

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934
or Section 30(h) of the Investment Company Act of 1940

☐ Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

1. Name and Address of Reporting Person *			2. Issuer Name and Ticker or Trading Symbol		5. Relationship of Reporting Person(s) to Issuer (Check all applicable)	
<u>Potts James R</u>			<u>BARRETT BUSINESS SERVICES INC [BBSI]</u>		☒ Director 10% Owner	
(Last) (First) (Middle)			3. Date of Earliest Transaction (Month/Day/Year)		☒ Officer (give title below) Other (specify below)	
<u>8100 NE PARKWAY DRIVE</u>			<u>07/01/2026</u>		<u>EVP Gen Counsel & Secretary</u>	
<u>SUITE 200</u>			4. If Amendment, Date of Original Filed (Month/Day/Year)		6. Individual or Joint/Group Filing (Check Applicable Line)	
(Street)					☒ Form filed by One Reporting Person	
<u>VANCOUVER WA 98662</u>					☐ Form filed by More than One Reporting Person	
(City) (State) (Zip)						

Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)		4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock	07/01/2026		M		428	A	\$0.00	34,265	D	
Common Stock	07/01/2026		M		3,696	A	\$0.00	37,961	D	
Common Stock	07/01/2026		M		3,256	A	\$0.00	41,217	D	
Common Stock	07/01/2026		M		2,299	A	\$0.00	43,516	D	
Common Stock	07/01/2026		M		1,829	A	\$0.00	45,345	D	
Common Stock	07/01/2026		F		169	D	\$37.73	45,176	D	
Common Stock	07/01/2026		F		1,455	D	\$37.73	43,721	D	
Common Stock	07/01/2026		F		1,282	D	\$37.73	42,439	D	
Common Stock	07/01/2026		F		905	D	\$37.73	41,534	D	
Common Stock	07/01/2026		F		720	D	\$37.73	40,814	D	

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Stock Units	(1)	07/01/2026		M			428	(2)	(2)	Common Stock	428	\$0.00	0.00	D	
Restricted Stock Units	(1)	07/01/2026		M			3,696	(3)	(3)	Common Stock	3,696	\$0.00	0.00	D	
Restricted Stock Units	(1)	07/01/2026		M			3,256	(4)	(4)	Common Stock	3,256	\$0.00	3,256	D	
Restricted Stock Units	(1)	07/01/2026		M			2,299	(5)	(5)	Common Stock	2,299	\$0.00	4,596	D	
Restricted Stock Units	(1)	07/01/2026		M			1,829	(6)	(6)	Common Stock	1,829	\$0.00	5,486	D	

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Stock Units	(1)	07/01/2026		A		803		(7)	(7)	Common Stock	803	\$0.00	803	D	
Restricted Stock Units	(1)	07/01/2026		A		8,693		(8)	(8)	Common Stock	8,693	\$0.00	8,693	D	

Explanation of Responses:

1. Each Restricted Stock Unit represents a contingent right to receive one share of the Issuer's common stock.
2. The Restricted Stock Units vest in one installment on July 1, 2026, and will be settled by delivery of unrestricted shares of common stock on the vesting date.
3. The Restricted Stock Units vest in four annual installments beginning July 1, 2023, and will be settled by delivery of unrestricted shares of common stock on the vesting date.
4. The Restricted Stock Units vest in four annual installments beginning July 1, 2024, and will be settled by delivery of unrestricted shares of common stock on the vesting date.
5. The Restricted Stock Units vest in four annual installments beginning July 1, 2025, and will be settled by delivery of unrestricted shares of common stock on the vesting date.
6. The Restricted Stock Units vest in four annual installments beginning July 1, 2026, and will be settled by delivery of unrestricted shares of common stock on the vesting date.
7. The Restricted Stock Units vest in one installment on July 1, 2031, and will be settled by delivery of unrestricted shares of common stock on the vesting date
8. The Restricted Stock Units vest in four annual installments beginning July 1, 2027, and will be settled by delivery of unrestricted shares of common stock on the vesting date.

Remarks:

/s/ Anthony Harris, as attorney-in-
fact 07/02/2026

** Signature of Reporting Person Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

* If the form is filed by more than one reporting person, *see* Instruction 4 (b)(v).

** Intentional misstatements or omissions of facts constitute Federal Criminal Violations *See* 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, *see* Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.

POWER OF ATTORNEY

The undersigned hereby constitutes and appoints each of Anthony Harris and Ben Ward, signing singly, the undersigned's true and lawful attorney-in-fact to:

1. Execute for and on behalf of the undersigned, in the undersigned's capacity as an officer and/or director of Barrett Business Services, Inc. (the "Company"), Forms 3, 4, and 5 in accordance with Section 16(a) of the Securities Exchange Act of 1934 and the rules thereunder, and any other forms or reports the undersigned may be required to file in connection with the undersigned's ownership, acquisition, or disposition of securities of the Company, including forms required to generate codes for the Securities and Exchange Commission's electronic filing system; and

2. Do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to complete and execute any such Form 3, 4, or 5, or other form or report, and timely file such form or report with the United States Securities and Exchange Commission and any stock exchange or similar authority as appropriate.

The undersigned hereby grants to each such attorney-in-fact full power and authority to do and perform any and every act and thing necessary or proper to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned could do if personally present, hereby ratifying and confirming all that such attorney-in-fact shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that the foregoing attorneys-in-fact, in serving in such capacity at the request of the undersigned, are not assuming, and the Company is not assuming, any of the undersigned's responsibilities to comply with Section 16 of the Securities Exchange Act of 1934.

This Power of Attorney shall remain in full force and effect until the undersigned is no longer subject to Section 16 of the Securities Exchange Act of 1934 with respect to the undersigned's holdings of and transactions in securities issued by the Company, unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this Power of Attorney to be executed as of this 12 day of September, 2020.

/s/ James Potts
James Potts