549
PIPEWAY ENERGY CONSTRUCTION, INC.	45-5298683	0.40	461953
BOULDER RIDGE SASH & DOOR, INC.	84-4228663	0.22	457610
INTEGRATED WATER MANAGEMENT	27-2858895	0.18	456490
AMERICAN TRUCK BODIES & REPAIR, INC.	95-4717868	0.11	444966
ARMOUR PLUMBING CO.	82-2284189	0.23	437477
REEM HOLDINGS, INC. DBA FRESH FREIGHT LLC	81-3716231	0.38	426551
GREAT GREEK PARTNERS LLC	82-3436241	0.15	425870
KM ENDEAVORS, INC.	93-4540877	0.07	425372

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DELTA WELDING AND FABRICATION, INC.	77-0494373	0.08	425326
DSV, INC.	80-0808760	0.09	423878
HASTINGS CONSTRUCTION, INC.	20-1217070	0.17	423322
ACHIEVEMENTS ABA THERAPY GA LLC	85-3621688	0.29	418403
BCS BREAKAWAY CONSTRUCTION SERVICES LLC	47-2392295	0.16	411450
VAULT CPS, INC	30-0032409	0.71	410646
PHOENIX BIOMASS ENERGY, INC.	26-0642820	0.08	410006
CASCADE AUTOMOTIVE, INC.	93-1010915	0.15	409453
SUPPORTED INDEPENDENCE SERVICES OF OREGON DBA SISO	80-0696652	0.24	406939

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LUIS SEGURA TRUCKING, INC.	47-3807454	0.13	401118
MISTY MORNING TRUCKING, LLC	47-5130093	0.03	397666
CENTRAL OREGON HEALTH COUNCIL	46-0534726	0.16	396028
SCORE FAMILY FUN CENTERS, INC.	95-3637422	0.19	394767
ALTITUDE HOLDINGS SERVICES INC.	83-3304726	0.04	393976
NORCAL PAINTERS, INCORPORATED DBA CERTAPRO PAINTERS OF SAN FRANCISCO	56-2320322	0.17	389559
SONOMA STERLING LIMOUSINES, INC.	68-0625459	0.05	385358
MARSUNO, INC	81-1115037	0.09	384604
PAULEY PLASTIC LLC	85-1636733	0.16	383770

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LAZO RESTORATION, LLC	47-5396312	0.13	381719
LANIK ENTERPRISES, INC.	20-8991445	0.07	381140
SOUTHERN OREGON AUTO CARE LLC	45-4666717	0.13	372798
ANTERO AUTOMOTIVE AND TRUCK SERVICES, INC.	26-3347663	0.02	363922
DBR ENTERPRISES, LLC DBA CARPENTER CRANE HOIST	38-4062197	0.11	363543
NUMBER ONE CONCRETE READY MIX, INC	82-3441759	0.10	355714
NATIONAL DATA AND SURVEYING SERVICES INC	33-0608605	0.08	355199
H & H WALLBOARD, INC.	27-2387640	0.07	354784
RADFORD ALEXANDER CORPORATION	33-0444721	0.20	353187

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SPECIAL 'T' WATER SYSTEMS, INC.	95-3918723	0.20	351785
TENDER LOVING CARE HOME FOR BOYS, INC.	33-0895418	0.13	351589
NORTHWEST TRANSPORTATION, INC	47-4459703	0.08	351378
PLATINUM REPORTERS & INTERPRETERS, INC.	47-2254207	0.22	342967
MARINE FENDERS INTERNATIONAL, INC.	20-1079456	0.02	341257
WEST TOW, INC.	41-2197759	0.10	340549
FRAMING ASSOCIATES	33-0778180	0.02	339996
TAPMANS REFRIGERATION, INC.	46-0463855	0.28	339621
WEST COAST GENERAL BUILDING CONTRACTORS, INC.	75-3030816	0.12	338131

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SJD&B, INC.	47-3069377	0.26	334460
SP HOCO, LLC DBA SERVPRO OF HOWARD COUNTY	47-2761407	0.26	334139
MHS HEATING & AIR CONDITIONING, INC.	26-4544848	0.04	333792
CHILDREN TODAY	95-4635295	0.10	333326
SOLANO CARE, LLC	83-1254984	0.41	332064
AVALON BUILDING MAINTENANCE OF THE INLAND EMPIRE, INC.	04-3733739	0.12	331366
FRIENDS OF THE CHILDREN - CENTRAL OREGON	82-1749087	0.04	331183
CULBERT CONSTRUCTION & PLUMBING INC	47-2810097	0.16	331046
PACIFIC M PAINTING, INC	26-4012505	0.16	330817

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NATIONAL RESPONSE TEAM, LLC	47-2070424	0.16	330670
VEGETATION MANAGEMENT PARTNERS INC.	84-2794130	0.13	329904
RATHBURN HEALTHCARE, LLC DBA UTAH HOME NURSING	86-1883034	0.24	325141
TRANSITION RESOURCE ACTION CENTER DBA TRAC	88-3818626	0.41	323034
FALLBROOK EQUIPMENT RENTALS	95-2466208	0.17	320711
US-OFFSITE HOLDINGS, LLC	85-2374834	0.34	320330
FRC, INC.	81-1010690	0.11	319594
PEACE OF MIND PEST CONTROL, INC.	30-0484910	0.07	318458
PEAK PERFORMANCE ENERGY, LLC	82-4156633	0.21	317883

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HYDROTEM ENTERPRISES LLC DBA OWENS PUMP & EQUIPMENT	46-0673269	0.06	317021
DSP ELECTRICAL CONTRACTORS, INC.	26-3573134	0.08	315928
BARTHOLOMEW INVESTMENTS, INC.	27-0105751	0.01	315562
LANCELOT RESTORATION, INC. DBA SERVPRO OF PLEASANTON/DUBLIN	26-3018177	0.01	315412
NORTH STAR GAS LTD, CO.	20-1161637	0.23	314138
YOSEMITE VALLEY BEEF PACKING COMPANY, INC.	77-0583244	0.14	313971
THE DESERT SANCTUARY, INCORPORATED	95-3837425	0.04	312886
JALS CONTRACTORS LLC	84-4611851	0.09	312527
PATRIOT GENERAL ENGINEERING INC.	26-3800523	0.15	303939

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QST INGREDIENTS & PACKAGING	91-2121763	0.03	301400
GEOFFREY HARPER DBA PERFORMANCE	46-3518937	0.11	300017
THE GRAPELINE, INC.	47-0888133	0.13	299994
MEDICALSERVICEQUOTES.COM, INC. DBA MSQ	27-0335602	0.18	299416
PDX ALLERGY, LLC DBA PORTLAND ALLERGY & ASTHMA	84-3055429	0.21	295918
SOUTHEAST DUMPSTER SERVICES, LLC DBA VAVIA LOWCOUNTRY	85-2496563	0.43	295414
CHINO STEEL, INC.	26-4255787	0.01	294430
MORRISON CONCRETE, INC.	33-0361713	0.10	293862
INVESTED REAL ESTATE GROUP, INC	47-3351523	0.08	293075

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NUSSBAUM AUTOMOTIVE SOLUTIONS, LP	46-1147633	0.04	289682
COLLISION REPAIR SERVICE, INC. DBA MORRIS & SONS TOWING	01-0576334	0.05	288425
DRAKE ANTHONY COMPANY LLC DBA PRO GROUP LOGISTICS	83-2361367	0.10	288409
JJ WILLS CONSTRUCTION, INC.	82-5216392	0.13	287453
GOLDS DRYWALL, INC.	82-4131498	0.28	287297
ASSURED PLANT SERVICES, INC.	33-0717054	0.06	287101
SPINDLER REFUSE SERVICE, INC.	26-3258414	0.39	287008
DUCTED COMFORT LLC	27-1876027	0.10	286611
WILLIAM MCCONNELL & SON, INC. DBA THE KING'S JEWELERS	94-2429382	0.05	285977

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O.A. CARGO, INC.	20-8721762	0.00	284789
DISASTER RELIEF PROFESSIONALS	47-2315229	0.07	283610
C3 DISPLAY PRODUCTS INC. DBA VISTA DISPLAY PRODUCTS	26-4589402	0.11	281214
911 REMEDIATION, LLC	20-8863830	0.10	273484
BEAVERTON AREA CHAMBER OF COMMERCE	93-0423398	0.01	272548
SOWERS - CC HOLDING COMPANY, INC. DBA CITY COMPRESSOR	81-3035940	0.22	271796
QUADRANT CONCRETE INC.	92-0838395	0.37	270102
AKRA PLASTIC PRODUCTS, INC.	95-2803845	0.07	263616
CREIGHTON WAY, LLC	47-2408783	0.06	259839

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DMS SIGN CONNECTION, INC.	20-5345990	0.22	259037
DENINGTON, INC. DBA CERTAPRO PAINTERS OF PORTLAND	81-3730741	0.07	256754
INGOMAR CLUB	94-1151471	0.09	252887
PASUT TRUCKING, INC.	82-1811192	0.12	251155
SINGLESOURCE, INC.	20-1075023	0.09	250275
MEDILAND CORPORATION DBA PREMIUM WINDOWS	61-1500360	0.03	248425
LITTLE FOOT CONSTRUCTION, INC.	77-0571534	0.25	246962
CASA OF CENTRAL OREGON	93-1062982	0.09	246743
GIZMO BREW WORKS, LLC	26-4484622	0.03	246668

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MATES, INC.	95-3816766	0.13	246388
ASAP MOVERS, INC.	20-5486332	0.10	243914
SAN BERNARDINO MARKET HOLDINGS, LLC DBA LA NORIA MARKET & RESTAURANT	72-1576082	0.15	243564
A FIRM FOUNDATION, INC. DBA FIRM FOUNDATIONS INSURANCE & BENEFITS CENT	46-0518519	0.11	242443
PRECIOUS JEWEL, INC. DBA ALL STAR PLUMBING	46-1066892	0.13	240865
CRAIG ROBERTS HOME IMPROVEMENTS, INC.	86-1325907	0.09	240325
NORTHSHORE BUILD LLC	85-2309474	0.18	239151
GAMBLE CONSTRUCTION INC.	20-1829201	0.13	237331
PLANTOYS, INC.	11-3776422	0.02	237163

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PORTAPROS LLC	45-5287960	0.39	236360
SCOTT FIRE & WATER RESTORATION, INC. DBA SERVPRO OF EL DORADO HILLS/PL	47-2584555	0.04	236092
WEBSTER'S MILE HIGH FARMS, INC.	82-0453508	0.05	235471
JAMES HOSPITALITY LLC	88-1809567	0.36	234667
INTEGRITY RESTORATION & FLOOR COVERING, INC.	85-0954309	0.14	230241
CATALINA ISLAND VACATION RENTALS, INC.	47-5593252	0.04	228225
CURT'S AUTO & TRUCK REPAIR, LLC	51-0508339	0.04	227629
ORANGE NEBULA LLC	46-1032787	0.09	227571
DANCIN WINERY AND TASTING ROOM, LLC	88-3175319	0.07	227281

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Part II Participating Employer Information (Continued).

Use this page for additional participating employer information.

2 All multiple-employer pension plans that are subject to section 210(a) of ERISA (see instructions for filing the Form 5500) must complete Part II, in addition to Part I, in accordance with the instructions, to report the information for each employer participating in the multiple-employer pension plan**.**

Defined contribution plans must complete lines 2a-2d. All other multiple-employer pension plans complete lines 2a-2c only. Complete as many entries as needed to list the required information for each participating employer that is not an individual person (see instructions).

2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
EXCLUSIVE ENERGY & ELECTRIC	26-2086639	0.11	227277
MUDSLINGERS DRYWALL INC.	87-1222584	0.10	227167
CENTRAL COAST FINANCIAL GROUP, INC. DBA CCFG CONSTRUCTION	20-5758294	0.06	224652
MIGHTYMITE TERMITE SERVICES	35-2432666	0.07	221103
DELANEY MANUFACTURING, INC.	45-1022693	0.08	221002
TRIDENT SYSTEMS, LLC	83-1548201	0.11	220989
THE LAW OFFICE OF LIBBY BANKS, PLLC	46-4348180	0.08	220545
LARSON MENTAL HEALTH	82-3986998	0.16	220068
J. D. HOWARD & COMPANY L.L.C.	82-3775016	0.12	218977

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PROJECT DELIVERY GROUP WEST	82-0648853	0.10	218857
VIDA BUILDING SYSTEMS, INC.	81-0740715	0.13	218513
WESTERN ELECTRIC CONTRACTORS, LLC.	99-3803524	0.10	215247
TURLOCK LIVESTOCK AUCTION YARD, INC.	41-2234643	0.17	213408
ALLIANCE PROPANE, INC.	26-4672332	0.10	211495
BIGHORN GRADING & ENGINEERING, INC.	33-0668625	0.11	210852
PEAK PLASTIC SURGERY CENTER, PC	84-3139478	0.09	210281
REGISTRY OF PHYSICIAN SPECIALISTS, A MEDICAL CORPORATION	68-0332129	0.04	209226
API GLOBAL SERVICES LLC	85-1443636	0.06	209110

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GORDON REESE CONSTRUCTION, INC. DBA GORDON REESE DESIGN BUILD	46-0695475	0.16	207972
LEPELL TILE & STONE, INC. DBA SAN LUIS MARBLE	56-2633776	0.19	207247
GLOBAL PLASTICS, INC.	33-0726599	0.10	205779
STANISLAUS EQUITY PARTNERS, INC.	47-9737356	0.05	204904
RJS ELECTRIC, INC.	95-4685600	0.17	204641
TRENT ENTERPRISES, LLC	20-1620719	0.02	204246
AMERICAN HOME & STONE INC.	20-2067400	0.05	204135
STECHER ENTERPRISES, INC. DBA C&F WIRE PRODUCTS	20-0142700	0.10	200871
EMPIRE ELECTRICAL SOLUTIONS, INC.	47-3069747	0.12	200337

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INTEGRITY MATERIALS MANAGEMENT, LLC DBA WASATCH TOPSOIL	86-3962451	0.08	199096
ALLEGIANT LOGISTICS DBA MARCAN ENTERPRISE	84-3062877	0.05	197271
INLAND POWDER COATING CORPORATION	33-0045795	0.09	196893
PERRAULT CORPORATION	33-0962502	0.17	195911
ADORNO CONSTRUCTION, INC.	77-0462685	0.07	194209
ADVANCED LOCK & KEY, INC.	26-3062679	0.04	193379
NATIONWIDE PROPERTY SERVICES, INC.	36-4782910	0.10	193110
ERIC ANDERSON'S DRYWALL INC.	81-1209021	0.07	192515
R.O. LANDSCAPE & TREE SERVICE, L.L.C.	86-0911329	0.13	191428

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PREMIER CONCRETE SERVICES, INC.	26-1679588	0.06	187803
COTTAGES OF HOPE	26-0752718	0.03	186422
REXBURG PLUMBING AND HEATING	82-0527973	0.04	185785
ATLAS TRANSPORTATION SERVICES, LLC	33-0764030	0.10	184417
COUGAR DIGITAL MARKETING & DESIGN, LLC	46-1792539	0.05	184356
JR GARZA CONSTRUCTION AND MANAGEMENT, INC. DBA JRG SERVICES	26-3189956	0.03	183400
ANANEO COLORADO, LLC	87-4508400	0.23	183066
BJMS HOSPITALITY INC	85-0902840	0.30	181991
THE PROJECT DELIVERY GROUP, LLC	47-3296533	0.08	180157

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TSF DIRECT, INC.	85-2263604	0.12	179255
RPOWER LLC DBA BATTERIES PLUS BULBS	94-3411303	0.10	177631
HERITAGE WELL SERVICE	55-8791684	0.01	176116
CALIFORNIA QUALITY NUT, LLC	83-1458729	0.12	175182
ROSE REMODELING	85-0963910	0.07	173989
RO BUILDERS INC.	27-3330792	0.13	173168
EAST WEST BUILDING SOLUTIONS, INC.	81-2019462	0.07	170505
BALDY FIRE & SAFETY, INC.	46-2964010	0.02	170475
SUNRISE TRUCKING INC	20-0389554	0.29	168261

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CMI MASONRY AND CONCRETE, INC.	92-3438082	0.17	168205
THE WESTURN SLOPE INC DBA SERVPRO OF MONTROSE TELLURIDE	46-5697733	0.13	168063
API GLOBAL TRANSPORTATION, INC.	20-5513260	0.02	165018
KIMBELL & BROWN CONSTRUCTION, INC.	27-0654566	0.03	164120
HCD, INC	27-2865376	0.28	163969
SECURE GROUP, INC.	47-2034216	0.06	162791
VALLEY BUILDING COMPONENTS, INC. DBA DIAMOND TRUSS	87-1701013	0.05	161272
HEALTHY KITCHEN, LLC	47-1354008	0.02	160017
970 INSURANCE LLC	82-4030196	0.28	157622

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BYC - SANTEE, LLC	84-2960123	0.20	157174
SOUTHWEST ASSETS MANAGEMENT CORPORATION DBA NEVADA SOUTHWEST ASSETS MA	33-0930103	0.09	155619
JMME NUT MANUFACTURING CORPORATION, INC. / JESSEE EQUIPMENT MFG.	46-5231558	0.07	155298
NOLAND MECHANICAL, INC.	82-1853500	0.13	155017
DIFABIO'S NINTH STREET CATERING, INC.	20-1682843	0.06	154892
BELMONT COUNTRY CLUB	94-1361731	0.08	153526
FISKE, INCORPORATED	84-1294490	0.23	153451
ASD WOODWORKS INC	45-5514914	0.05	150424
POT O GOLD KUSTOMS LLC	47-1947823	0.10	149860

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SEVERIN MOBILE TOWING INC.	20-8020015	0.03	149850
Y K MASON & SONS INC.	83-2087031	0.13	147625
SOUTHWEST TRAFFIC CORP	47-3498351	0.09	146859
DEL REY CONSTRUCTION AND REMODELING, INC. DBA PAUL DAVIS RESTORATION	45-4224112	0.08	146808
BELLA MARTINI HOLDINGS INC.	83-4051357	0.06	146776
ESSENTIAL CONSTRUCTION COMPANY	26-2136120	0.08	146595
5 O'CLOCK MARKETING GROUP, LLC	27-3052133	0.05	146339
ELLIS FENCE CO., INC.	47-1681364	0.00	146292
BAR-SGR, L.L.C.	52-2008119	0.04	144659

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LEFT COAST HAULING, LLC	81-3929536	0.04	143629
STUDIO LONG PLAYING, PLLC	82-4616206	0.08	143184
CATALINA CHINA, INC. DBA HF COORS	86-0657734	0.05	142339
NEAL PORTLOCK CONSTRUCTION INC	81-0878544	0.00	142138
DEUS MACHINE LLC DBA ALPHA IT, LLC	14-1997849	0.05	141751
HILL FARMS, INC.	81-0552039	0.07	141664
GLOCAL TRANSPORT SERVICES, LLC	83-0716044	0.12	141487
EL COYOTE MEXICAN FOODS	95-2504848	0.04	139279
HOVERMALE TRUCKING, LLC	47-4288886	0.00	137869

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MOTIVE SYSTEM ENGINEERING CORP. DBA STROPPINI ENTERPRISES	94-2220928	0.03	137472
TORE 93, LLC	26-2991098	0.12	136473
BRADY MERTZ, P.C.	45-2788281	0.07	134082
ADVANCED DRYWALL AND PLASTER CORPORATION	85-2607762	0.05	133869
INNOVATIVE ROTATIONAL MOLDING, INC.	26-0843811	0.07	133856
DANMAR CORP	46-3688529	0.11	133780
LIEBELT, INC.	77-0010024	0.07	131201
URBIX, INC.	47-2288117	0.24	130126
BELMONT ABC BOARD	82-0730016	0.11	129672

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SAUSAGE, LLC	45-4615443	0.05	127777
UNITED PARENTS	77-0275298	0.02	127606
J & F DESIGN INC.	95-4347398	0.05	124642
CLINICAL SUPPORT SYSTEMS, CORP.	93-3733692	0.06	124366
CARLIFE SCOTTSDALE, LLC	27-1884261	0.10	123430
SIERRA HARDWARE PRODUCTS, INC.	47-3097890	0.05	122910
SMA BUILDERS, INC.	95-4680812	0.10	122677
BURTON DESIGN & CONSTRUCTION, LLC	83-3941072	0.17	122547
NGB CONSTRUCTION, INC.	46-3197746	0.06	120941

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A&E PRO PAINTING & CONSTRUCTION LLC	92-0780326	0.00	510
BUDS TRI-COUNTY TREE SERVICES, INC.	76-0748953	0.00	443
ALL AMERICAN PETROLEUM CORP	33-0760329	0.00	416
CASTAIC LAKE R.V. PARK, INC.	95-3269442	0.00	404
ELITE CONSTRUCTION DRYWALL LLC	93-4459287	0.00	370
TERRERO CONSTRUCTION LLC	88-0616513	0.00	208
RIDGEVIEW GARDENS MANAGEMENT LLC	84-3552529	0.00	166
FJA CONSTRUCTION LLC	88-1346982	0.00	31
PRICE ELDERLY, LLC	45-5572810	0.00	5

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JRB LLC DBA CRATERS & FREIGHTERS OF NORTHERN COLORADO/COLORADO SPRINGS	61-1519605	0.10	120891
GREAT CENTRAL TRANSPORT, INC.	95-3804343	0.05	120609
SANTA BARBARA RESTAURANT COLLECTIVE, LLC	86-1948060	0.19	116510
CAMPBELL CONSTRUCTION GENERAL ENGINEERING, INC.	84-2896106	0.00	116410
DESERT EMPIRE PROPERTY MANAGEMENT, INC.	86-1622986	0.10	114537
A BETTER CONTRACTOR CORP	80-0550473	0.03	111385
AMERICAN LIMOUSINES, INC. DBA AMERICAN LIMO INC.	52-1667820	0.09	111250
ALL RESTORED INC.	68-0588242	0.09	111006
R & R TREE SERVICE, INC.	03-0414750	0.06	109773

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2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
GREEN GLOBE, INC.	27-2332601	0.11	108815
TANKERSLEY PLUMBING LLC DBA TANKS PLUMBING	46-2415397	0.05	108661
AFFORDABLE AUTO RENTAL AND SALES, INC.	93-1255514	0.02	108034
PEGASUS TRANSIT, INC.	68-0586908	0.14	107997
TOTAL RESTORATION LLC	88-1213027	0.09	106833
BRANTWOOD FAMILY SERVICES LLC A/K/A BRANTWOOD FS LLC	83-3516196	0.14	106564
SAL'S AIRPORT & LIMOUSINE SERVICE	27-2681322	0.03	106497
EXPERT DISPOSAL AND RECYCLING SERVICES, LLC	42-1734100	0.18	106061
ALFREDO TRUCKING, INC	52-2320783	0.03	104844

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Part II Participating Employer Information (Continued).

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GLOBAL MODULAR, INC.	88-0513685	0.03	104345
PERNICANO REALTY & MANAGEMENT, INC.	68-0668099	0.10	103021
R. L. MAYS CONSTRUCTION COMPANY INC.	47-2725481	0.06	101241
CARBIDE CONSTRUCTION, LLC	87-0587312	0.07	98927
JOHNS TRUCKING, INC.	33-0331150	0.04	97786
BURKE DIVERSIFIED	82-3059937	0.16	95449
GOT WATTS ELECTRIC, INC	47-3920244	0.06	94184
BALCORP CONSTRUCTION & DEVELOPMENT, INC.	95-4093168	0.07	94029
GREEN BEAR CONSTRUCTION INC.	47-1079889	0.13	93843

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CABS HEATING & AIR CONDITIONING	47-4470869	0.00	92181
GLOBAL SALES AND WAREHOUSING	47-1919399	0.03	91464
SANTA CRUZ UNDERGROUND & PAVING, INC.	34-2048002	0.05	90712
OMEGA DRYWALL CONSTRUCTION, INC	45-3581899	0.06	90677
WOODGRAINS AND STONE, INC.	47-5178350	0.01	90174
JOHNSON AND DALY MOVING, INC.	68-0183142	0.05	90125
C F FARMING, INC.	33-0010870	0.02	90035
WILLY BIETAK PRODUCTIONS, INC.	95-4032479	0.15	89236
LAWSON HOME SERVICES, LLC	27-3425457	0.06	87814

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PRIMO CONSTRUCTION, LLC	39-2066898	0.01	87766
J.B. MARBLE CO.	95-4344581	0.04	86869
CHEF SUPPLY LLC	26-3233993	0.12	86451
ROSSMONSTER VANS, LLC	82-2881601	0.05	86139
ROCKY POINT GRANITE, INC.	82-1796924	0.14	85882
ORANGE COUNTY ACOUSTICS, INC.	33-0173968	0.02	85697
TSI SEISMIC TENANT SPACE, INC.	33-0416886	0.04	85290
GRANVILLE SQUARE GROUP LLC	33-2337264	0.15	85119
ARUBBOT HA SHAMAYIN, INC. DBA PACIFIC SERVICES AND PACIFIC WINDOW WASH	04-3813746	0.03	84530

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RILEY FAMILY ENTERPRISES, INC.	81-1667792	0.06	84171
EAST OF THE BAY	02-0763018	0.02	82623
ALM CUSTOM CARPENTRY LLC	83-1590174	0.02	82190
C&S INDUSTRIES, LLC DBA OLYMPUS ROOFING	88-1974513	0.11	81923
SAN DIEGO CONCRETE PUMPING, INC.	33-0782954	0.01	81420
INSURE IT ALL	27-1046011	0.02	81152
FIESTA PACIFIC PRODUCTS, INC.	33-0185743	0.04	80834
ICARE TRANSPORTATION SERVICES, LLC	46-4812325	0.10	80685
PHOENIX HOME SERVICES INC.	27-2618239	0.07	80256

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BSSI - CAPITAL FLEET SERVICES, LLC	85-1258588	0.10	80195
JACOBUS INC.	47-0941410	0.06	79792
BOGLE CONSTRUCTION, INC.	30-1045241	0.02	79394
DEPENDABLE CRANE SERVICE LLC	86-1281396	0.05	79127
FOUR SEEDS + CO.	33-2221343	0.07	78541
ELITE ENGINEERING LLC	93-2651172	0.04	78372
ALL-PRO ENTERPRISES, INC.	33-0822215	0.03	78084
MORTON'S TOWING AND RECOVERY, INC.	02-0661195	0.02	77515
ALL VALLEY RENTALS	71-0914085	0.00	77425

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JOHNSON TRANSPORTATION INC.	27-3310661	0.13	76936
MY WINDOW SOLUTIONS, INC.	47-1484878	0.03	76641
HOMETOWN FLOORING INC	84-3170736	0.02	74933
BOWERS FENCING AND SWIMMING POOLS, INCORPORATED	93-1180610	0.02	74441
NEMEC CONSTRUCTION INC.	47-1281514	0.06	71894
2 HAIL, INC. DBA A TO Z ROOFING & EXTERIORS	20-8526868	0.11	70715
JOSE D SOARES DAIRY	77-0165057	0.03	70453
PALOMAR FLOORING	46-1325177	0.06	70444
SHED WORLD, INC.	33-0890114	0.03	68995

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SPEIER DESIGNS LLC	84-2134253	0.03	68303
COASTAL DOOR AND DOCK EQUIPMENT	83-2723811	0.11	67646
GRATITUDE BEHAVIORAL HEALTH LLC	86-2622830	0.08	67508
STEVEN SUTTER DBA ARAGON VETERINARY CLINIC	74-3040285	0.04	67129
COASTAL BATH, LLC	87-4116032	0.11	66833
J.A.L. ENTERPRISES, L.C. DBA JAL POOLS	87-0628831	0.11	66740
FOUR SEASONS COFFEE COMPANY, INC	91-1148640	0.01	66335
CALHOMECO CONSTRUCTION	82-4656507	0.01	65100
R. P. ENVIRONMENTAL, INC.	76-0846484	0.07	64861

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BUILD WITH THOMPSON INC DBA THOMPSON CONSTRUCTION	81-1903252	0.10	64520
FAWSON AND HANCOCK FOODS, LLC	27-3646425	0.11	64220
ATWATER METAL FABRICATION, INC.	84-3954461	0.07	63653
DRYZONE, LLC	86-1161686	0.03	63631
R&J MANUFACTURING INC.	81-2610301	0.05	63036
ARBOR SERVICES, INC.	77-0575289	0.07	62701
PRECISION MILLWORK, LLC	46-1460468	0.03	62651
PATRIOT MOTOR WORKS, INC.	37-1634654	0.02	61680
271 LAKE DAVIS HOLDINGS, LLC DBA VERITAS FARMS	47-2403399	0.05	61104

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RRGST	85-1557270	0.02	60628
SEQUOIA PREMIUM FOODS	82-1150693	0.05	60020
DESIGN BUILD SPECIALISTS, INC.	68-0425685	0.01	58913
LAWYERS CLUB OF SAN DIEGO, INC.	95-3438317	0.05	58821
LIGHT LINE, LLC	85-2407445	0.05	58444
M&M MEYERS ENTERPRISES, INC. DBA PRECIOUS CARGO	35-2230401	0.06	58161
ALPINE CABINET COMPANY, INC.	88-0534552	0.03	58119
EVOLUTIONARY CONSULTING, LLC DBA EMPOWERED COACHING AND TRAINING	46-4264504	0.07	57571
I.C. PROPERTY MANAGEMENT & INVESTMENT CORP.	95-4673921	0.06	56835

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JOHNSON PLUMBING, INC.	94-2678975	0.04	56175
BROOMFIELD STEEL LLC	27-2960893	0.04	54412
MERIDIAN CHAMBER OF COMMERCE, INC.	82-0345859	0.06	53969
THE SILVER FOX STARLITE LOUNGE, LLC DBA SILVER FOX STARLITE LOUNGE	81-4205800	0.07	53903
DIAMOND HOUSE CONSTRUCTION, INC.	74-3226443	0.02	51863
BRENTWOOD DECORATIVE ROCK, INC.	94-6897111	0.03	50618
TDH CONSTRUCTION, INC. DBA FOOTHILL PAINTING & DRYWALL	45-2911547	0.05	50242
ELEMENTS SLEEP, LLC	85-3192471	0.00	49963
BRO'S REMODELING LLC DBA BROS ROOFING LLC	83-1477265	0.05	48804

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ALBANY BOX COMPANY	93-1324616	0.08	47846
HYDROHELP911 L.L.C.	82-3459803	0.08	47837
DOOR DORKS, INC.	88-0968583	0.03	47271
PIUSER STONE & TILE, INC.	46-2417274	0.03	47221
SHERRILL & ESPINOZA INC	81-3734912	0.09	47171
FREESTYLE EVENT SERVICES, INC.	27-3359877	0.08	46815
J. G. CANALES INC	45-1741759	0.02	46796
INFINITY SERVICE GROUP, INC. DBA CUT N DRY RESTORATION	20-1390504	0.00	46431
SISKIYOU PUMP SERVICE INCORPORATED	93-1287970	0.02	44357

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BOUCHARD INVESTMENT GROUP	32-0517249	0.03	44303
BAKER & KING SECURITY SERVICES, LLC	47-2394032	0.09	44224
AMB FOODS LLC	84-4619197	0.07	43754
LEAPS-N-BOUNDZ, INC.	27-0970111	0.01	43498
BROTHER'S WELDING SERVICES INC	47-3903931	0.03	43160
AB CONSTRUCTION, INC.	37-1993836	0.02	42988
MANGELOS SPORTING GOODS, INC. DBA BARNWOOD ARMS	26-3937172	0.04	42333
OGAP VENTURES CORP.	86-1520308	0.05	42297
CAMPIOTTI LIFT TRUCK SERVICE, INC.	87-4783530	0.03	41911

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HM TRUCKING, INC.	46-2778790	0.07	41546
NEIGHBOR ELECTRIC LLC	26-0899875	0.07	41063
CRAFTWORKS HOLDING, INC.	33-1268002	0.04	40476
CDG MATERIALS, INC.	91-1779028	0.04	40153
NES EQUIPMENT & SERVICE CORPORATION	33-0492915	0.03	39710
AMERICAN TANK LINES INC	85-1101527	0.02	39674
HARRY CLARK PLUMBING & HEATING, INC.	95-4854471	0.07	39573
BERNARDINI ENTERPRISES, INC. DBA JD SERVICES	20-5467165	0.01	39240
GLISTENING WATER POOL SERVICE, LLC	45-0827179	0.01	39190

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RAYON LIGHTING GROUP INC.	80-0595446	0.03	39095
ARK ELECTRIC HEATING AND COOLING, INC.	82-4738835	0.01	38558
BLUEPRINT MANUFACTURING, INC. DBA A&L MACHINING	92-0547710	0.06	38142
HIRE ELEGANCE, LLC	27-2872278	0.02	38139
LUCKY LIMOUSINE & TOWNCAR SERVICE LLC	93-1306758	0.06	37605
QUEEN CITY THERAPY, PLLC DBA LITTLE WONDERS PEDIATRIC THERAPY	82-4855972	0.03	37111
RUCKSTELL CALIFORNIA SALES CO., INC.	94-2320429	0.01	36789
STEVE THOMAS REAL ESTATE LLC	83-2853870	0.01	36645
TORRES GENERAL INC	33-0916661	0.07	36514

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Defined contribution plans must complete lines 2a-2d. All other multiple-employer pension plans complete lines 2a-2c only. Complete as many entries as needed to list the required information for each participating employer that is not an individual person (see instructions).

2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
BSSR, INC.	77-0228564	0.03	36336
ACTION DOOR REPAIR CORPORATION	95-3737162	0.03	35998
CREST HOLDINGS LLC	92-4010740	0.06	34953
PACIFIC GRADING AND EROSION CONTROL, INC.	26-2172463	0.01	34485
PRODIGY DEVELOPMENT GROUP LLC	84-4051454	0.06	34080
HARRY CLARK HEATING & AIR CONDITIONING, INC.	87-3830252	0.02	33354
HOLA COMIDA IV, LLC DBA DAISY CANTINA	99-3165776	0.06	33333
SERRATO GROVE MANAGEMENT, INC.	33-0660719	0.06	32936
FOOTHILL SANITARY SEPTIC, INC.	82-4239213	0.04	32686

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Part II Participating Employer Information (Continued).

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GARY KRAMER ENTERPRISES, INC. DBA MARINA PACKING	95-4824800	0.02	32504
AFFINITY TRANSIT, INC.	47-1465352	0.02	32369
AIRESTREAM MECHANICAL, INC.	27-5469851	0.05	32087
T-OLSEN CONTRACTING, LLC	87-3368645	0.01	31878
HJM INTERNATIONAL LOGISTICS, LLC	90-0979675	0.03	31656
ALTERNATIVE MARKET SERVICES INC	88-0436041	0.01	31250
FRESH PAINT CO. INC.	87-3968572	0.02	31094
B&D ARCHITECTURAL METALS LLC	84-1921592	0.05	31084
SAFARI WEST, INC.	20-2026695	0.01	30875

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LA HACIENDA NURSERY & LANDSCAPE, INC.	20-0274241	0.02	30048
BAINS TOWING & RECOVERY, LLC	85-2439259	0.05	29795
LA PORT LOGISTICS	33-2894565	0.05	29195
PURLING PAINTING & FINISHING, INC.	45-1023663	0.05	29192
H.K.Z. ENTERPRISES INC.	95-4401548	0.01	29074
A.T. MAINTENANCE & TIRE, LLC	33-2481664	0.02	28643
THE RAVINE WATERPARK LLC	20-1133974	0.03	28554
OMNI TECHNOLOGY PROFESSIONALS, INC.	68-0584862	0.01	28477
PROPHET SOLUTIONS, INC.	47-1135355	0.02	28132

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GO GREEN PORTLAND, LLC DBA 1-800-GOT-JUNK	82-4817756	0.02	27542
PINKY'S SALEM BAKERY LLC DBA CRUMBL OF SALEM	84-3547137	0.02	27494
GATEWAY 40 DONUTS, INC.	47-5558991	0.05	27293
SAM ZENZ DBA THE VAULT BAR & GRILL	82-4881960	0.01	26980
LIGHTNING MOBILE ELECTRIC LLC	32-0587036	0.03	26925
ALPHA IMPRESSIONS, INC.	91-1949780	0.00	26914
FOX CANYON FARM LLC	88-3357099	0.03	26874
EARTHSCAPES LANDSCAPE, INC. DBA EARTHSCAPES	82-1353568	0.05	26696
DG INSURANCE AND REAL ESTATE SERVICES, INC.	27-0769111	0.00	26664

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SIERRA CEDAR CORP	52-2441509	0.01	26483
PROJECT OPTIMISM, INC	82-1542836	0.05	26338
ARCHIBALD SHEET METAL INC.	45-2509027	0.04	24907
ALL VALLEY DEALER AUTO AUCTION, INC.	95-4558491	0.04	24661
PERFORMANCE PROPERTIES, INC.	93-1074218	0.00	24553
CANIN COATINGS, INC.	46-0548253	0.03	24295
J.H. THOMPSON & SONS, INC.	33-0776138	0.02	23970
ANTONELLI, LLC DBA ANTONELLI'S ADVANCED AUTOMOTIVE	84-1425894	0.05	23852
BULLY FENCE	81-1390003	0.01	23645

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THE STRONGHOLD A CULTURALLY RESPONSIVE PEER SUPPORT PROGRAM	85-1536106	0.02	23404
TEAM AUTO COLLISION, LLC	83-4058008	0.01	22552
MALCO'S BUXTON MEATS LLC	26-4309173	0.03	22542
AA QUALITY CONSTRUCTION INC.	46-5013023	0.03	22495
THE MILLWORK COMPANY, INC.	01-0559843	0.00	22472
JMN INVESTMENTS	36-4790209	0.03	21376
BASSET ENGINEERING	85-1335462	0.01	20772
HOME ALLY, L.P.	86-2914194	0.01	20429
SCM CONSTRUCTION, INC	27-0704709	0.01	20352

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JCG FRAMING & CONSTRUCTION LLC	35-2622939	0.04	20325
ATLANTIC WELL DRILLING, INC.	51-0326683	0.02	19883
RNB FRAMING INC.	88-3853473	0.03	19268
RONNY MARTINEZ, INC. DBA PREMIER COLLISION CENTER	82-0876397	0.03	19259
SAN DIEGO CANYONLANDS, INC.	26-2237918	0.02	19189
AMAZON STEEL CONSTRUCTION, INC.	65-1169008	0.02	19003
AFFORDABLE DELIVERY SERVICES LLC DBA EAST COAST FURNITURE SERVICES	27-2409263	0.01	18461
SAM AINSWORTH & COMPANY MECHANICAL CONTRACTORS, INC. DBA SAC MECHANICA	84-0963465	0.01	18361
GRANTS PASS SOBERING CENTER, INC.	46-4365248	0.02	17858

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JCMJ PRODUCTS LLC	38-3938673	0.01	17856
SUPREME AIR SYSTEMS, INC.	77-0517940	0.03	17765
CROFT HOUSE DESIGN, INC.	84-3930098	0.02	17747
ZION TRANSPORT, INC.	46-4849208	0.00	16804
KRT, INC.	68-0415603	0.01	16730
A PLUS RESTORATION, INC.	81-2672678	0.02	16405
SOLID PROPERTY SERVICES, INC.	46-0532539	0.01	16389
SH & SONS INC. DBA SERVPRO OF NORTH SACRAMENTO/WOODLAND	81-1124619	0.03	15927
MODESTO THC INC.	77-0554064	0.01	15832

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EVERGREEN FRONTIER LLC DBA THE MAIDS OF FOLSOM	33-3937403	0.02	14997
MORE THAN DOUGH, LLC	93-2749888	0.02	14958
HOLA COMIDA III, LLC DBA MIRATE	88-3525230	0.03	14950
ASSOCIATES IN FAMILY PRACTICE, INC.	84-1420220	0.03	14865
FORENSIC SOLUTIONS, LLC	87-4258782	0.00	14850
ELM DIRT, LLC	86-1189998	0.01	14669
W H DEMPSEY ENGINEERING LLC	47-4835930	0.01	14662
JE BUILDERS, INC	27-2685214	0.00	14625
LAW OFFICES OF MANDY M. SHELL, LLC	26-4291360	0.01	14395

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INFINITY ELECTRIC	04-3839192	0.00	14143
ATT RECYCLE, INC. DBA LEO RECYCLE	81-3288838	0.01	13597
ORANGE RESTORATION	20-0514958	0.01	13571
OREGON COAST INTEGRATED SOLUTIONS, LLC DBA ICONIPRO SECURITY & ALARM	82-0984748	0.02	13547
CAL WEST GENERAL ENGINEERING INC.	26-2172627	0.01	13425
BRANCH OUT TREE CARE, INC.	45-3308361	0.02	12820
B & H GLOBAL MARKETING, LLC DBA GOLDEN STATE CRUSHING	26-1772365	0.02	12776
C. RUSSELL CONSTRUCTION, INC.	47-3670936	0.02	12770
SOUTH COUNTY CHAMBERS OF COMMERCE	95-2289035	0.01	12533

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FLIGHT LIGHT, INC.	68-0306885	0.02	12409
EAST FORK TRINITY PARTNERS, LLC DBA MAKTECH FLEET SOLUTIONS	99-4425660	0.03	12148
SMART72, INC.	47-1959763	0.00	11988
BIDCAL, INC.	27-1613091	0.02	11925
SIMPLIFIED SEO CONSULTING, LLC	83-2654146	0.02	11896
INVZBL, LLC	85-1446982	0.00	11830
RED OAK SECURITY, INC.	84-3462893	0.01	11807
ATLAS FREIGHT FORWARDING INCORPORATED	33-0373792	0.01	11794
J.MITCHELL CONSTRUCTION, INC.	47-1661233	0.02	11729

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CONTAINER STORAGE, LLC	87-3678983	0.02	11536
SAFE COMPANIES, LLC	84-5111346	0.01	11521
CENTRAL COAST MOVING CO.	83-3717479	0.02	11401
MCKOWSKIS MAINTENANCE SYSTEMS, INC.	95-3584717	0.01	11314
BMG HUNTINGTON LLC DBA MY GYM HUNTINGTON	93-1678030	0.02	11137
TIMEX, INC.	47-4200929	0.02	10611
NORTH WEST REFINISHING LLC	93-1257784	0.00	10360
STERI-CLEAN INC	20-1946355	0.01	10144
BINA, KOROURI, SAGE DENTAL CORPORATION	80-0571026	0.00	9556

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J&J SERVICES SWIMMING POOLS & BILLIARDS INC.	46-4339452	0.00	9113
FOREST BRIDGES THE O&C FOREST HABITAT PROJECT, INC.	82-5438388	0.02	9069
ANCHOR PACIFIC RESOURCE MANAGEMENT, INC.	83-2988816	0.01	8804
BLUELINE AUTOMOTIVE LLC	85-1374543	0.00	8187
MEDIA SERVICES GROUP INC. DBA SPIRIT MEDIA	93-1024203	0.01	7820
ECO LANDSCAPE MANAGEMENT	81-1910194	0.01	7469
APCO-ETTNER, INC.	77-0418367	0.01	7030
HOUSE OF CLOSETS, INC.	95-4236831	0.01	6979
CONTINENTAL EXPRESS INC.	52-0812977	0.00	6875

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ANTHONY RITTER DBA RITTER CONSTRUCTION	77-0541379	0.01	6713
LEWIS ROBINSON CONSTRUCTION	20-8899745	0.00	6155
MOREY PLUMBLING, HEATING & COOLING INC.	33-0873085	0.01	6113
MELVIN MANUEL CARDOZO DBA ASC BUILDER, INC.	47-3593803	0.01	6025
DIRECT HIT PEST CONTROL	68-0577571	0.00	5937
STUDIO 24 LLC DBA BREAKTHROUGH PERSONAL COACHING	26-2870710	0.01	5915
SKYE LINE CONSTRUCTION, INC.	20-5093529	0.01	5915
MICHAEL MORIN DBA MCM PLUMBING	45-3551365	0.01	5869
MASTERCARE CLEANING CO., INC.	27-0113219	0.00	5533

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KYLE TAYLOR CONSTRUCTION, LLC DBA TAYLORED ELEMENTS CONSTRUCTION	45-3738279	0.00	5390
CHAMPION CONSTRUCTION CONSULTANTS, INC. DBA TRIO CONSTRUCTION	20-0780614	0.00	5322
BT TRUCKING, INC.	81-4229316	0.01	5312
LOPEZ GENERAL CONSTRUCTION, INC.	83-2898084	0.01	5130
HOLMAN CRAFTSMEN, INC.	77-0159721	0.01	4569
JIREH INTERIORS LLC	46-4926678	0.01	4569
THE NATURAL FUNERAL INC.	81-1328840	0.00	4456
956 ORANGE, LLC DBA VILLA NUEVA BAKERY	27-4350743	0.01	4202
MATHEW PHELPS ENTERPRISES, INC.	82-2666013	0.00	3772

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Use this page for additional participating employer information.

2 All multiple-employer pension plans that are subject to section 210(a) of ERISA (see instructions for filing the Form 5500) must complete Part II, in addition to Part I, in accordance with the instructions, to report the information for each employer participating in the multiple-employer pension plan**.**

Defined contribution plans must complete lines 2a-2d. All other multiple-employer pension plans complete lines 2a-2c only. Complete as many entries as needed to list the required information for each participating employer that is not an individual person (see instructions).

2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
MARTINEZ PALLETS, INC.	46-4942912	0.01	3687
D. HARRIS ENTERPRISES, LLC	47-2125355	0.00	3551
PUROCLEAN HOME RESCUE, INC.	83-2943795	0.00	3458
PACIFIC LATH & PLASTERING CORP	46-4948767	0.00	3366
LEHIGH FLEET SERVICES LLC	82-1450651	0.00	3139
STATES TOWING, LLC DBA BISHOP TOWING & REPAIR	46-3767174	0.00	3058
CALIFORNIA COSMETICS L.L.C.	47-2852641	0.00	2807
LIGHTHOUSE SP, INC. A CALIFORNIA CORPORATION	85-2986746	0.00	2713
RYAN CONSTRUCTION, LLC DBA CANYON GLASS	46-4418156	0.00	2378

CAUTION Do not individually list information for working owners (see instructions and 29 CFR 2510.3-55(d)(2)) or other individuals who are participants or beneficiaries in the plan or arrangement that are no longer associated with a particular participating employer or participating employer plan (see instructions). Providing identifying information for individuals may result in rejection of this filing. If there are any such individuals in the plan, answer “Yes” to line 2e and provide the total information for all such individuals, without providing names or other identifying information.

Part II Participating Employer Information (Continued).

Use this page for additional participating employer information.

2 All multiple-employer pension plans that are subject to section 210(a) of ERISA (see instructions for filing the Form 5500) must complete Part II, in addition to Part I, in accordance with the instructions, to report the information for each employer participating in the multiple-employer pension plan**.**

Defined contribution plans must complete lines 2a-2d. All other multiple-employer pension plans complete lines 2a-2c only. Complete as many entries as needed to list the required information for each participating employer that is not an individual person (see instructions).

2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
ALL CARS TIRE SERVICE INC. DBA CROSSROADS TOWING	94-2535043	0.00	2218
HAULINK INC.	93-4811404	0.00	2121
TEMPLE ETZ CHAIM	95-6134243	0.00	2048
THE HAUNTED HOTEL INC	33-0571311	0.00	1732
JR SOLUTIONS INC.	88-2205564	0.00	1383
AMTEK CONSTRUCTION	90-0937001	0.00	1332
FRANTZ CONSTRUCTION, INC.	83-3688327	0.00	1228
YOBANI & SONS CONSTRUCTION INC	88-2236256	0.00	1164
ALKIRE CONSTRUCTION, INC.	92-1249868	0.00	1131

CAUTION Do not individually list information for working owners (see instructions and 29 CFR 2510.3-55(d)(2)) or other individuals who are participants or beneficiaries in the plan or arrangement that are no longer associated with a particular participating employer or participating employer plan (see instructions). Providing identifying information for individuals may result in rejection of this filing. If there are any such individuals in the plan, answer “Yes” to line 2e and provide the total information for all such individuals, without providing names or other identifying information.

Part II Participating Employer Information (Continued).

Use this page for additional participating employer information.

2 All multiple-employer pension plans that are subject to section 210(a) of ERISA (see instructions for filing the Form 5500) must complete Part II, in addition to Part I, in accordance with the instructions, to report the information for each employer participating in the multiple-employer pension plan**.**

Defined contribution plans must complete lines 2a-2d. All other multiple-employer pension plans complete lines 2a-2c only. Complete as many entries as needed to list the required information for each participating employer that is not an individual person (see instructions).

2a Name of Participating Employer	2b EIN	2c Percentage of Total Contributions for the Plan Year	2d Aggregate Account Balances Attributable to Participating Employer
B&G DYMATIZE CONSTRUCTION LLC	99-1121161	0.00	935
R & R GLOBAL CONSTRUCTION PDX LLC	32-0660354	0.00	906
TOOELE VALLEY PUMPING LLC	47-5371720	0.01	781
EXPERIENTIAL LIVING, LLC	88-3984813	0.00	607

CAUTION Do not individually list information for working owners (see instructions and 29 CFR 2510.3-55(d)(2)) or other individuals who are participants or beneficiaries in the plan or arrangement that are no longer associated with a particular participating employer or participating employer plan (see instructions). Providing identifying information for individuals may result in rejection of this filing. If there are any such individuals in the plan, answer “Yes” to line 2e and provide the total information for all such individuals, without providing names or other identifying information.

Part III Pooled Employer Plan Information

Line 3. All Pooled employer plans must answer all of the questions in Part III, in addition to completing all of Parts I and II.

3a Is the pooled plan provider (identified as the plan sponsor and administrator in Part II of the Form 5500) currently in compliance with the Form PR (Pooled Plan Provider Registration Statement) requirements? (See instructions and 29 CFR 2510.3-44) ☐ Yes ☐ No

3b If line 3a is "Yes", enter the ACK ID for the most recent Form PR that was required to be filed under the Form PR filing requirements. (Failure to enter a valid ACK ID will subject the Form 5500 filing to rejection as incomplete.)

ACK ID _____

COLLABORATORS | COACHES | ADVOCATES | MENTORS
FRIENDS | VOLUNTEERS | REGULARS | DINERS | VISITORS
CPAs | CONSULTANTS | WEALTH ADVISORS | *NEIGHBORS*
COLLABORATORS | COACHES | ADVOCATES | MENTORS |
CONNOISSEURS | CUSTOMERS | TEACHERS |
| VOLUNTEERS |

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN

Financial Statements and Supplemental Schedule
December 31, 2025 and 2024
With Independent Auditors' Report

Right there with you

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BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
DECEMBER 31, 2025 AND 2024
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INDEPENDENT AUDITORS' REPORT

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

Scope and Nature of the ERISA Section 103(a)(3)(C) Audit for the 2025 Financial Statements

We have performed an audit of the accompanying 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, 2025, 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.

Management, having determined it is permissible in the circumstances, has elected to have the audit of the 2025 Plan's 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 and for the year ended December 31, 2025, stating that the certified investment information, as described in Note 5 to the financial statements, is complete and accurate.

Opinion on the 2025 Financial Statements

In our opinion, based on our audit and the procedures performed as described in the *Auditors' Responsibilities for the Audit of the 2025 Financial Statements* section

- the amounts and disclosures in the 2025 financial statements referred to above, 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 information in the 2025 financial statements referred to above related to assets held by and certified to by a qualified institution agrees to, or is derived from, in all material respects, the information prepared and certified by an institution that management determined meets the requirements of ERISA Section 103(a)(3)(C).

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Basis for Opinion on the 2025 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 *Auditors' Responsibilities for the Audit of the 2025 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.

Responsibilities of Management for the 2025 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 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.

Auditors' Responsibilities for the Audit of the 2025 Financial Statements

Except as described in the *Scope and Nature of the ERISA Section 103(a)(3)(C) Audit for the 2025 Financial Statements* section of our report, our objectives are to obtain reasonable assurance about whether the 2025 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 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 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 Matters

2025 Supplemental Schedule Required by ERISA

The supplemental schedule of Schedule H, Line 4i – Schedule of Assets (Held at End of Year) as of December 31, 2025 is presented for purposes of additional analysis and is not a required part of the 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 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 audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the 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 information in the supplemental schedule related to assets held by and certified by a qualified institution agrees to, or is derived from, in all material respects, the information prepared and certified by a qualified institution that management determined meet the requirements of ERISA Section 103(a)(3)(C).

Auditor's Report on the 2024 Financial Statements

The 2024 financial statements of Barrett Business Services, Inc. Retirement Savings Plan were audited by Perkins & Company, P.C, whose shareholders and professional staff joined CliftonLarsonAllen LLP as of July 1, 2026, and has subsequently ceased operations. In accordance with ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA, the prior year audit did not extend to any statements or information related to assets held for investment of the plan that were certified by a qualified institution. Their report dated October 1, 2025 indicated that (a) the amounts and disclosures in the 2024 financial statements, other than those agreed to or derived from the certified investment information, were presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America, and (b) the information in the 2024 financial statements related to assets held by and certified to by a qualified institution agrees to, or is derived from, in all material respects, the information prepared and certified by an institution that management determined meets the requirements of ERISA Section 103(a)(3)(C). Their report also indicated that the form and content of the 2024 supplemental schedule, other than the information in the 2024 supplemental schedule that agreed to or is derived from the certified investment information, were presented, in all material respects, in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA; and the information in the 2024 supplemental schedule related to assets held by and certified to by a qualified institution agrees to, or is derived from, in all material respects, the information prepared and certified by an institution that management determines meets the requirements of ERISA Section 103(a)(3)(C).

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Portland, Oregon
October 6, 2026

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
STATEMENTS OF NET ASSETS AVAILABLE FOR BENEFITS
DECEMBER 31, 2025 AND 2024

	2025	2024
ASSETS		
INVESTMENTS AT FAIR VALUE:		
Interest-bearing cash	$ 8,485,226	$ 8,412,857
Barrett Business Services, Inc. common stock	223,059	274,681
Mutual funds	316,038,421	244,841,886
	324,746,706	253,529,424
NON INTEREST-BEARING CASH	1,515,323	1,091,919
	326,262,029	254,621,343
RECEIVABLES:		
Participants' contributions	363,759	303,366
Employers' contributions	649,384	830,693
Notes receivable from participants	6,326,547	4,997,949
	7,339,690	6,132,008
NET ASSETS AVAILABLE FOR BENEFITS	$ 333,601,719	$ 260,753,351

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, 2025 AND 2024

	2025	2024
ADDITIONS TO NET ASSETS ATTRIBUTED TO:		
Investment income:		
Net appreciation in fair value of investments	$ 25,843,482	$ 17,513,134
Interest and dividends	20,788,652	11,889,889
	46,632,134	29,403,023
Interest income on notes receivable from participants	461,505	339,891
Contributions:		
Participants'	37,515,586	30,086,920
Employers'	15,738,594	12,657,869
Participants' rollover	4,211,078	3,119,011
	57,465,258	45,863,800
Transfers in	18,914,164	19,819,362
	123,473,061	95,426,076
DEDUCTIONS FROM NET ASSETS ATTRIBUTED TO:		
Transfers out	17,694,675	4,762,094
Distributions to participants and beneficiaries	31,443,567	23,572,897
Administrative expenses	1,486,451	1,061,682
	50,624,693	29,396,673
NET INCREASE	72,848,368	66,029,403
NET ASSETS AVAILABLE FOR BENEFITS:		
Beginning of year	260,753,351	194,723,948
End of year	$ 333,601,719	$ 260,753,351

See notes to financial statements.

BARRETT BUSINESS SERVICES, INC.
RETIREMENT SAVINGS PLAN
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024

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 800 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. Effective January 1, 2023, the Plan allows for Participating Employers to elect an auto-enrollment feature at the time of initial adoption of the Plan document. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974 ("ERISA").

Plan Amendment – On October 29, 2025, the Plan was formally amended, retroactively effective as of February 1, 2023, to allow for in-Plan Roth rollover transfers, which had previously been operationally implemented.

Contributions - Contributions consist of employee elective deferrals, after tax elective deferrals, employer matching contributions, safe-harbor contributions and retirement savings contributions. Employee elective deferrals and employer matching are recorded in the year in which the contributions are withheld from compensation. Participants may voluntarily contribute up to 100% of their compensation, limited to annual amounts of $23,500 and $23,000 in 2025 and 2024, respectively, as prescribed by the Internal Revenue Code ("IRC"). Participants aged 50 and older may elect to make an additional catch-up contribution of $7,500 annually. Participants may also contribute amounts representing distributions from other qualified defined benefit or defined contribution plans (rollover). 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. Participants direct the investment of their account balances among investment options offered by the Plan.

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 $7,000 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 $129,852 and $50,129 in 2025 and 2024, respectively. Total forfeitures used to reduce administrative expenses were $127,094 and $17,520 in 2025 and 2024, respectively. Total forfeitures available at December 31, 2025 and 2024 were $186,386 and $109,011, 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 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 and applied to Plan expenses amounted to $25,095 and $27,045 in 2025 and 2024, respectively. Unallocated revenue sharing was $20 and $2,070 at December 31, 2025 and 2024, respectively.

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting - The financial statements have been prepared in conformity with accounting principles generally accepted in the United States of America.

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, 2025 or 2024. 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, 2025 and 2024, 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, 2025 and 2024.

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, 2025 and 2024:

	Investment Assets at Fair Value as of December 31, 2025			
	Level 1	Level 2	Level 3	Total
Mutual funds	$316,038,421	$ -	$ -	$316,038,421
Interest-bearing cash	8,485,226	-	-	8,485,226
Common stock	223,059	-	-	223,059
Total investments at fair value	$324,746,706	$ -	$ -	$324,746,706

	Investment Assets at Fair Value as of December 31, 2024			
	Level 1	Level 2	Level 3	Total
Mutual funds	$244,841,886	$ -	$ -	$244,841,886
Interest-bearing cash	8,412,857	-	-	8,412,857
Common stock	274,681	-	-	274,681
Total investments at fair value	$253,529,424	$ -	$ -	$253,529,424

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. 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 4.00% to 10.50% on loans outstanding at December 31, 2025. Principal and interest are paid ratably through monthly payroll deductions.

NOTE 5 – INFORMATION CERTIFIED BY QUALIFIED INSTITUTION OF THE PLAN

The following is a summary of the comparative 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 qualified institution of the Plan, as of and for the years ended December 31, 2025 and 2024. The Plan Administrator has obtained a certification from the custodian that such information is complete and accurate.

	2025	2024
Investments	$ 324,746,706	$253,529,424
Net appreciation in fair value of investments	$ 25,843,482	$ 17,513,134
Interest and dividends	$ 20,788,652	$ 11,889,889

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

Charles Schwab Trust Bank is the custodian of the Plan and manages 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 9,971 and 10,416 shares of the Company's common stock as of December 31, 2025 and 2024, 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.

Forty-one and twenty-five Participating Employers had plan transfers out in 2025 and 2024, respectively, and transferred their assets to other plans. Thirty-six and twelve Participating Employers with Plan balances terminated their plan in 2025 and 2024, 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 – TRANSFERS IN

During 2025, the Plan received transfers of assets from other plans of Participating Employers that totaled $18,914,164. These include $2,587,265 from Fusion Sign & Design, $2,467,109 from Fusco & Orsini Insurance Services, $1,230,180 from Grayscale Labs, Inc., $1,198,479 from Dale Poe Real Estate Group, $995,730 from J. Ruderman & Co, LLC, $810,691 from MSE Landscape Professionals, $803,283 from Westlake Auto Collision Inc., $770,809 from AirX Utility Surveyors, Inc., $654,504 from Robsag, Inc., $588,695 from Temecula Quality Plating, Inc, $470,749 from Creek Construction LLC, $454,023 from Sea Haven Homes, $386,858 from Altitude Holdings Services Inc., $377,651 from KM Endeavors, Inc., $322,666 from Marine Fenders International, Inc., $319,384 from Disaster Relief Professionals, $316,028 from National Data and Surveying Services Inc, $300,202 from Friends of the Children - Central Oregon, $279,997 from Number One Concrete Ready Mix, Inc, $262,600 from DSP Electrical Contractors, $252,913 from William McConnell & Son, Inc. dba The King's Jewelers, $251,327 from Beaverton Area Chamber of Commerce, $237,228 from Pauley Plastic LLC, $233,807 from Achievements ABA Therapy GA LLC, $225,562 from Mediland Corporation dba Premium Windows, $180,682 from CASA of Central Oregon, $164,898 from Curt's Auto & Truck Repair, LLC, $164,136 from Western Electric Contractors, LLC., $156,961 from Baldy Fire & Safety, Inc., $150,251 from Delaney Manufacturing, Inc., $149,335 from Eric Anderson's Drywall Inc., $147,744 from Healthy Kitchen, LLC, $138,698 from PDX Allergy, LLC dba Portland Allergy & Asthma, $126,802 from Nationwide Property Services, Inc., $114,493 from United Parents, $98,827 from A Better Contractor, $76,159 from All Valley Rentals, $58,810 from Speier Designs, $57,754 from Rossmonster Vans, $56,697 from Four Seasons Coffee Company, Inc, $50,739 from Elements Sleep, LLC, $50,590 from Spindler Refuse Service, Inc., $42,851 from Infinity Service Group, Inc. dba Cut N Dry Restoration, $24,914 from Bouchard Investment Group, $23,739 from American Tank Lines Inc, $21,993 from La Hacienda Nursery & Landscape, Inc., $19,106 from Sam Zenz dba The Vault Bar & Grill, $12,900 from Chef Supply LLC, $12,275 from Forensic Solutions, LLC, $7,853 from Elm Dirt, $3,429 from Media Services Group Inc. dba Spirit Media, $2,450 from AMB Foods LLC, $941 from Anchor Pacific Resource Management, $384 from Integrity Materials Management, LLC dba WASATCH Topsoil, $7 from Peak Plastic Surgery Center, PC, and $6 from Out-Fit, A California Corporation.

During 2024, the Plan received transfers of assets from other plans of Participating Employers that totaled $19,819,362. These include $2,235,269 from Champion Windows, Inc., $1,943,644 from City Rise, LLC, $1,808,842 from Pinnpack Capital Holdings, LLC, $1,679,397 from Out-Fit, A California Corporation, $1,427,768 from Springbok Management Company, LLC, $1,337,735 from Cedar Creek Capital LLC, $1,265,932 from Fortes Brothers, Inc., $1,007,124 from Holland Automotive Service dba Holland Car Care, $925,640 from Mountain Pine Dermatology PLLC, $731,254 from Smart Wave Solar LLC, $711,526 from Los Compadres Restaurant 1 Inc., $545,918 from Spadea Lignana LLC, $450,246 from Four Star Automotive, Inc., $348,036 from Top It Off Bottling, LLC, $332,996 from Balcaceres Bros. Towing, Inc., $304,560 Nunes Transportation Inc. dba AC Trucking, $262,865 from MHS Heating & Air Conditioning, Inc., $252,707 from Dare-Case Contracting Services LLC, $223,230 from PlanToys, Inc., $216,578 from VORTEX Sales Group, LLC, $189,584 from JALS Contractors LLC, $166,257 from H & H Wallboard, Inc., $155,958 from DiFabio's Ninth Street Catering, Inc., $148,221 from Tiffany Kettermann, LLC dba Health Allies Counseling, $147,876 From MedicalServiceQuotes.com dba MSQ, $147,072 from Dancin Winery and Tasting Room, LLC, $128,233 from Project Delivery Group West, $114,411 from Integrity Materials Management, LLC dba WASATCH Topsoil, $110,633 from Peak Plastic Surgery Center, PC, $85,847 from The Project Delivery Group, LLC, $76,299 from Peak Performance Energy, LLC, $59,705 from Clinical Support Systems, Corp., $58,996 East Fork Trinity Partners, LLC dba Maktech Fleet Solutions, $52,519 from West Coast Tanning dba Palm Beach Tan, $37,257 from Pernicano Realty & Management, Inc., $35,837 from San Diego Canyonlands, Inc., $27,707 from Jacobus Inc., $21,874 from AB Construction, Inc., $19,287 from Burton Design & Construction, LLC, $12,472 from A Plus Restoration, Inc., $6,259 from Go Green Portland, LLC dba 1-800-Got-Junk, and $5,791 from American Limousines, Inc. dba American Limo, Inc.

NOTE 9 – TRANSFERS OUT

During 2025, the Plan had assets transferred to other plans that totaled $17,694,675. These include $3,037,517 from Pinnpack Capital Holdings, LLC, $2,866,208 from Javier R. Rios, MD, A Professional Corporation, $1,690,093 from Diversified Heating & Cooling Inc., $1,267,504 from Bend Chamber of Commerce, $838,865 from Construction Solutions Company, LLC, $743,540 from Jeffrey Talmadge Construction, Inc., $690,276 from Lifestream Watersystems, Inc., $525,312 from IAS Builders, Inc, $511,086 from Porter Boiler Service, Inc., $498,745 from Kooner Truck Repair Inc, $493,670 from Lightning Mobile Services LLC, $458,400 from Magna Trans LLC, $432,322 from Ammocom, Inc. dba Ameriset, $423,493 from Royal Interpack of North America, Inc., $414,915 from Rogue Workforce Partnership, $303,663 from Dare-Case Contracting Services LLC, $294,343 from Pacific Coast Petroleum, Inc., $262,906 from Postal Delivery Systems, LLC, $245,131 from Carolina Urban Lumber, LLC, $218,132 from Kodiak Carbonic, LLC, $161,041 from All American Building Services, $159,383 from Labels-R-Us, Inc. dba The Label Shoppe, $124,515 from Shaner Enterprises, Inc., $123,353 from Wave Property Management, LLC, $122,475 from West Coast Tanning dba Palm Beach Tan, $95,618 from Universal Limousine & Transportation Co., $95,332 from All Source Coatings Inc., $76,665 from G.Y.P. Enterprises, Inc., $76,557 from Pacific Athletic Wear, Inc., $75,026 from Habitat for Humanity of Lincoln County, $71,771 from Musgrove Corporation, $66,451 from Denali MetalWorks LLC, $63,965 from Christofferson Transportation, Inc., $56,358 from DMR Electric, Inc., $31,359 from Mirage Glass and Mirror, Inc., $23,973 from Kofford and Associates, Inc, $21,124 from Reliable Construction Unlimited Inc., $14,462 from M Carr Enterprises, Inc. dba Extreme Towing, $7,187 from Pacific Sun Trucking, Inc., $6,823 from Oregon Interiors, Inc., and $5,116 from Jewkes Home Design, LLC.

During 2024, the Plan had assets transferred to other plans that totaled $4,762,094. These include $1,556,024 to Pacific Koast Graphics, Inc., $696,163 to Winfield Building Group, Inc. dba CW Dillon Builders, $489,473 to Heller Construction, Inc., $320,124 to Racing Green, LTD, $274,706 to One Hour Delivery Service, Inc., $265,416 to Calie Roa, DMD, LLC dba Mint Dental, $153,998 to South Haven Homes,

LC, $136,958 to Phoenix Building, Inc., $128,513 to KDC Global, Inc. dba Planet Auto Wholesale, $125,422 to Alvarez and Shaw Incorporated, $108,184 to GK Wealth Management LLC, $95,076 MDP, LLC dba Dustys Transmissions, $57,968 to Fidelity Moving Co, Inc, $55,750 to Whitlow Construction & Real Estate Development, LLC dba HOMEMASTERS, $54,181 to Josh Watt Electric, Inc., $49,342 to Mr. Honey Do, $47,892 to ICAN-B, $41,246 to HAFCO Group, Inc., $39,542 to West Coast Dirt Works LLC, $33,781 to Illumine Legal LLC, $17,967 to Body in Context LLC, $7,196 to KA Designs, LLC, $4,525 to The Water Heater & Plumbing Company dba The Water Heater Company, $1,614 to Clawson Trucking Co., LLC, and $1,033 to RS Management Group, LLC.

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, 2025 and 2024. See the Supplemental Schedule of Assets (Held at End of Year) for the complete listing of investments held as of that date.

NOTE 11 – INCOME TAX STATUS

The Plan is an adoption of a non-standardized pre-approved profit sharing plan sponsored by Milliman, Inc. The non-standardized pre-approved profit sharing plan document obtained its latest opinion letter on June 30, 2020, 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, 2026, the Plan was amended and restated to adopt regulatory updates, through adoption of a non-standardized pre-approved profit sharing plan document sponsored by CCH Incorporated, DBA ftwilliam.com, and a new trustee and recordkeeper, Northwest Plan Services, was appointed. The provisions of the Plan are substantially unchanged as a result of this restatement.

The Plan's management has performed an evaluation of subsequent events through October 6, 2026, 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, 2025

EIN#: 52-0812977
PLAN#: 001

(a)	(b) Identity of Issue, Borrower, Lessor or Similar Party	(c) Description of Investment, including Maturity Date, Rate of Interest, Collateral, Par or Maturity Value	(d) Cost	(e) Current Value
*	Barrett Business Services, Inc.	Common Stock	a	$ 223,059
*	Charles Schwab Interest-Bearing Cash	Interest-Bearing Cash	a	$ 8,485,226
	American Capital Income Builder	Mutual Fund	a	$ 2,604,035
	American Funds 2010 Target Date Retirement Fund	Mutual Fund	a	$ 1,102,219
	American Funds 2020 Target Date Retirement Fund	Mutual Fund	a	$ 2,516,520
	American Funds 2025 Target Date Retirement Fund	Mutual Fund	a	$ 7,156,399
	American Funds 2030 Target Date Retirement Fund	Mutual Fund	a	$ 16,377,348
	American Funds 2035 Target Date Retirement Fund	Mutual Fund	a	$ 28,793,889
	American Funds 2040 Target Date Retirement Fund	Mutual Fund	a	$ 18,644,945
	American Funds 2045 Target Date Retirement Fund	Mutual Fund	a	$ 20,842,833
	American Funds 2050 Target Date Retirement Fund	Mutual Fund	a	$ 12,914,786
	American Funds 2055 Target Date Retirement Fund	Mutual Fund	a	$ 7,256,550
	American Funds 2060 Target Date Retirement Fund	Mutual Fund	a	$ 8,433,894
	American Funds American Balanced	Mutual Fund	a	$ 92,809,022
	American Funds American Mutual	Mutual Fund	a	$ 3,417,085
	AMG Yacktman	Mutual Fund	a	$ 2,962,952
	BlackRock Mid Cap Growth Equity Institutional	Mutual Fund	a	$ 4,923,554
	Brandywine GLOBAL Corporate Credit Fund	Mutual Fund	a	$ 575,157
	ClearBridge International Growth Fund Class	Mutual Fund	a	$ 160,052
	DFA Real Estate Securities	Mutual Fund	a	$ 1,386,868
	DoubleLine Total Return Bond	Mutual Fund	a	$ 3,409,680
	Edgewood Growth Institutional	Mutual Fund	a	$ 3,557,186
	Federated Institutional High Yield Bond	Mutual Fund	a	$ 2,125,772
	Fidelity Growth Discovery Fund	Mutual Fund	a	$ 2,980,420
	Hood River Small Cap Growth Fund	Mutual Fund	a	$ 3,374,456
	Invesco Oppenheimer Gold & Special Minerals Fund	Mutual Fund	a	$ 3,804,840
	iShares S&P 500 Index	Mutual Fund	a	$ 19,755,602
	MFS International Diversification	Mutual Fund	a	$ 1,281,128
	MFS New Discovery Value Fund	Mutual Fund	a	$ 319,609
	Invesco Value Opportunities Fund	Mutual Fund	a	$ 3,614,907
	RBC Emerging Markets Equity	Mutual Fund	a	$ 894,459
*	Schwab Fundamental International Large Co. Index	Mutual Fund	a	$ 744,762
	T. Rowe Price Institutional Large Cap Growth	Mutual Fund	a	$ 7,306,543
	Thrivent Mid Cap Stock-I	Mutual Fund	a	$ 334,818
	Vanguard Balanced Index Admiral	Mutual Fund	a	$ 1,749,537
	Vanguard Developed Markets Index Admiral	Mutual Fund	a	$ 1,849,487
	Vanguard Growth Index Admiral	Mutual Fund	a	$ 9,571,828
	Vanguard International Growth Admiral	Mutual Fund	a	$ 1,503,431
	Vanguard International Value Fund Investor Shares	Mutual Fund	a	$ 993,930
	Vanguard Mid Cap Growth Index Admiral	Mutual Fund	a	$ 1,206,812
	Vanguard Mid Cap Value Index Admiral	Mutual Fund	a	$ 1,579,425
	Vanguard Mid Cap Index Admiral	Mutual Fund	a	$ 2,060,804
	Vanguard Small Cap Growth Index Admiral	Mutual Fund	a	$ 1,850,335
	Vanguard Small Cap Value Index Admiral	Mutual Fund	a	$ 2,751,167
	Vanguard Total Bond Market Index Admiral	Mutual Fund	a	$ 1,927,532
	Vanguard Value Index Admiral	Mutual Fund	a	$ 2,611,843
*	Participant loans	Interest rates ranging from 4.00% to 10.50%	-	$ 6,326,547

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

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



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BARRETT BUSINESS SERVICES, INC.
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DECEMBER 31, 2025

EIN#: 52-0812977
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