

ACHIEVEMENT

Strong Brew:

WOMEN RISING

Eleanor Roosevelt was a fantastically accomplished woman who represented her country at the United Nations and fought for the rights of women, minorities and refugees on the American and world stage. For all that, she is probably still best remembered as the longest serving First Lady of the United States. She accomplished many of her greatest achievements after her husband passed away, but the bias towards putting men in the spotlight persists from her time into ours.

**"A woman is like a tea bag —
you can't tell how strong she is
until you put her in hot water."**

Eleanor Roosevelt,
Politician, diplomat and feminist activist



Women are rising above that ancient bias and coming into the spotlight in different businesses and industries around the globe. *Sphere*

takes a look at a top-notch scientist, two accomplished engineers and a former top cop turned security expert, all of whom are succeeding in the Group.

TOP COP

Denise Tynes was tested in hot water during her career in law enforcement and security in the tropics. She now presides over the Security Department of Freeport Container Port (FCP), Freeport Harbour Company Limited and the Grand Bahama Airport Company.

Her prominent background as the first female Inspector, first female Forensic Scientist and first female Deputy Commander in the history of the Drug Enforcement Unit of the Royal Bahamas Police Force (RBPF) means that she has no problem dealing with the toughest law enforcement officials and criminals that regularly cross her path. Nowadays, she

softens her former official police-style mannerisms to match her current job. As soon as she arrived at FCP, events from years before began to transform the security profession forever.

Shortly after she joined the Group in 2004, the US government's Transportation Security Administration and the International Maritime Organization worked their way through to determining new security upgrades that would be required for port and airport operators in the wake of the 9-11 bombings in America.

The implementation of new protocols was a demanding task, requiring a great deal of rapid institutional change. Ms Tynes' strong character, built during her time in the RBPF, helped her to bring the new procedures and equipment online in record time.

Her discipline, eye for detail and deep understanding of international security norms and local conditions enabled her to execute the implementation in short order. Her skills and experience served her well, and she successfully adapted her management style to work alongside private sector colleagues.

SPEAK UP

One thing she did demand while serving as a police officer was respect for the role.

"Anytime I was in a situation where I wasn't being treated fairly, I pointed it out, bringing the focus back to respect for the title and position, not the gender."

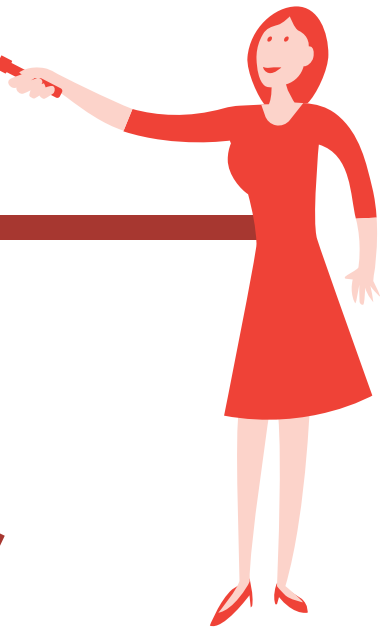
"Focus on respect for the title and position, not the gender."

Denise Tynes, Head of Security, Freeport Container Port



She was able to earn the respect of her peers by "demonstrating the ability to deal with tough situations with confidence and grace, having a 'learning attitude' ... being humble, direct, self-motivating, taking myself seriously and, most of all, by loving what I do." Ms Tynes told *Sphere* how she rose through the ranks in the RBPF despite the fact that women were rarely seen. At FCP, however, change is afoot.

Asked how she arrived at her current role in the top job in the industry, she answers, "By standing by my decisions and my work, not being afraid to speak my mind, not being afraid of failure, asking for help when I needed it, being a team player and just being myself." Ms Tynes has high praise for the company's policy of rewarding good performers and ensuring that gender is never a barrier to advancement.





TREMENDOUS SUPPORT

The discipline and focus needed in law enforcement also serves those working in the rough-and-tumble world of mining, oil and gas. In Canada's far north, Elaine Honsberger is the top scientist at Husky Energy, arriving there after a successful career working in the field, labs and boardrooms in the US and Canada.

Ms Honsberger became the Chief Geophysicist at Husky Energy after earning the respect of her peers in the industry. According to her former colleagues, it's her relentless work ethic, sharp intellect, team spirit and sense of humour that has helped her rise through industry giants including Encana, Enerplus and Shell Canada. While she started her career in mining, she made the switch to oil and gas in the 1980s and never looked back. She joined Husky Energy two years ago.

"I really like the fact that when you are in the energy and mining industry, it's really about us changing the world. We change the world and we find energy to keep people alive," she says.

It was the collaborative environment in Husky Energy that attracted her and she found that the company provides 'tremendous support' for women.

"The company recognises that they have very few female leaders and they have stepped up their support for building the skills in women who have the potential to be leaders," says Ms Honsberger. "I have really benefited and feel very privileged

"Work hard, be confident and ask for what you want."

Elaine Honsberger,
Chief Geophysicist of Husky Energy

to be a leader at Husky Energy. They have provided me with all kinds of opportunities for training and learning. I have a mentor and a coach. Plus I can work with a network of similar leaders in the organisation where we can learn from each other."

There is even a Women's Leadership Network programme at Husky Energy to connect female staff with leaders. Ms Honsberger herself is a mentor to young men and women both within and outside the company. She has also been a member of the Board for the Association of Professional Engineers and Geoscientists of Alberta, and the Canadian Society of Exploration Geophysicists. It was this board experience that helped build her early leadership skills and gave her the confidence to fulfil her career aspirations in the energy sector.

Rocky times have been the best times for Elaine Honsberger.



SOMETIMES YOU HAVE TO ASK

Ms Honsberger is zealous in describing her job and industry activities but she stresses that, as a woman, being passionate about your job is not enough to advance.

"Sometimes, as women we become overly focused on doing really good work and forget to build our network," she explains. "Another mistake women make is that we sit at our desk, and hope that someone will notice we are doing great work. But typically, it is the men who will move forward and ask for promotion and ask for more challenging or better positions, while women hope that someone will come and ask them. So sometimes we get left behind."

Ms Honsberger adds, "For women, if we feel we are coming in at a disadvantage, the very important first step is to build people's faith in our competency. Whether male or female, we have to prove that we are good at what we do." The advice she gives to young women entering Roosevelt's 'hot water' is to "work hard, be confident and ask for what you want."

NEXT GEN

Sometimes that confidence is earned during a long career. It can also be nurtured from a very young age. Alfreda Ng's bonding with Hongkong Electric Company Limited (HK Electric) started before she could walk.



Field work is women's work too in the high-tech electrical engineering business.

When she was small, Ms Ng was fascinated by machinery and electronics and loved to dismantle broken things and discover what had gone wrong. She didn't grow up playing with Barbie dolls but preferred model cars. She volunteered to help her father chop firewood, renovate their basement and even to fix the toilet when she was small. In all these interests, she received the unstinting support of her father, a passionate architect at HK Electric before the family moved to Canada in the mid-1980s.

She grew up on a steady diet of HK Electric and other engineering stories recounted by her father and his colleagues. She chose to study Electrical Engineering at the University of Toronto, and then decided to return to Hong Kong and join

HK Electric. Her father was very supportive at every step and even asked his friends working in the industry to offer career advice. "I want to follow in my father's footsteps," Ms Ng says.

Follow she has. Today, Ms Ng is a Protection Engineer at HK Electric, responsible for the design, commissioning and maintenance of the protection system which safeguards the electricity transmission and distribution network. If a cable or transformer breaks down, the protection system will detect the fault and signal the circuit breaker to isolate it to keep the remaining network functioning.

She started in the Transmission and Distribution Division/ Technical Services Department after completing the company's graduate trainee programme. She was the only female operations staff member in the department and remains so today. However, she never felt uneasy in an all-male-environment. She became accustomed to being 'surrounded by boys', as she was when studying at the University of Toronto. She was among the few women who studied Electrical Engineering and has made more male than female friends over the course of a lifetime.

Ms Ng sensed a little bit of doubt from some of the veterans when she first joined the company. There was a sense of uncertainty as to whether a woman could do the job properly. "They didn't say it, but I could feel it," she recalls. Trying to prove herself, she doubled her efforts at work and successfully earned the respect of her seniors and colleagues alike.

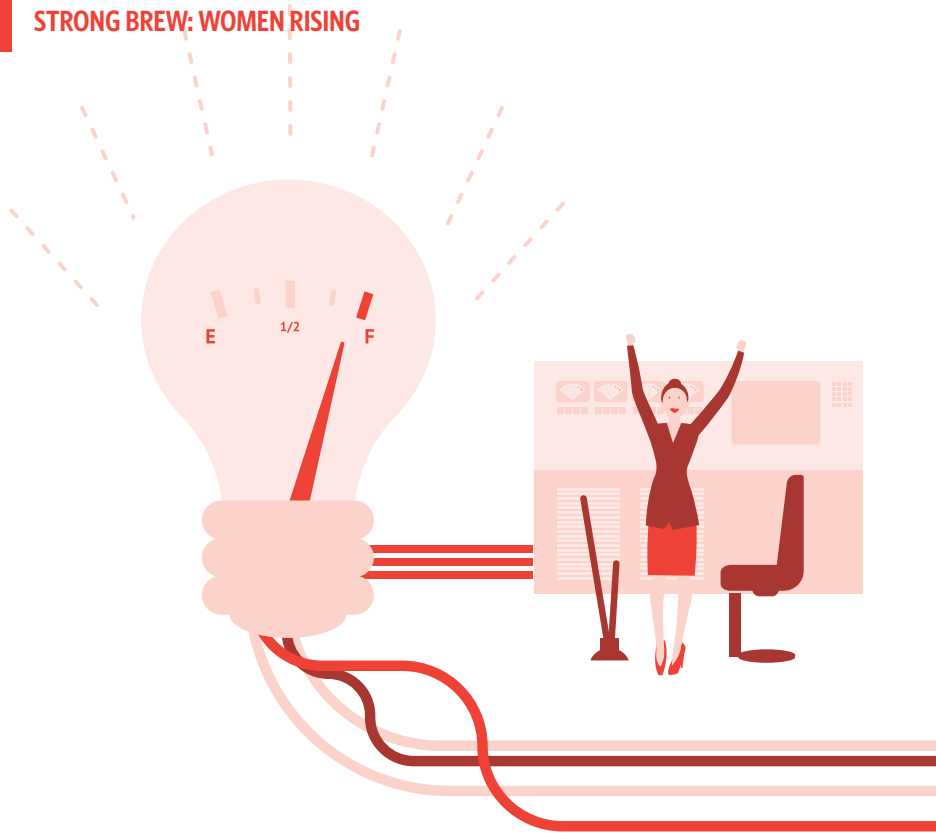
She easily blended into the team and claims that it is "nothing special" being the only woman in the team or being the only female manager in the department, and she puts this down to a good team spirit.

OFFICE AND FIELD

One challenge for women can be the field work. Before she was promoted to managerial level, she used to spend half of each day at worksites hauling heavy gear in stifflingly hot temperatures. While building a primary substation, it took her around 20 minutes to climb up stairs to the ninth floor where her workplace was. The expansive ceilings meant the nine floors were actually equivalent to more than 20 stories in a normal building. All this while sharing the weight of carrying a 'test set' that weighed the equivalent of two to three bags of rice (about 15 kg).

Fortunately, Ms Ng didn't let the hard work faze her. "I am easy-going and outgoing, and I am able to do a job that I like, so I'm not bothered by all these challenges."

Another challenge she took on is an achievement that stands today. She directed the implementation of the protection system for a new primary substation in the heart of Hong Kong's busy and power-hungry Wan Chai District. It also serves the 'Wall



Street of Hong Kong', the Central District. For the stability of Asia's premier financial market, the reliable supply of electricity is of paramount concern. For three years from the design stage to commissioning, she led a team working long hours to ensure that financial activities would remain robust and not be threatened by electricity failure. While the task was challenging, she remembers the project fondly as the team spirit was high and Ms Ng established a close rapport with her team. Her dedication in the field served her well and Central and Wan Chai are still the districts lit up 24-7, giving Hong Kong its reputation as the city that never sleeps.

AIRPLANE WINGS, NOT FAIRY WINGS

Engineering fathers aren't the only source of inspiration. For Mayy Du, growing up in Guangxi province, it was the stories told by an ex-Chinese People's Liberation Army air force pilot, her neighbour, which captivated the child's imagination. Ms Du traded in a little girl's dreams of fairy wings for real aircraft wings and pursued a Bachelor's degree in Instruments and Equipment at Nanjing University of Astronautics and Aeronautics. In a still-conservative society, her parents were concerned about her decision, but supported her in following her dream of working in aeronautics. "If other people can do it, so can I," she told her parents.

"I want to follow in my father's footsteps."

Alfreda Ng,
Protection Engineer of HK Electric

Ms Du joined Guangzhou Aircraft Maintenance Engineering Co Ltd (GAMECO) after she graduated and started her career as an Avionics Mechanic working in the component repairs section. She later became a Senior Reliability Analyst, then an Electronics Engineer and is now a manager in the Software Development and Management Section in the Engineering Department.

As a woman in an industry dominated by men, she was never overtly discriminated against. However, there was a time when she felt her colleagues from other departments questioned her abilities as they thought she knew little about their jobs. "I could feel it from their attitude and the way they talked."



Ms Du set out to show her colleagues that she was a true professional, spending extra hours learning about every aspect of not only her job, but of those of the people around her. "I try to learn, observe and understand as much as possible," she says.

ON WOMEN AS ENGINEERS

After getting past the hurdle of convincing her colleagues that she was every bit their equal, people began to see what she could really do.

"If you don't mind working hard and taking on the same technical tasks as men, women are well-suited to this kind of work." Ms Du even believes that women can be better engineers than men.



Mayy Du shows her colleagues how it's done in modern aviation.

“Women are more attentive to details and are more thoughtful,” she says. Engineering requires its practitioners to be earnest, detail-oriented and responsible. She believes women fit the bill, giving them an advantage in engineering work.

Training is another crucial factor in an engineer’s career advancement. Ms Du says she owes her success to the company’s policy which offers the same training opportunity to men and women alike. Early on in her career, when training resources were scarce, Ms Du was chosen three times to be trained at the headquarters of both Boeing and Airbus. Now, as the company expands its in-house training programme, more women workers in GAMECO will benefit from it.

What happens at work is, of course, important to how a career progresses. However, anyone with even a little life experience knows that one’s personal life can throw the best-laid plans off track.

DUTY: FAMILY VERSUS WORK
Ms Du believes the most challenging part of being a female engineer is to strike a balance between work and family. Two

“Women are more attentive to details and are more thoughtful.”

Mayy Du,
Manager, Software Development
and Management Section, GAMECO

years ago, her mother was hospitalised because of cancer and she had to take days off to provide care. There was no one to replace her at such short notice on a new project she had only just begun.

Ms Du managed to communicate with her team from the hospital through emails and phone calls. “Everyone talks about work-family balance but, inevitably, we have to make sacrifices.” When she faces a dilemma, she opts for the choice with the most urgent demands, meaning that sometimes work will come

before family. But there are times when family cannot be denied. Fortunately, her superiors and colleagues rose to the occasion, working closely with her and accommodating the difficult situation she found herself in.

STRONG BREW
Across the Group, women are taking top positions and proving their value in sectors traditionally dominated by men. They haven’t done so by ignoring reality, but by tackling it head-on. Their strength, even when in hot water, has shown their worth. The Group has a commitment to ensuring that gender should never be a barrier to success. As staff across all levels support their colleagues, irrespective of gender, the Group will continue to be a place where determination, teamwork and commitment are rewarded. ■