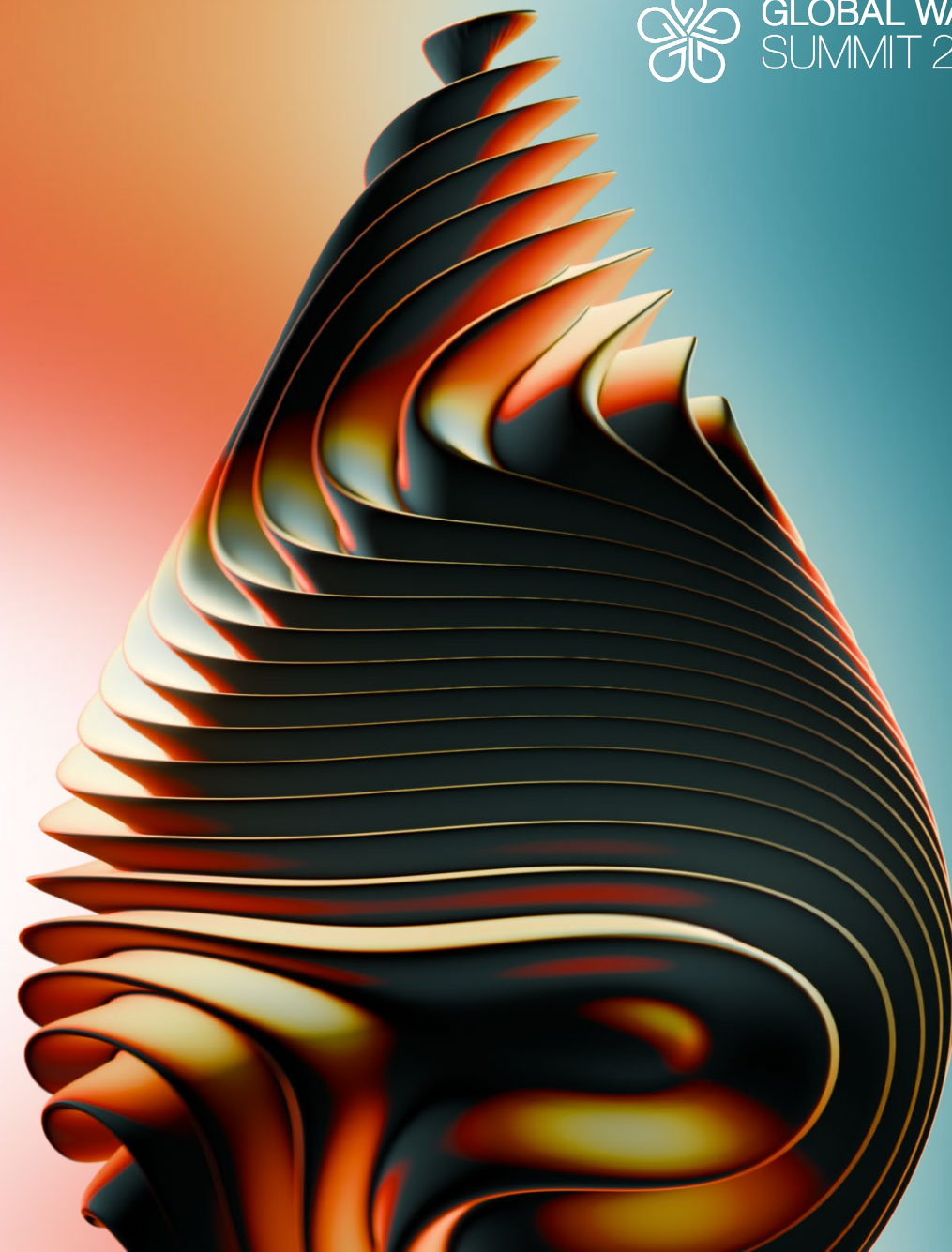


GLOBAL WATER SUMMIT 2026

Strategic Leadership Perspective: The Value of CoDev

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How CoDev Shapes Decisions



Fresh Eyes

Stepping back to look at day-to-day challenges through a global lens, breaking the isolation of the CEO role.



Safe Testing

A pressure-free environment to test bold ideas and strategies before implementing them in a public-facing organization.



Strategic Integrity

Consulting peers ensures decisions are technically sound and institutionally viable across complex political landscapes.

Context

- **Historical Agreements:** EAAB operates under two active collective bargaining agreements that have not been updated since 2015.
 - **Strategic Window:** The current 2024–2027 period requires critical renegotiations with both labor unions to align with the company's future goals.
 - **Extensive Legacy Benefits:** Both agreements grant substantial and highly favorable terms, including exemptions from worker performance evaluations, above-market health insurance, and high school education for employees' children.
 - **Financial & Operational Commitments:** Additional legacy perks include company-provided transportation, revenue-based productivity bonuses, and guaranteed salary increases (the higher of CPI or minimum wage plus 2%).
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The Challenge

- **Stalled Progress:** Renegotiations with the *SINTRAEMSDES* union began in 2025, but after 20 working sessions, the process got frozen the process, due to the minimum wage increase by the National Government .
 - **Dual Demands:** Simultaneously, the *SINTRASERPUCOL* union filed a partial denunciation of their agreement, leaving the executive team with two gridlocked and pending labor negotiations.
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CoDev Outcome

- **Executive Upskilling:** CoDev peer discussions led to a strategic pivot: implementing specialized, high-level training for the executive team on collective bargaining negotiations to effectively unblock the dialogue and successfully close the agreements.

"The 300 Water Leaders programme is more than problem-solving; it is a trusted space for reflection, learning, and genuine peer connection."

— Natasha Avendaño García, CEO of EAAB

