

THE PERSUASION LAB

PRIVACY POLICY

Effective Date: September 1, 2026

This Privacy Policy (the "Policy") describes how Negotiation Strategist Research, Inc. doing business as The Persuasion Lab ("The Persuasion Lab," "we," "us," or "our"), collects, uses, discloses, and protects personal information when you visit thepersuasionlab.com (the "Site"), subscribe to The Vault™ or the Negotiation Dojo®, attend a Dojo session or coaching call, use our negotiation tools, receive our newsletter or podcast, or otherwise interact with our products and services (collectively, the "Services").

This Policy is incorporated into and forms part of our Terms of Use. Capitalized terms not defined here have the meanings given in the Terms of Use. By using the Services, you acknowledge that you have read and understood this Policy. If you do not agree with our practices, please do not use the Services.

Because the Negotiation Dojo® invites participants to bring real negotiation situations into a confidential peer setting, we treat the information shared in that setting with particular care. Section 3 describes those practices specifically.

1. SCOPE AND WHO WE ARE

This Policy applies to personal information we collect through the Site, through our accounts and subscriptions, during live and webcast sessions, through our tools and community features, and through email, telephone, and other communications with us. It does not apply to third-party websites, platforms, or services that we link to or that you use to interact with us (such as a video conferencing provider's own data practices), which are governed by their own privacy policies.

"Personal information" means information that identifies, relates to, describes, or could reasonably be linked with a particular individual or household. It does not include information that has been de-identified or aggregated so that it can no longer reasonably be linked to you.

The Persuasion Lab is the controller of, and responsible for, the personal information described in this Policy. Where we deliver a Company or Organization Dojo to your employer or another organization, that organization may also be a controller of information about you, and its privacy policies may apply in addition to ours.

2. INFORMATION WE COLLECT

2.1 Information You Provide to Us. We collect information you give us directly, including:

Category	What it includes	When we collect it
Identity and contact information	Name, email address, telephone number, mailing or billing address, company or organization, job title, and a password for your account.	Account registration, newsletter sign-up, contact and inquiry forms, subscription checkout, Dojo enrollment.
Payment information	Payment card or account details, billing address, and transaction history. Card numbers are collected and processed by our payment processors; we receive only a token, the last four digits, card type, and transaction confirmations.	Subscription purchases and renewals, Company or Organization Dojo invoicing.
Profile and enrollment information	Professional background, negotiation goals, experience level, cohort preferences, scheduling availability, and any information you choose to include in a community profile.	Dojo enrollment forms, quarterly check-ins, community features.
Learning and participation content	Negotiation fact patterns and scenarios you describe; contributions to role play, drills, and discussion; journal entries, quiz and review responses; questions submitted to instructors; and posts and messages in community forums.	Dojo sessions, course materials, community features.
Tool inputs	Emails, messages, proposals, or other communications you submit for persuasiveness analysis; assessment answers; and search queries in our research and tactics databases.	Negotiation Tools.
Recordings	Your image, voice, name, and contributions as captured in recordings of live or webcast sessions, coaching calls, and check-ins.	Any session that is recorded, as described in the Terms of Use.
Communications	The content of emails, form submissions, support requests, testimonials, survey responses, and feedback you send us.	Any time you contact us.
Consulting inquiry information	Details about the negotiation, transaction, dispute, or organization for which you are seeking consulting or a Company or Organization Dojo.	Professional Consulting and organizational inquiry forms.

2.2 Information We Collect Automatically. When you use the Site or Services, we and our service providers automatically collect certain information from your device, including:

- Device and browser information, such as IP address, browser type and version, operating system, device identifiers, screen resolution, and language settings;
- Usage information, such as the pages, lessons, videos, and podcasts you view or play, how long you spend on them, video playback position, search terms, links clicked, referring and exit pages, and dates and times of access;
- Session participation data from webcast platforms, such as join and leave times, attendance, and in-session chat, polls, or reactions;
- Approximate location derived from your IP address; and

- Information collected through cookies, pixels, local storage, and similar technologies, as described in Section 5.

2.3 Information From Other Sources. We may receive information about you from:

- Your employer or organization, when it enrolls you in a Company or Organization Dojo or purchases seats on your behalf;
- Other participants, when they reference you in a session or forum (which we discourage and address under our confidentiality rules);
- Payment processors and fraud-prevention services, which confirm transactions and flag suspected fraud;
- Email and newsletter service providers, which report whether messages were delivered, opened, or clicked; and
- Publicly available sources and social media platforms, when you interact with our content there or when we verify professional background in connection with a consulting engagement.

2.4 Information About Others. The Services, and especially the Negotiation Dojo® and the communication-analysis tools, may lead you to share information about third parties, such as counterparties, colleagues, clients, or family members involved in a negotiation. You are responsible for ensuring that you have the right to share that information. We encourage you to anonymize or minimize third-party details wherever possible, and we ask that you not submit information you are legally or contractually obligated to keep confidential.

3. SPECIAL NOTE ON DOJO SESSIONS, RECORDINGS, AND SENSITIVE INFORMATION

3.1 Confidential Peer Setting. The Negotiation Dojo® is a confidential private peer workshop. Participants agree in the Terms of Use not to disclose what other participants share. We apply the same commitment: we use what you share in a session only to deliver and improve the Services as described in this Policy, and we do not disclose participant fact patterns outside the cohort except as described in Sections 4 and 6.

3.2 Recordings. We may record live and webcast sessions. Recordings are stored on our learning platform and video-hosting provider with access limited to enrolled participants of that cohort, instructors, and staff who need access. When we wish to use a recording, or an excerpt of it, as teaching content beyond the cohort, we will edit it to remove or anonymize participant-specific confidential fact patterns and, where a participant is individually identifiable and the use goes beyond the cohort, we will ask for that participant's consent. You may request that we not record your participation, in which case we may ask you to keep your camera and microphone off during recorded segments or attend an alternative session.

3.3 Sensitive Information. We do not ask for and do not need sensitive personal information such as Social Security numbers, government identification numbers, precise geolocation, health or medical information, biometric identifiers, or information about racial or ethnic origin, religious beliefs, sexual orientation, or union membership. Negotiation fact

patterns you choose to share (for example, a family, employment, or medical-billing negotiation) may nonetheless reveal such information incidentally. We treat any such information as confidential, use it only for the purpose for which you shared it, and do not use it for marketing or profiling. Please share only what is necessary for the exercise.

3.4 No Attorney-Client Privilege. As explained in the Terms of Use, information you share through the Services is not protected by attorney-client privilege, even where an instructor is a licensed attorney. We may be compelled to disclose information in response to legal process as described in Section 6.5.

4. HOW WE USE PERSONAL INFORMATION

We use personal information for the following purposes:

- To provide the Services: to create and manage your account; process subscriptions, payments, renewals, and refunds; deliver content, sessions, recordings, and course materials; run assessments and communication-analysis tools; operate community features; and schedule and conduct check-ins and coaching calls;
- To communicate with you: to send transactional messages such as receipts, renewal reminders, session schedules, password resets, and changes to our terms or policies; to respond to your inquiries and support requests; and, with your consent or as permitted by law, to send newsletters, the blog, podcast announcements, and information about new offerings;
- To personalize and improve the Services: to recommend content, tailor drills and exercises to participants' experience levels, understand which lessons and tools are used, fix problems, and develop new content, curricula, tools, and research;
- To conduct research: to study negotiation, persuasion, and influence using aggregated, de-identified, or anonymized participation data, tool inputs, and assessment results. Research outputs published or shared outside The Persuasion Lab will not identify any individual participant;
- For security and fraud prevention: to verify identity, protect accounts, detect and prevent unauthorized access, abuse, scraping, and fraudulent transactions, and enforce our Terms of Use;
- To comply with law: to meet tax, accounting, and record-keeping obligations, respond to lawful requests, and establish, exercise, or defend legal claims; and
- For any other purpose disclosed to you at the time of collection or to which you consent.

We do not use personal information to make decisions that produce legal or similarly significant effects on you by solely automated means.

5. COOKIES AND SIMILAR TECHNOLOGIES

5.1 What We Use. We and our service providers use cookies (small text files placed on your device), pixels, local storage, and similar technologies to operate the Site and understand how it is used. These fall into the following categories:

- **Strictly necessary:** required for the Site to function, including cookies that keep you logged in, maintain your shopping cart, process checkout, remember cookie preferences, and provide security and bot protection (for example, CAPTCHA and content-delivery-network cookies);
- **Functional:** remember your preferences, such as video playback settings and language;
- **Analytics:** help us understand traffic, popular content, and how visitors navigate the Site. We use a privacy-focused analytics service for this purpose; and
- **Marketing:** We do not currently use advertising or retargeting cookies but may in the future. We may use pixels from Meta / LinkedIn / Google Ads to measure the effectiveness of our advertising and to show you relevant content on other platforms.]

5.2 Your Choices. Most browsers allow you to refuse or delete cookies through their settings. If you disable strictly necessary cookies, portions of the Site, including checkout and logged-in content, may not work. Where required by law, we may be required to display a cookie banner allowing you to accept or reject non-essential cookies, and you may change your preferences at any time through the "Cookie Settings" link in the Site footer but currently do not do this. You can opt out of Google Analytics by installing the browser add-on available at <https://tools.google.com/dlpage/gaoptout>.

5.3 Do Not Track and Global Privacy Control. We honor the Global Privacy Control (GPC) browser signal as a request to opt out of the sale or sharing of personal information and targeted advertising, to the extent those activities occur. Because there is no industry standard for responding to "Do Not Track" browser signals, we do not respond to them at this time.

5.4 Email Tracking. Our newsletters and other marketing emails may contain pixels or tracking links that tell us whether an email was opened or clicked. You can prevent this by disabling image loading in your email client or by unsubscribing.

6. HOW WE DISCLOSE PERSONAL INFORMATION

We do not sell personal information for money, and we do not rent or trade mailing lists. We disclose personal information only as follows:

6.1 Service Providers. We share personal information with vendors that perform services on our behalf and are contractually restricted from using it for their own purposes. These include providers of:

- Website hosting, content management, e-commerce, and content-delivery services (for example, our WordPress and WooCommerce hosting and Cloudflare);
- Payment processing (for example, PayPal and/or Stripe), which handle card data under their own security standards;

- Email, newsletter, and marketing automation (for example, Constant Contact);
- Video conferencing and webcast platforms used to deliver live sessions (for example, Zoom/Teams);
- Learning-management, video-hosting, and podcast-hosting platforms that store lessons, recordings, and course materials;
- Form, scheduling, and customer-support tools;
- Analytics, security, CAPTCHA, and fraud-prevention services;
- Artificial-intelligence and natural-language-processing services used to power our communication-analysis and assessment tools, as described in Section 7; and
- Professional advisors such as accountants, auditors, and attorneys.

6.2 Instructors, Coaches, and Consultants. Instructors, coaches, Negotiation Dojo® graduates who assist with sessions, and consultants who deliver Professional Consulting may be independent contractors. They receive the personal information necessary to deliver the Services to you and are bound by written confidentiality obligations consistent with this Policy.

6.3 Other Participants. Information you share in a Dojo session, coaching call, or community forum is visible to the other participants in that session, cohort, or forum. Other participants are bound by the confidentiality obligations in the Terms of Use, but we cannot control their conduct.

6.4 Your Organization. If your employer or another organization purchased your access through a Company or Organization Dojo, we may share enrollment, attendance, and completion information with that organization. We do not share individual participants' role-play content, assessment results, or fact patterns with the organization without the participant's consent.

6.5 Legal Requirements and Protection of Rights. We may disclose personal information if we believe in good faith that doing so is required by law, subpoena, court order, or other legal process; is necessary to protect the rights, property, or safety of The Persuasion Lab, our participants, or others; is necessary to enforce our Terms of Use or investigate suspected fraud, security incidents, scraping, or other violations; or is necessary to establish, exercise, or defend legal claims. Where permitted, we will attempt to notify you before disclosing your information in response to legal process.

6.6 Business Transfers. If we are involved in a merger, acquisition, financing, reorganization, bankruptcy, or sale of all or a portion of our assets, personal information may be transferred as part of that transaction. We will require the recipient to honor the commitments in this Policy with respect to information collected under it.

6.7 With Your Consent. We may disclose personal information for other purposes with your consent or at your direction, such as when you ask us to publish a testimonial under your name.

6.8 Aggregated and De-Identified Information. We may disclose aggregated or de-identified information, such as research findings, usage statistics, and anonymized negotiation patterns, that cannot reasonably be used to identify you. We commit to maintaining such information in de-identified form and not attempting to re-identify it, except to test the effectiveness of our de-identification.

7. ARTIFICIAL INTELLIGENCE AND AUTOMATED PROCESSING

7.1 Tools That Use AI. Some Negotiation Tools, including the persuasiveness analysis of communications you submit and certain assessments, use natural-language-processing or machine-learning technology to generate their output. These tools are powered in part by third-party AI service providers, such as Co-Pilot. Output generated by these tools is educational, may be inaccurate, and is not a substitute for your own judgment.

7.2 How Your Inputs Are Handled. Communications and other content you submit to AI-powered tools are transmitted to the applicable provider solely to generate the output returned to you. We use these providers under commercial terms that prohibit them from using your inputs to train or improve their models and that require them to delete inputs after a limited retention period. We do not use your individual tool inputs to train AI models for any third party. We may use inputs and outputs in de-identified and aggregated form to evaluate and improve the accuracy of our own tools.

7.3 Your Responsibility. Before submitting a communication for analysis, please remove names, account numbers, and other personal details of third parties that are not needed for the analysis, and do not submit privileged or contractually confidential material.

7.4 No Solely Automated Decisions. We do not use AI or other automated processing to make decisions about your eligibility for the Services, pricing, or any other matter that would have a legal or similarly significant effect on you.

8. YOUR CHOICES

8.1 Marketing Communications. You may unsubscribe from newsletters and marketing emails at any time by clicking the unsubscribe link in any such email or by emailing orders@thepersuasionlab.com. We will continue to send transactional and service-related messages, such as receipts, renewal notices, session schedules, and policy updates, for as long as you have an account or active subscription.

8.2 Account Information. You may review and update your account information, payment method, and communication preferences at any time through the "My Account" page on the Site.

8.3 Recordings and Session Participation. You may ask not to be recorded, as described in Section 3.2, and you may choose the extent to which you share your own negotiation fact patterns in any session.

8.4 Community Profile and Posts. You control the information in your community profile and may edit or delete your own posts. Content that other participants have already viewed, quoted, or downloaded may persist.

8.5 Account Deletion. You may request deletion of your account by contacting us. We will delete or de-identify your personal information subject to the retention requirements in Section 11.

9. YOUR PRIVACY RIGHTS

9.1 Rights Available to All Users. Regardless of where you live, we will honor the following requests to the extent reasonably practicable and permitted by law:

- Access: to confirm whether we process your personal information and to receive a copy of it;
- Correction: to correct inaccurate or incomplete personal information;
- Deletion: to delete personal information we hold about you;
- Portability: to receive the personal information you provided to us in a portable, readily usable format;
- Opt out: to opt out of the sale or sharing of personal information, targeted advertising, and profiling in furtherance of decisions that produce legal or similarly significant effects (activities we do not currently engage in, except as may be disclosed in Section 5); and
- Withdraw consent: to withdraw consent you previously gave, without affecting the lawfulness of processing before withdrawal.

9.2 How to Exercise Your Rights. Submit a request by emailing orders@thepersuasionlab.com with the subject line "Privacy Request," by using the contact form at <https://thepersuasionlab.com/contact-us>, or by writing to the address in Section 16. We will need to verify your identity before acting on a request, typically by matching the information you provide with information in your account or by asking you to respond from the email address on file. We will respond within forty-five (45) days, which we may extend once by a further forty-five (45) days where reasonably necessary, in which case we will tell you why. We do not charge a fee for requests unless they are manifestly unfounded, excessive, or repetitive.

9.3 Authorized Agents. If permitted by the law of your state, you may designate an authorized agent to submit a request on your behalf. We will require the agent to provide written authorization signed by you and may ask you to verify your identity directly with us.

9.4 Appeals. If we decline to act on your request, we will tell you why. Residents of states whose privacy laws provide a right to appeal may appeal our decision by replying to our response with the subject line "Privacy Appeal." We will respond to an appeal within forty-five (45) days. If we deny your appeal, you may contact your state Attorney General.

9.5 Non-Discrimination. We will not deny you Services, charge you a different price, or provide a different level of service because you exercised a privacy right.

9.6 Additional Disclosures for California Residents. If you are a California resident, the California Consumer Privacy Act, as amended by the California Privacy Rights Act ("CCPA"), may apply to our processing of your personal information. The following table describes the categories of personal information we have collected in the preceding twelve (12) months, as those categories are defined in the CCPA, and the categories of third parties to which each was disclosed for a business purpose:

CCPA category	Collected	Disclosed for a business purpose to
Identifiers (name, email, address, phone, IP address, account ID)	Yes	Service providers (hosting, payments, email, video, learning platform, analytics, security)
Customer records (billing address, payment information)	Yes	Payment processors; hosting and e-commerce providers
Commercial information (subscriptions, purchase history)	Yes	Payment processors; e-commerce providers; your organization (Company Dojos)
Internet or network activity (usage data, session attendance)	Yes	Hosting, analytics, video, and learning-platform providers
Geolocation (approximate, from IP address)	Yes	Hosting, security, and analytics providers
Audio, visual, or similar information (session recordings)	Yes	Video-hosting and learning-platform providers; other cohort participants
Professional or employment-related information (employer, title, background)	Yes	Learning-platform providers; instructors; your organization (Company Dojos)
Education information (course progress, quiz results)	Yes	Learning-platform providers; instructors
Inferences (content preferences, experience level)	Yes	Learning-platform and analytics providers
Sensitive personal information	Only incidentally, if you choose to include it in a fact pattern or tool input	Learning-platform and AI service providers, to the extent contained in content you submit

We collect these categories from the sources and use them for the purposes described in Sections 2 and 4. We have not sold or shared personal information in the preceding twelve months, and we have no actual knowledge of selling or sharing the personal information of consumers under sixteen (16) years of age. We use sensitive personal information only for the purposes permitted by Cal. Code Regs. tit. 11, § 7027(m), and do not use it to infer characteristics about you. California residents also have the right to request information about our disclosure of personal information

to third parties for their direct-marketing purposes under California's "Shine the Light" law; we do not make such disclosures.

9.7 Residents of Other States. Residents of Oregon, Colorado, Connecticut, Virginia, Texas, Utah, Montana, Delaware, Iowa, Nebraska, New Hampshire, New Jersey, Tennessee, Minnesota, Maryland, Indiana, Kentucky, Rhode Island, and other states with comprehensive privacy laws may exercise the rights described in Section 9.1 in the manner described in Section 9.2, subject to the specific scope of the applicable law. Oregon residents may additionally request a list of the specific third parties to which we have disclosed their personal information. Nevada residents may submit a request directing us not to sell their covered information; we do not currently sell covered information as defined under Nevada law.

10. USERS OUTSIDE THE UNITED STATES

10.1 Location of Processing. The Persuasion Lab is based in the United States, and the Services are hosted and operated there. If you access the Services from outside the United States, your personal information will be transferred to, stored, and processed in the United States and in any other country where we or our service providers operate. Privacy laws in those countries may differ from those in your jurisdiction.

10.2 European Economic Area, United Kingdom, and Switzerland. If you are located in the EEA, the United Kingdom, or Switzerland, the following additional terms apply. We process your personal information on the following legal bases: (a) performance of our contract with you, to provide the Services you purchased; (b) our legitimate interests, including operating, securing, and improving the Services, conducting research, and marketing to existing customers, where those interests are not overridden by your rights; (c) your consent, for non-essential cookies and for marketing communications where consent is required; and (d) compliance with legal obligations. In addition to the rights in Section 9.1, you have the right to object to processing based on legitimate interests, to request restriction of processing, and to lodge a complaint with your local data-protection supervisory authority (in the United Kingdom, the Information Commissioner's Office). Where we transfer your personal information out of the EEA, United Kingdom, or Switzerland, we rely on the European Commission's Standard Contractual Clauses, the UK International Data Transfer Addendum, or another lawful transfer mechanism. We do not have an EU or UK representative; inquiries may be directed to the contact in Section 16.

10.3 Canada. If you are located in Canada, you may withdraw consent to our collection, use, or disclosure of your personal information at any time, subject to legal or contractual restrictions and reasonable notice, and you may contact the Office of the Privacy Commissioner of Canada with concerns.

11. DATA RETENTION

We keep personal information for as long as necessary to fulfill the purposes described in this Policy, unless a longer period is allowed or required or permitted by law. In general:

Information	Retention period
Account and subscription records	For the life of your account and three (3) years after closure, then deleted or de-identified or as req.
Payment and transaction records	Seven (7) years, as required for tax and accounting purposes.
Community posts	Until you delete them or your account is closed, subject to copies retained by other participants.
Newsletter subscription data	Until you unsubscribe, plus a suppression record to ensure we honor your request.

We may retain information longer where necessary to comply with legal obligations, resolve disputes, enforce our agreements, or protect our legal rights, and we may keep de-identified or aggregated information indefinitely.

12. SECURITY

We maintain administrative, technical, and physical safeguards designed to protect personal information against unauthorized access, disclosure, alteration, and destruction, including encryption of data in transit, access controls limiting information to personnel and contractors who need it, secure payment processing through PCI-DSS-compliant processors, and confidentiality agreements with instructors and contractors. No method of transmission or storage is completely secure, and we cannot guarantee absolute security. You are responsible for keeping your password confidential. If you believe your account has been compromised, contact us immediately. If we become aware of a breach of security affecting your personal information, we will notify you and the relevant authorities as required by applicable law.

13. CHILDREN'S PRIVACY

The Services are intended for adults and are not directed to children under eighteen (18). We do not knowingly collect personal information from anyone under thirteen (13). If we learn that we have collected personal information from a child under thirteen, we will delete it promptly. If you believe a child has provided us with personal information, please contact us at support@thepersuasionlab.com.

14. THIRD-PARTY WEBSITES AND SERVICES

The Site contains links to third-party websites, including research sources, books, podcast platforms, social media, and our newsletter provider's sign-up page. When you use a video conferencing platform, podcast app, or social media service to interact with us, that provider collects information under its own privacy policy. We are not responsible for the privacy practices of third parties and encourage you to review their policies.

15. CHANGES TO THIS POLICY

We may update this Policy from time to time to reflect changes in our practices, technology, legal requirements, or the Services. When we do, we will post the revised Policy on the Site with a new

effective date. If the changes are material, we will also notify active subscribers by email or through a prominent notice on the Site at least thirty (30) days before the changes take effect, and where required by law we will seek your consent. Your continued use of the Services after the effective date constitutes acceptance of the revised Policy.

16. CONTACT US

If you have questions, concerns, or requests regarding this Policy or our privacy practices, please contact us:

The Persuasion Lab
Negotiation Strategist Research, Inc.
Attn: Privacy
PO Box 25605
Portland, Oregon 97298
Email: Support@thepersuasionlab.com
Web: <https://thepersuasionlab.com/contact-us>

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