

# ANNUAL MEETING OF STOCKHOLDERS OF BARRETT BUSINESS SERVICES, INC.

June 3, 2024

## PROXY VOTING INSTRUCTIONS

**INTERNET** - Access "[www.voteproxy.com](http://www.voteproxy.com)" and follow the on-screen instructions or scan the QR code with your smartphone. Have your proxy card available when you access the web page.



**TELEPHONE** - Call toll-free **1-800-PROXIES** (1-800-776-9437) in the United States or **1-201-299-4446** from foreign countries from any touch-tone telephone and follow the instructions. Have your proxy card available when you call.

Vote online/phone until 11:59 PM EDT the day before the meeting.

**MAIL** - Sign, date and mail your proxy card in the envelope provided as soon as possible.

**VIRTUALLY AT THE MEETING** - The company will be hosting the meeting live via the Internet this year. To attend the meeting via the Internet solely by means of remote communication please visit <https://web.lumiconnect.com/225175011> (password: bbsi2024) and be sure to have available the control number.

**GO GREEN** - e-Consent makes it easy to go paperless. With e-Consent, you can quickly access your proxy material, statements and other eligible documents online, while reducing costs, clutter and paper waste. Enroll today via <https://equiniti.com/us/ast-access> to enjoy online access.

<b>COMPANY NUMBER</b>	
<b>ACCOUNT NUMBER</b>	
<b>CONTROL NUMBER</b>	

**NOTICE OF INTERNET AVAILABILITY OF PROXY MATERIAL:**  
The 2024 Notice of Annual Meeting and Proxy Statement and the 2023 Annual Report to Stockholders are available at <http://www.astproxyportal.com/ast/23265>

↓ Please detach along perforated line and mail in the envelope provided IF you are not voting via telephone or the Internet. ↓

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**THE BOARD OF DIRECTORS RECOMMENDS A VOTE FOR ALL THE NOMINEES LISTED, AND FOR PROPOSALS 2, 3, AND 4.**  
**PLEASE SIGN, DATE AND RETURN PROMPTLY IN THE ENCLOSED ENVELOPE. PLEASE MARK YOUR VOTE IN BLUE OR BLACK INK AS SHOWN HERE**

1. To elect eight directors to serve until the 2025 annual meeting of stockholders.
- | NOMINEES:           | FOR                      | AGAINST                  | ABSTAIN                  |
|---------------------|--------------------------|--------------------------|--------------------------|
| Thomas J. Carley    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Joseph S. Clabby    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Thomas B. Cusick    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gary E. Kramer      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Anthony Meeker      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Carla A. Moradi     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Alexandra Morehouse | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Vincent P. Price    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2. Amendment of the Company's Amended and Restated Charter to increase the authorized shares of Common Stock. FOR  AGAINST  ABSTAIN
3. Advisory vote to approve the compensation of our named executive officers. FOR  AGAINST  ABSTAIN
4. Ratification of selection of Deloitte and Touche LLP as our independent registered public accounting firm for 2024. FOR  AGAINST  ABSTAIN

In their discretion, the Proxies are authorized to vote on such other business as may properly come before the Annual Meeting and any adjournment or postponement thereof.

**This proxy, when properly executed, will be voted in the manner directed by the stockholder. If no directions are indicated, the proxies will vote FOR all of the nominees listed on Proposal 1 and FOR Proposals 2, 3, and 4.**

To change the address on your account, please check the box at right and indicate your new address in the address space above. Please note that changes to the registered name(s) on the account may not be submitted via this method.

MARK "X" HERE IF YOU PLAN TO ATTEND THE VIRTUAL MEETING.

Signature of Stockholder \_\_\_\_\_ Date: \_\_\_\_\_ Signature of Stockholder \_\_\_\_\_ Date: \_\_\_\_\_

**Note:** Please sign exactly as your name or names appear on this Proxy. When shares are held jointly, each holder should sign. When signing as executor, administrator, attorney, trustee or guardian, please give full title as such. If the signer is a corporation, please sign full corporate name by duly authorized officer, giving full title as such. If signer is a partnership, please sign in partnership name by authorized person.

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**BARRETT BUSINESS SERVICES, INC.**  
**Proxy for Annual Meeting of Stockholders on June 3, 2024**  
**Solicited on Behalf of the Board of Directors**

The undersigned hereby appoints Gary E. Kramer and Anthony Meeker, and each of them, with power to act without the other and with power of substitution, as proxies and attorneys-in-fact and hereby authorizes them to represent and vote, as provided on the reverse side, all the shares of Common Stock of Barrett Business Services, Inc., which the undersigned is entitled to vote, and, in their discretion, to vote upon such other business as may properly come before the Annual Meeting of Stockholders of the company to be held virtually at <https://web.lumiconnect.com/225175011> (password: bbsi2024) on Monday, June 3, 2024, at 1:00 p.m. PDT, or at any adjournment or postponement thereof, with all powers which the undersigned would possess if present at the Meeting.

THE UNDERSIGNED ACKNOWLEDGES RECEIPT OF THE 2024 NOTICE OF ANNUAL MEETING AND ACCOMPANYING PROXY STATEMENT AND 2023 ANNUAL REPORT TO STOCKHOLDERS AND REVOKES ALL PRIOR PROXIES FOR SAID MEETING.

**(Continued and to be signed on the reverse side)**

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