



Magali Collet

After a Master's degree in Business Law, Magali Collet obtained in 1990 a postgraduate diploma in Business Law and a diploma as company legal counsel (*Diplome de Juriste Conseil d'Entreprise*) followed in parallel the same year. She joined the first graduating class of the DJCE of Toulouse and decided to become fully involved in the life of the association: elected vice-

president of the association, she looked for sponsors, companies willing to pay their professional tax for the benefit of this training and organised, with the association, a few events related to the training (symposium on the transmission of professional assets); a first step into the business world which early asserted her qualities as a negotiator and developed her sense of persuasion.

An internship in the International Affairs Department of Société Générale was followed by a job offer in the litigation department of the same bank in December 1990. In this position, she was in charge of a very wide range of cases: appeals lodged in France and/or abroad by clients (at the time when case law on the duty to inform banks is being developed), by tenants of real estate owned by the bank; defending the bank's interests during social taxes (URSSAF) inspections, tax inspections, investigations by the financial brigade; drafting documentary credits or barter agreements; restructuring clients in difficult situations (receivership or judicial liquidation) in France or abroad; drafting, alone or as part of a team, manuals for branches on banking regulations. She particularly enjoyed working on files, but also working as a team (with other departments, the general secretary, agencies, expert lawyers). Her taste for strategy is reinforced when it comes to developing the bank's advocacy tactics with external counsel.

In 1993, in addition to her activities, she was offered to head the team in charge of international debt collection cases. For this purpose, she organised a network of advisors on which the bank can rely (collection companies, local lawyers, etc.), negotiated fee agreements and create guidelines on how to recover debts in certain countries. A strong desire to plead the cases she had been preparing up to now led her to take ad hoc modules in the evening classes in order to be admitted to the bar.

In 1995, she joined Gilbert Manceau law firm, a small structure of 6 lawyers specialising in banking law, business law and employment law, to complete the 18-month internship necessary to be admitted to the bar. During these 18 months, she drafted summonses and affidavits, and prepared files to be pleaded by the firm's other lawyers. She attended numerous hearings to become even more familiar with the specific atmosphere that prevails in the courts. She became an expert in civil procedure, became familiar with labour litigation and, with her banking experience, worked on bank bankruptcy cases (Gilbert Manceau being the legal counsel to the French Banking Commission) such as those of the Pallas Stern Bank or the BCCI. She carried out audits, wrote reports and proposed solutions to the administrator appointed by the French Banking Commission alongside the receiver. Admitted to the Paris Bar, she started pleadings and enjoyed deploying a thousand arguments to convince judges, commissioners and other magistrates of first instance and the Court of Appeal.

In 1998, she joined Clifford Chance at their request, knowing the firm's reputation and their very strong involvement in international transactions. She joined the "financing" department, which deals both with regulatory matters (banking regulations, rules applicable to mutual funds) but also structures financing projects: for example, she drafted the loan agreement

between a banking pool led by BNP (today BNP Paribas) and the Carrefour group enabling the latter to acquire the Promodès Group. In the negotiations, she found it necessary to find the right arguments to convince the other party. In this position, she was in daily contact with foreign lawyers affiliated to the Clifford Chance network throughout the world and she was involved in some very unusual projects: financing of an aqueduct project between the Rhine and Spain (which will finally not be implemented), aircraft financing, securitisation of champagne stocks, drafting of a banking pool contract for the financing of major projects.

An opportunity then occurred: working on an international employee savings scheme on behalf of the Suez Group, thus contributing to the export of the French profit-sharing scheme. The Suez Group wanted all its employees worldwide to share the company's results; to do so, they offered the employee the possibility of acquiring share-based financial instruments. In some countries, employee investment was guaranteed (i.e. employees were guaranteed to recover the amount of their investment at the end of the 5-year blocking period). Then, in addition to her activity as a lawyer, she took on the role of project manager coordinating all the players (financial department, HR department, client's lawyers), the law firm's local correspondents, tax specialists, employment lawyers, printers, the bank, translators. She demonstrated great organisational skills, agility, flexibility and firmness in meeting deadlines, in addition to a solid ability to convince. Thanks to this operation, she enabled the Clifford Chance to develop expertise in the field of international employee shareholding schemes. The Suez group will moreover make several plans of this type with Clifford Chance, as will Sodexo and Renault. It was also a first experience as manager for Magali: delegating, training and letting young lawyers grow. At the same time, Clifford Chance created her internal university and Magali contributed to the training of new young lawyers by developing courses and practical cases on bank loans and their accessories. Highly motivated by pedagogy and the transmission of knowledge, Magali was also involved in the DESS International Commerce in Tours where she taught the restructuring of country debt.

At the end of 2002 she moved to Toulouse with her family and was recruited in June 2004 by Astrium as Head of Legal France. She discovered a fascinating world: a world of engineers, predominantly male, a singular universe, that of space with its specificities, its operating rules, its rules and regulations. As the group is restructured, she holds various positions:

- Head of Legal Astrium France (from 2004 to 2009), where she contributed, in particular, to the negotiation of 2 telecommunication satellites for Yahsat and participated in the drafting of the financing documentation for these 2 satellites. It was also during this period that she negotiated with the International Space Agency (ESA) the contract with Thales Alenia Space for the manufacture of the AlphaSat satellite.

- Head of Legal Satellites (from 2009 to 2014). Leading a transnational team of 8 lawyers, she supported the technical, commercial, financial and sales teams on scientific projects, French, German and commercial institutional projects, and export projects. These operations, which enabled her to work closely with the Ministry of Defence's legal experts, not only contribute to tilting France's trade balance in the right direction, but also to making French know-how known and appreciated. She took part to the Galileo call for tenders, a European satellite positioning system that ensures Europe's autonomy in this field compared with the American GPS system.

- Head of Legal "Space Systems", within Airbus Defence and Space (from 2014 to February 2018). Her scope will then be extended to include orbital activities. She contributed to the negotiation with ESA of agreements enabling the refuelling and use of positions within the International Space Station (ISS). She supported the commercial teams in the negotiation of the contract for the sale of telecommunication satellites to the Egyptian government and was fully involved in the creation of the Airbus OneWeb Satellites Joint Venture alongside OneWeb.

The main objective of this Joint Venture was to manufacture the 900 small satellites of the OneWeb constellation, whose purpose is to provide internet access to isolated populations through a network of satellites positioned in low orbit.

In 2010, she also contributed to the work carried out within the GIFAS (*Groupement des industries françaises aéronautiques et spatiales*).

Following a learning experience in Chile in 2015, she actively contributed, with colleagues, to the creation of the PlayLab, a space dedicated to innovation and creativity, on the Airbus Defence and Space Toulouse site. Concerned by well-being in the workplace, Magali studied the different experiences of empowering organisation, collective intelligence and participative management that she promotes internally.

In addition to her responsibility as Head of Legal Space Systems, she took over, as of 1 June 2017, the responsibility of Airbus Defence and Space's South site head of plants. She was thus one of the very few women in the Airbus Group to have access to this type of position. In this position, she interfaced much more with the entire Toulouse ecosystem and developed relations and partnerships with public players, particularly the city of Toulouse, the department and the region. Since July 2017. She has been working in particular with the Toulouse Métropole services to develop a project for an autonomous shuttle between the 3 Airbus Defence and Space sites in Toulouse. She also contributed to the development and implementation of an agreement between Airbus Defence and Space and the 11th parachute brigade, promoting exchanges between the military and civilian worlds.

In September 2017, she won the special prize of the Jury of the *Trophée des femmes de l'Economie - Occitanie region*. Obtaining this prize enabled her to strengthen her links with local industry and to contribute to the development of talented women entrepreneurs.

In parallel with these activities, she strived to keep time to support the younger ones; beyond her role as manager at Airbus Defence and Space, she will be tutoring young students at the INP Toulouse for two years (2015-2016, 2016-2017).

In March 2018, she decided to take up a new challenge offered by Airbus and became the Head of Legal Affairs Finance and Aircraft Sales. In this position, she managed and contributed to the development of a multinational and multidisciplinary team of 18 lawyers and rekindled her passion for structured finance. In particular, she supports the sales teams in the negotiation of aircraft sales contracts throughout the world. She also supports the financial teams; her role here consisted in particular in ensuring the legal security of the financial transactions.

A bit more than two years later she was offered the opportunity to further grow by adding to her scope the support to the procurement, services and digital team. She is, since July 2020, leading a team of 89 lawyers spread over seven countries providing end to end support to the Airbus commercial division.