

# BOISE CASCADE COMPANY

## COMPENSATION COMMITTEE CHARTER

(Adopted on February 4, 2013, as last updated February 10, 2020)

### I. Membership

The Compensation Committee (the “Committee”) of Boise Cascade Company (the “Company”) shall consist of at least three directors from the Company’s Board of Directors (the “Board”). All Committee members shall: (1) meet the applicable independence requirements of the New York Stock Exchange and the Securities Exchange Act of 1934, as amended (the “Exchange Act”) for members of the Committee; (2) shall otherwise meet the membership qualification requirements contained in this Charter and in the Company’s Corporate Governance Guidelines; (3) be, to the extent required by the Board, a “non-employee director” within the meaning of Rule 16b-3 under the Exchange Act; and (4) be, to the extent required by the Board, an “outside director” within the meaning of Section 162(m) of the Internal Revenue Code. In the event that any member of the Committee does not qualify as a “non-employee director” for purposes of Section 16 of the Exchange Act, then all compensation that is intended to be exempt from Section 16 shall also be approved by the Board or a subcommittee made up of members of the Board who qualify as non-employee directors. In the event that any member of the Committee does not qualify as an “outside director” for purposes of Section 162(m) of the Internal Revenue Code, then all compensation that is intended to be exempt from Section 162(m) of the Internal Revenue Code shall also be approved by a subcommittee made up of at least two members of the Board who qualify as outside directors. Committee members shall be appointed by the Board annually and when a vacancy exists, in each case, on the recommendation of the Corporate Governance and Nominating Committee and in accordance with the Company’s certificate of incorporation and bylaws and may be removed by the Board at any time for any reason with or without cause.

### II. Purpose

The Committee’s primary purposes are to:

- assist the Board in discharging its responsibilities relating to compensation of the Company’s Board members, the Company’s Chief Executive Officer, and other executive officers;
- review and approve employment agreements and other similar arrangements between the Company and its Chief Executive Officer and other executive officers;
- review and evaluate the Company’s overall compensation philosophy and oversee the Company’s equity, incentive, and other compensation and benefits plans; and
- prepare the compensation committee report on executive officer compensation required by the Securities and Exchange Commission for inclusion in the Company’s annual proxy statement or Annual Report on Form 10-K.

### **III. Structure and Operations**

The Board shall designate one of the members of the Committee as Chair of the Committee. The Committee shall meet periodically at such times as it determines to be necessary or appropriate and shall periodically report to the Board regarding any issues, recommendations or findings as it deems appropriate. A majority of the members of the Committee shall constitute a quorum for the transaction of business. The Committee may act only upon approval of a majority of its members. The action of the Committee at a meeting at which a quorum is present shall be the act of the Committee. The Committee may meet in person or telephonically, and may act in writing by the unanimous consent of its members. The Committee may invite members of management or others to its meetings. However, management should be absent from any discussion or review where the individual compensation of such persons is determined. The Committee shall have the opportunity at each regularly scheduled meeting to meet in executive session without the presence of management. The Committee may delegate any of its responsibilities to one or more subcommittees as it may deem appropriate to the extent allowed by applicable law and the rules of the New York Stock Exchange.

### **IV. Authority and Resources**

The Committee shall have the sole authority to: (1) select, retain, and terminate any consulting firm engaged to assist in the evaluation of director, Chief Executive Officer, or other executive officer compensation; and (2) approve the fees and retention terms of such consulting firm. The Committee may conduct or authorize studies and investigations into any matters within the scope of its responsibilities and may retain outside legal or other advisors to assist in the conduct of any such study or investigation or for any other reason as determined by the Committee. The Company shall pay such third parties retained by the Committee such compensation, including without limitation usual and customary expenses and charges, as shall be determined by the Committee. The Company also shall pay such ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties as shall be determined by the Committee.

### **V. Responsibilities**

The responsibilities of the Committee shall include the following, along with any other matters as the Board may delegate to the Committee from time to time:

- 1. Chief Executive Officer Performance.** The Committee shall annually review and approve corporate goals and objectives relevant to Chief Executive Officer compensation and shall evaluate the Chief Executive Officer's performance in light of these goals and objectives.
- 2. Chief Executive Officer Compensation.** The Committee shall annually review and approve, either as a Committee or together with the other independent directors as directed by the Board, the Chief Executive Officer's compensation arrangements and level, including base salary, incentive awards, equity-based awards, and any other long-term incentive awards or changes to such arrangements or level, each based on the evaluation of the Chief Executive Officer's performance and any other factors the Committee deems relevant.

**3. Director Compensation.** The Committee shall review periodically, and recommend to the Board any changes to, the form and amount of compensation for directors in light of the following principles: (a) compensation should be competitive with the market and geared towards attracting and retaining highly-qualified independent professionals; (b) compensation should fairly pay directors for their time and effort; and (c) compensation should align directors' interests with the long-term interests of Company's stockholders. The Committee shall periodically review the principles underlying director compensation and make recommendations to the Board when appropriate. The Committee shall periodically review non-employee director compensation and make recommendations to the Board regarding any adjustments that the Committee considers appropriate.

**4. Officer Compensation.** The Committee, after consultation with and upon recommendation of the Chief Executive Officer, shall determine for other officers: (a) annual compensation; and (b) any employment contract, severance/termination agreement, retirement arrangement, change in control arrangement, and any special or supplemental benefit arrangement that differs in a material way from the Company's form contracts, agreements, and arrangements.

**5. Compensation Principles and Philosophy.** When appropriate, the Committee shall recommend to the non-management Board members changes to the Chief Executive Officer and other officer compensation principles and periodically review the general employee compensation philosophy to ensure it is appropriate and does not incent unnecessary and excessive risk taking.

**6. General Compensation Review.** The Committee shall annually review market data to assess the Company's competitive position for the three components of executive compensation (base salary, annual incentives, and long-term incentives) by reviewing executive compensation surveys of relevant markets in which the Company participates compiled by third-party consultants.

**7. Talent Management Review.** The Committee shall monitor the talent management programs of the Company.

**8. Compensation and Benefits Programs.** The Committee shall oversee overall compensation and benefits programs and policies. Named fiduciary responsibility and responsibility for day-to-day administration of such programs is delegated to each of the Chief Executive Officer and the Chief Financial Officer, including authority to make certain limited amendments, modifications or supplements to designated benefit plans, trusts and related documents. Amendment or modification authority not so delegated remains with the Committee or the Board, as appropriate.

**9. Incentive Compensation Plans and Equity-Based Plans.** When appropriate, and after consultation with the Chief Executive Officer, the Committee shall approve the creation and/or revision of incentive compensation plans affecting Company officers and equity-based plans and grants thereunder, and oversee such plans' administration and discharge any responsibilities such plans may impose on the Committee. The Committee may exercise all of the authority of the Board with respect to the administration of such plans, including, but not limited to: (1) approving equity award guidelines and general

sizes of overall grants; (2) designating officers (and with respect to equity plans, other individuals) who are eligible to participate; (3) making grants, including performance cash and shares; (4) interpreting the plans; (5) determining rules and regulations relating to the plans; (6) modifying or canceling existing grants; and (7) imposing limitations, restrictions and conditions upon any award as the Committee deems appropriate.

**10. Report for Proxy Statement.** The Committee shall annually prepare a report on executive officer compensation as required by Securities and Exchange Commission rules and regulations to be included in the Company's annual proxy statement or Annual Report on Form 10-K, and shall review and discuss with management, prior to the filing of the proxy statement or Annual Report on Form 10-K, the disclosure relating to executive compensation, including Compensation Discussion and Analysis and executive and director compensation tables.

**11. Compliance with Regulations.** The Committee shall oversee the Company's compliance with SEC rules and regulations regarding stockholder approval of certain executive compensation matters, including advisory votes on executive compensation and the frequency of such votes, and on the requirement under New York Stock Exchange rules that, with limited exceptions, stockholders approve equity compensation plans.

**12. Review Committee Charter.** The Committee shall review and reassess the adequacy of this Charter at least once a year, and recommend any proposed changes to the Board.

**13. Review of Committee Performance.** The Committee shall provide the Board with an annual evaluation of the Committee's performance.

**14. Retention of Committee Advisers.** The Committee shall have sole authority to retain or obtain the advice of a compensation consultant, independent legal counsel or other adviser to the Committee and shall be directly responsible for the appointment, compensation and oversight of the work of any such compensation consultant, independent legal counsel or other adviser. Notwithstanding the foregoing, the Committee shall not be required to implement or act consistently with the advice or recommendations of the compensation consultant, independent legal counsel, or other adviser and shall not be precluded from exercising its own judgment in fulfillment of its duties. In addition, the Committee shall have sole authority to approve the engagement of any compensation consultant, independent legal counsel, or other adviser, or its affiliates, for additional services to the Company, including the purchase of any products from such consultant or its affiliates.

**15. Compensation Adviser Independence Evaluation.** The Committee may select a compensation consultant, legal counsel, or other adviser only after taking into consideration the following factors, as well as any other factors required by the New York Stock Exchange and the Exchange Act and corresponding rules that may be amended from time to time: (1) the provision of other services to the Company by the person that employs the compensation consultant, legal counsel, or other adviser; (2) the amount of fees received from the Company by the person that employs the compensation consultant, legal counsel, or other adviser, as a percentage of the total revenue of the person that employs the compensation consultant, legal counsel, or other adviser; (3) the

policies and procedures of the person that employs the compensation consultant, legal counsel, or other adviser that are designed to prevent conflicts of interest; (4) any business or personal relationship of the compensation consultant, legal counsel or other adviser with a member of the Compensation Committee; (5) any stock of the Company owned by the compensation consultant, legal counsel, or other adviser; and (6) any business or personal relationship of the compensation consultant, legal counsel, other adviser or the person employing the adviser with an executive officer of the Company.

**16. Committee Reports.** The Committee shall report to the Board on a regular basis on the activities of the Committee: (1) following meetings of the Committee; (2) with respect to such other matters as are relevant to the Committee's discharge of its responsibilities; and (3) with respect to such recommendations as the Committee may deem appropriate. The report to the Board may take the form of an oral report by the Committee's Chair or any other member of the Committee designated by the Committee to make such report.

## **VI. Adoption**

This Charter supersedes and replaces any and all prior Compensation Committee Charters of the Company.

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