

hands airline return pay pact letters and start talks from scratch

ay pilots, cabin staff unite

speaking on behalf of the Flight Attendants Union shortly after yesterday's meeting.

A protest is also to be held at the Hong Kong Convention and Exhibition Centre on Tuesday.

Phoi said they were sending their requests to flight attendants because they believed the union was trying to weaken staff unions.

"It's no opinion that it is their intention to undermine the union," he said.



國泰還我尊嚴!



their letters they received which contained agreement to a pay plan.

The scheme would force strikers to give up their annual unconditional pay increase they had received for 35 years in exchange for a 3.5 per cent increase they would only receive if they agreed to work four more hours each month.

If the company refused to accept negotiations, union leaders said they would take action, but refused to say whether they would resort to a strike.

The company later staged an outage from the Flight Attendants Union last week when it asked strikers to return individual acceptance letters after the union had already agreed to the company's pay proposal.

Union leaders accused the company of obstructing the union and immediately withdrew their endorsement of the proposal.

However, Cathay officials said they were bound by law to obtain individual consent for each "outage".

關笑華 著

空姐 長毛



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國泰空中服務員工會前主席關笑華自傳

本書全方位記述關笑華六十年人生的故事，由上半場成為主調的胡塗愛情人生，到下半場全情投入的工會抗爭歷程，都赤條條地披露出來；同時回顧兒時趣事及與家人相處的細節，血淚與歡笑交織，是一本掩卷後令人回味再三的自傳。

鄭經翰、李柱銘、李卓人 作序推薦!





序——鄭經翰

書中有溫情、有激情、溫故知新，一本值得參考的工運抗爭好書。

鄭經翰

鄭經翰

註冊專業工程師

香港工程師學會資深會員及飛機分部前主席



序——李柱銘

Becky 這本書描述了許多個人往事，包括她參與及領導FAU的事跡，而這對香港的工運發展來說，是一段非常重要歷程。

回顧起來，我已擔任FAU的義務法律顧問多年。最初是由於九三年的國泰工潮，我以立法局議員的身份提供協助，記得當時國泰特意找來一位擁有豐富處理工運經驗的澳洲人，不斷與FAU周旋。幸好，FAU的幹事們充滿拼勁，會員亦團結，才能尚算完滿地解決工潮。自此，我便與FAU結下了不解之緣，亦非常欣賞擔任會長多年的Becky，其正義感和堅毅不屈，著實令人佩服。

李柱銘

資深大律師及民主黨創黨主席



序——李卓人

在香港做獨立工會領袖需要很大的勇氣和承擔，俗話說有抄家有獎賞。但幸好如此困難的環境，仍有一代又一代的領袖肯擔起工會的大旗。關笑華就是其中一位。一講到工會，講到FAU，你就會感受到關笑華那團火，而這團工運火使她頂住壓力，迎難而上，為會員為空服員持續地爭公道。在此向她致敬，感謝她的付出。

我亦要感謝關笑華將工會歷史記載下來，使工會的抗爭和與國泰管理階層的博弈作分析，有助於日後工會工作的傳承和教育。

李卓人

香港職工會聯盟秘書長



序——譚暉

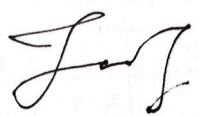
算起來我和Becky認識超過二十年了。Becky絕對是一位奇女子，她有著與一般人不太一樣的經歷而這些經歷又很大程度和她長期從事工會活動、為會員謀求權益和福利有關。這二十多年的相處敢說Becky是一位忠於自己、愛護家人朋友、關懷弱小的人。她有硬朗的一面，就是當她見到不公義事情時那種義憤填膺、兩脇插刀，當她看到空姐被公司以政策欺侮，總會按捺不住要求管理層給予前線更多尊重。許多年了，她曾經日以繼夜、夜以繼日地去幫人，看著她兩、三點還在找資料、七點又起床思考策略，三餐變一餐，你才真正知道甚麼叫「廢寢忘餐」。

然而，Becky有更多的是溫柔的一面。她的強，其實是來自她對外界的關懷。這麼多年來，她一直關心被欺侮的人、被不公平對待的人、處於弱勢的人。即使是退休後，她仍然去做義務教育，為貧窮小學生補英文，又協助很多老人活動，為行動不便的公公婆婆帶來歡樂。電視新聞中的她總是牙尖嘴利、凶神惡煞地指責公司管理層，私底下的她卻是幽默滿瀉、友善親切和笑容滿滿。



Becky 一直以來都很想將自己的故事寫成書，當是一種記錄，留給自己、留給關心她的親友，也留下一筆讓其他人看看她走過的路，那怕是年少走過的歪路也好。她，就是如此坦蕩蕩。

能有機會在她的故事裏留下幾個字，是我的榮幸。

譚暉 



序——吳敏兒

人生，就是太多的未知才覺得精彩。活著，就應該勇敢地大幹一場，才不枉此生。

家姐，是我對尊敬的女性的用語。

認識關笑華（迪文）已不經不覺十幾年，第一次和她見面，就是因為二零零三年我要成立英航香港空中服務員工會的時候，當時因為甚麼都不懂，於是在同事之間介紹之後，第一次走進職工盟和他們當時的總幹事娥姐和關笑華見面。

這位家姐，一看就知道很有氣勢而且打扮亮麗，令到當時甚麼都不太懂的我，看得目瞪口呆。她一開口說話時我更加覺得，果然是性情中人！傻更更的我還以為所有空中服務員工會的主席就要這個模樣的吧。然而在跟她接觸多了和一起在工運路上走著的時候就知道，這硬朗、強悍和倔強其實並非她真正的一面。其實她是個



感性的人，雖然天生一副硬性子甚至嘴巴也不客氣，但對於無助和弱勢的人她從來都希望可以幫得幾多就幾多。

我很感恩人生裏面能夠認識到這位亦師亦友的好家姐，打從我第一天走進工運的路開始她已經毫無保留的教導我。最初，我對於甚麼是工運，甚麼的議題，應該怎樣去分析和持有的觀點覺得非常之艱難去拿捏，就是她關笑華，很用心的解釋給我聽並和我一起走進各大小場合，她從來沒有嫌棄我這一塊新豬肉，而且在最初成立工會的時候，她給予我很多寶貴的經驗和指引，漸漸地我在工餘的時間也會和她見見面，互相問候一下，日子久了認識她就更多，當然也就認識國泰空中服務員工會更多。從她的身上，我學懂很多很重要的做人做事原則，而且亦從她的身上明白到，工運之火要做到代代相傳的話，就一定要由一個稱職的領袖開始。

這個家姐，和我最相似的地方，就是大家都擁有一顆赤子之心。衝鋒陷陣，預我一份！為了追求公義、希望事物更加美好，可以做到滿身大汗廢寢忘餐，儘管在每一場戰役的最後，自己也許並不會獲得甚麼益處，但是這又如何？她每一次都是仆心仆命地做。

而很多時候我也覺得自己非常幸運地並不是她在國泰的同事，因為這樣，大家才有談不完的話題和見聞。而且亦沒有任何工作上的利害衝突，這種感覺其實不錯的。而且相信世界上沒有幾多個人可以和她拗到面紅耳熱之後，甚至吃過她的悶棍後，過幾日又可以當冇事發生，甚至還夠膽告訴她做得不對的地方。其實我悄悄告訴你們，作為領袖這個角色，往往都是孤單的，而且還非常高壓。難得找得到和自己共同頻道的人去互相支持，是非常難能可貴。我相信磨練到她樂意分享經驗和照顧後輩，或多或少就是因為她童年的經歷和成長歷程影響。她這一次寫自傳，就讓大家從另一個角度去認識她，除了硬朗和強悍的一面之外，還有影響著她一各大小事情。

雖然今天我在工運上面的承擔遠比以前多了很多，而她今天亦已經在空中服務員的崗位上退了下來，展開了人生的另一頁，但無阻我們之間的友情。卑人藉此寫序，感謝這位多年良師益友協助我在工運上面開拓視野。無論時代的巨輪怎樣向前推進，但願獨立工運之火生生不息，耀眼長存。

吳敏兒

Carol Ng

香港職工會聯盟主席



序——袁達銓

是她也是你和我

認識迪文，是在一個自我提升的訓練裏頭。

按年紀能當得您兒子的我，卻怔悚地成為您的教練。在短短的個多月相處當中，只能以「又愛又恨」四個字去總結我認識的關迪文。愛的是您那份單純那份永不歇息力求上進的決心。當人家都在弄孫為樂的時候，您卻不斷地挑戰自己；當別人都享受著安穩所帶來的閒適時，您卻在未知的領域中乘風啟航。我都狐疑為何年過半百成就滿滿的您還要去冒險，是內心的空虛不安，還是天生停不下來的個性使然？誠然，您是那麼的衝動、任性、口沒遮攔，得罪人多稱呼人少，但同時也反映出您的單純您的率直。我知道，這些年來，愛您的人不少，但卻未必每一個也懂得您。

相對於愛，您那任性妄為，擇善固執，或多或少令人更加恨您。恨您的堅持恨您的勇敢恨您那橫眉冷對千夫指的氣魄。我想沒多少人能夠受得住您的傲氣，當然您亦因此傷人損己而不自知。在多少次的交流當中，您猶如「借了聾耳陳對耳」的這不平凡的人生。

態度，固然令我一次又一次想把您放棄，但每每掛線以後，我卻會為您這種由心而發，隨性而行的性格而暗生羨慕。或許，就是這份特立獨行的個性，才能譜寫出您這不平凡的人生。

當那天，您悄悄跟我說您的故事將會獨立成書，還著我要為您寫一篇序的時候，自會令我受寵若驚。一口氣看畢整部自傳，既能了解到您那非凡的經歷，亦讓我再次肯定您那份堅持和固執是多麼令人佩服，也暗暗為自己曾經對您的無禮而臉紅耳熱。多少次拿著筆杆踟躕而久久不能下筆，因為生怕未能三言兩語去為您那勝過萬語千言的人生作出詮釋。然而當我回溯與您相交的吉光片羽，卻教我懂得其實每段人生也正在譜寫著一篇獨立的自傳。你今天的所作所為，或許終其一生也不能成為別人仰望的楷模，卻在每一秒鐘有著每一個全新的機會去編寫下一個章節，活在當下去演好每一幕人生蒙太奇，是她也是你和我刻下可以努力的最佳憑據。

看過迪文您的自傳，七個章節。然而我知道您的人生還會為每一個未知的國度而奮力進發，祝願您往後的歲月裏，天空一直是藍。

自傳還在繼續，迪文如是，你的亦然。

袁達銓

二零一七年八月九日深夜



鳴謝

感謝那些曾經在我的人生中出現，甚至激起漣漪的人，帶給我不同的影響、鼓舞和勇氣。

首先我想向蕭定一 (Steven) 先生表達謝意。

二零一五年佔中結束後不久，蕭定一先生聯絡我，表示想將我作為國泰航空公司空中服務員工會 (FAU) 主席的故事拍成電影。我對他的建議感到受寵若驚，同時向他透露心聲道，我一直希望將我與FAU有關的故事集結成書，以中英雙語的形式出版。蕭定一先生認為這提議比單純拍電影更佳，建議我索性寫一本自傳，當自傳出版後，再製作成電影。

因此，我第一位要感謝的人是蕭定一先生。假如沒有他，我的故事可能永無成書之日—Steven，你幫助我實現了一個小小的夢想，我致以萬二分感激！

其次我要多謝宏思國際 (Benchmark International Limited) 。

宏思國際是一家體驗式的培訓機構，提供有效的方法，以協助釋放人類潛能。我的外甥Conrad替我報讀領袖計劃課程。這課程對我產生了奇妙的作用，促使我在六十歲生日之前，為我的自傳定下了框架，這也是我在報讀此課程時制定的個人目標宣言。我要衷心感謝Conrad，以及宏思的導師，特別是總導師Eddie、導師Mart、Emily、Roy及O (為此書寫序的袁達銓先生) 。

我還要感謝Law DL Everest。

他是PMP (Personal Mentorship Program) 的創辦人，通過分享他在理財智商方面的經驗，幫助其他人達成夢想。二零一七年，我參加PMP，感覺像是宏思國際領袖計劃的延續。透過Everest的激勵，以及對目標鏗而不捨的追求，我把身體內的力量集合起來，在自己定下的時間表內完成這本書。我同時也學習對生命中發生的所有事情感恩，不論是好、是壞，抑或是無甚特別的……每天寫下有甚麼事值得我感恩，某程度上就像是重拾我寫日記的習慣，而這習慣在我加入國泰後已沒有繼續下去。而更重要的是，置身於一群追夢者當中，是難以言喻的喜悅，而這群「PMPers」已成為我終身的好友。



另外，非常感恩前儀容經理Iris Lin送給我的退休禮物——一套我入職年代的國泰制服，這實在是最難能可貴的珍藏品。二零零六年國泰為慶祝六十周年紀念重新縫製了一批一九四六年至二零零六年制服作為紀念收藏品，讓不同的空服員在該年之內值勤時穿著去飛行。

最後，我想向我的初戀情人David Bayne致謝。我與他一起共度我的黃金歲月，他亦塑造了我作為一名領袖、一個真正的人的個性。很遺憾David已於二零一八年十月撒手塵寰，但我知道他一定會為我完成這本書感到驕傲。David，我衷心感謝你。

聲明

我在這本書中所述均為事實。若有任何人因此覺得被冒犯，我不會表達歉意。我只把我所知的實情寫出來，別無其他。如果事實造成傷害，很遺憾我也沒法。



目錄

第一章	飛鴻踏雪盛衰事	18
第二章	誕疾修業憶前塵	25
第三章	輟下學業衝雲霄	40
第四章	愛恨情仇緣盡完	54
第五章	親情在念百感陳	94
第六章	工會風雲捲半生	117
第七章	貴人扶持金不換	195

飛鴻踏雪盛衰事



上世紀早期的香港人，有甚麼特色？生活環境艱苦、用血汗賺錢、很多都從內地南來，落地生根……

那是一個沒有起跑線的年代，贏在射精前更無從談起，許多家庭都生一大堆孩子，天生天養。

我的爸媽便屬於這個年代。

我的爸爸名叫關柱堂，祖籍南海，生於一九一三年。

嫲嫲本是清末大家閨秀，八歲紮腳，在男人留辮的年代擔得起這身份，保守和服從男人的程度自不必贅言。

人生無常，嫲嫲家道中落，十二歲雙足解除禁錮，已與世家公子無緣，五年後嫁予一貧農，便是我阿爺。

嫲嫲婚後連生七女。貧農之家，重男輕女，女兒只是賠錢貨，男孩養大可耕田，傳宗接代，所以阿爺每獲一女，立即送到祠堂（等於孤兒院）。嫲嫲絕不反抗，繼續努力懷孕，終於生下爸爸，接連再誕下二叔、三叔。阿爺大悅。

第六章

工會風雲捲半生

其後，媽媽身體日差，常常進出醫院。二零零七年十二月，媽媽因腎衰竭死亡。
對雙親，我實是孝道有虧，萬望來生再報。



十八世紀，歐洲工業革命展開，工業蓬勃發展，工人階級以爆炸速度增長，尤以工業革命發源地英國為最。人數一多，自成力量，既見在上位者眼中只有利益，漠視賣命者死活，工人們自救，爭取希望獲得的權益和回報，成工會雛型。幾經與在上位者的角力，一八七一年，英國通過法例，工會終於由非法組織變成合法組織。自此工會思想遍地開花，德國、法國和美國等地工人歷經波折和困難，紛紛成功成立工會，再擴展至全世界。

僱員利用集體力量表達訴求，爭取最大權益；僱主研討滿足僱員要求的可能，也傳送資方心中所想，讓雙方互相瞭解，取得平衡，穩定勞資雙方關係，皮毛附存，因此工會是文明、進步、成熟的標誌。

七十年代，國泰空中服務員已經組成了Cabin Attendants Association (CAA)，讓一眾同事聯誼聚歡。當時日本和韓國關係不太和諧，試過有一些日籍空中服務員在飛往韓國的航線服務，到韓國下機後，被當地人認出來是日本人，衝過來朝面痛打一拳便走。因此，日籍空中服務員希望CAA跟國泰反映意見，假如要他們在韓國航線服務的話，到韓國後不要下機，或直接回香港，或到日本過夜。另外，越戰期間，國泰維持來往香港與越南西貢的航班。CAA認為這樣對空中服務員人身安全構成威脅，向國泰表示希望暫停有關航班。國泰以CAA不是正式註冊工會組織為由，拒絕與CAA商討。

CAA內有一些在國泰職級比較高的會員，如Leo Chan和David Ngan等，諮詢了法律意見後，到了十二月十七日，FAU取代CAA，成為代表國泰空中服務員的註冊工會組織。

在我受訓成為空姐時，CAA代表曾來訓練班，游說我們一眾新人加入，成為會員。我為人好動，喜歡社交，當然願意。之後CAA變成FAU，我也在差不多時間從訓練班畢業，成為初級空姐。但凡FAU有任何活動，而我又在香港，必定約眾友好同事一起參加。不過，當時我年少無憂，只是想在FAU擴闊社交圈子，認識多些人，至於跟資方溝通或為同僚爭取權益這些事對我來說恍如雲端，完全沾不上邊。

與飛機師David成為情侶之後（詳見第四章〈愛恨情仇緣盡完〉），工會意識在我心中植根發芽，只要我不是離港工作，都會參加FAU會議，表達想法。

FAU每兩年大選一次，選出幹事會，同事好友Maureen和Lillian早已是幹事，每每勸我參選，並肩作戰。工餘時間還要為FAU工作辛勞，犧牲打麻雀、玩樂、拍拖的小我興趣，我心不甘情不願，自然拒絕。

不過，我很支持FAU。以前男性空中服務員一入職便是二級機艙事務長 (Flight Purser II) ，

只要工作沒問題，五年之內便可晉升為一級機艙事務長 (Flight Purser I)。相反女性空中服務員入職時，職位只是Cabin Attendant，負責派餐，沒有機會升職成為機艙事務長，頂多只能擔任頭等機艙空中服務員 (Senior Hostess)。FAU成立後，第一件事便是爭取男女平等，空中服務員根據年資升職。終於，由一九七七年開始，所有新入職的空中服務員不再以性別區分職位，一律由低做起。FAU在此事上的功勞，所有空中服務員至今銘記在心。

此外，FAU會定期和國泰開會，檢討空中服務員的飛行作息問題，為同事們爭取福利；每年年尾則會跟國泰進行來年薪酬調整談判 (Year End Negotiation，簡稱YEN)，基本上每次雙方都談不攏，FAU發動工潮，但國泰都會在一天半天內解決，與FAU達成協議。

記得有一年的年尾，正藉YEN時期，當時我已成功申請成為on-job trainer，即和完成訓練的初級空姐一起飛行，以便監察及提點，突然接到國泰電話，問我可否隨時候命起飛。這是國泰不成文的做法，每當出現工潮或醞釀工潮時，都會通知既是機組，又是管理級的人員候命。我以晚上要出席FAU會議為由，斷然拒絕，更表明若FAU發動罷工，我必然參加，真是坦蕩得要命。撒謊的本能人人皆有，其實我對國泰根本無須如許坦白，但我覺得FAU為會員謀福利，作為會員給予支持非常合理和正義，我去配合也應該，不喜歡為了保護自己、隱瞞正當行為而誑語。

我一直以會員身份支持FAU，重中之重則是交際聯歡，多年來樂在其中。直到一九九三年，一切發生翻天覆地的改變。

一、大罷工 (1993年1月13日 - 29日)

緣起

九十年代初，國泰擴充業務，航班越來越多。人手追不上航班增長的速度，為了應付航班準時開出，不按職級職分去編派人手，成為國泰應急的方法，如資歷較淺的員工被召去負責職級較高員工之工作，或反過來說，大材小用，叫高級職員負責低級職員的工作。我曾奉公司之命在某班航機上工作，連我在內，總共有五位機艙事務長。查實一班航機應該只有一位機艙事務長，但其他職位較低的人員已全有工作在身，故此五位機艙事務長一起上陣，真是何其壯觀。

人手不足，工作量增加是附帶後果，不少空中服務員都要長時間參與飛行，困頓勞累，睡眠不足，不生病才稀奇，結果人手更短缺，形成惡性循環。要求增聘人手的聲音早已傳入國泰管理層耳中，只換來被拒絕的下場。

一九九二年十一月尾，FAU表明由十二月七日開始，若國泰再強迫員工從事有別於自己職級的工作，便會叫會員違抗指令，希望藉此向國泰施加壓力，增聘足夠人手，從根源解決問題。

國泰豈會這麼容易屈服，一九九二年十二月十四日，解僱了三名拒絕服從職分以外指令的空姐，以此恫嚇所有抗拒公司安排的人。FAU向國泰下最後通牒，表明若不重新聘用三位空姐，便

會罷工。國泰不理，同時拒絕召開YEN，亦即不會調整新一年空中服務員的新金。

FAU準備發動工潮，終於一九九三年一月十三日（農曆十二月廿一）晚上，FAU發動罷工。當時FAU會員數目佔整體空中服務員約八、九成，人數眾多，會員在啟德機場內的國泰大廈示威，席地而睡，真正「馴身」支持，除了洗手間外，幾乎填滿了整幢大廈的空間，場面之震撼，前所未見。FAU向國泰提出三點要求：（一）重新聘用被解僱的三位空姐；（二）聘請空中服務員，解決人手不足的問題；（三）重回談判桌，就下年度薪酬達成共識。

異域角力

罷工開始當晚，我不在國泰大廈，而是身在日本大阪。

一九九三年一月十三日下午，國泰有兩班航機出發往大阪，一班直航，另一班中途經台北，都在晚上抵達目的地。兩班航機分別由我和另一位女性總理事長（Chief Purser，當時行內人習慣稱之為「老總」。現在的職銜稱呼改為機艙服務經理，Inflight Services Manager）Anson負責率領機組人員提供服務，每組機組人員十五人，兩組共計三十人。兩班航機的機組人員分別原定第二天早上八時半和九時半在酒店大堂集合，準備回港。

一月十四日早上六時許，睡得正酣的我，被酒店房間電話響聲一驚而起，立即接聽，原來是時任FAU副主席莊靜琳打來，問我有沒有收到傳真。我說沒有，她說昨晚十時多已發了傳真給所有外站（即香港以外地方）的酒店，告知FAU正式啟動罷工方案。我想起酒店職員可能透過房門下方罅隙送來傳真，便望一望地上，沒有發現，於是打電話到服務台，問有沒有給國泰機組人員的傳真。酒店職員說有，準備在我們早上集合時才交付，以免打擾大家睡覺。我馬上要求收下傳真，一看正是FAU發來，寫明罷工事宜。其實在我剛剛抵達大阪後，已接到勞資雙方談判破裂、FAU可能發動罷工的消息，但未確定，是不是酒店職員收到哪方面的壓力或指示，之前扣起了傳真？我不清楚。總之我知道罷工正式開始，腎上腺素驟然上升，覺得為正義而戰，是人生第一次，倍覺興奮。

至此還睡甚麼覺，立即化妝、穿制服，也差不多到集合時間了，便行李到酒店大堂，與Anson和兩組機組人員見面。我們辦理退房手續時，酒店職員才把FAU的傳真交給每一個人，大家立即議論紛紛。

我跟我組的人員說：「我一定不會去機場的了。誰是FAU會員，又想參與罷工，便跟我一起吧！」

Anson則跟她那組人員說：「我雖然是FAU會員，但有職級在身（指她在國泰「招聘主任」的身份，算是半個管理層人員），不方便罷工，誰想參加便跟Becky，不參加便跟隨我。」

第六章：工會風雲捲半生

Chapter 6: Half my Life in the Union



▲▶▼ 一九九三年農曆新年期間在港督府門外靜坐要求港府介入

During the Chinese New Year in 1993 we moved the picket line to the outside of the Government House





◀ 大罷工後，由於獲立法局議員協助解決工潮，FAU 送紀念牌給立法局

"Long Live Justice" was presented to LegCo after the strike




▲ 罷工後參選工會執委，第一次做，一做就十八年！
Running for election after the strike — my first time, that lasted for 18 years!



▲ 在任期間每年都參加五一勞動節遊行
 Always participated in the Labour Day
 Rally whenever I was in Hong Kong

► 一九九八年機艙服務部總經理 Tom Wright 率領的澳門「Blackjack Project」工作坊蜜月期之後，向員工推出變相減薪的肥雞餐，工會向資方展示會竭盡所能捍衛會員權益

In 1998, despite the "Honey Moon", as part of the Macau Blackjack Project with GM Tom Wright who introduced the "Options", we had to make clear our stance in protecting members' rights



Let our actions send this message loud and clear to our Management:

- *There are no expendable Flight Attendant targets!*
- *There will be no change in our flying hours threshold!*
- *We will protect our members, our welfare and our values!*
- *We will help members of all faiths in all categories of cabin crew who want to work free of fear and threat!*

We will persist and we will prevail!

FAU Executive Committee

Ref: 440/1298
17 December 1998



PREFACE

Having known Becky since the mid 1980's when I first started consulting for Cathay's Pacific Airways Flight Attendants Union (FAU), I naturally read her book with avid interest, and I am delighted to have been invited to provide a preface. In this book, not only does Becky provide a first-hand narrative of some of the pivotal events in Hong Kong's history of labour relations, she also offers an endearing glimpse into her family, her loves and losses, and the challenges of leadership.

Even when we have been acquainted with someone for a long time, we don't always have the privilege of knowing their genealogy. From a western perspective, Becky provides insight into her family, her Chinese grandparents on both sides, the trials they faced and the Confucian influences which guided their decisions. It is with wide-eyed amazement that we read that, surprisingly, it actually wasn't that long ago that young girls' feet were bound, and that mothers gave away their female babies until the arrival of sons.

Becky provides anecdotes of her immediate family and her childhood, which are reminiscent of our own families and the recurrent yarns which get repeated when family members gather together. However, Becky's stories are also woven with the history of Hong Kong as it received an influx of people from mainland China in the years following the establishment of the Chinese Republic, and then again when Japan invaded China. There is also the outbreak of World War II and the bombing of Hong Kong, which involved a near-death encounter in Becky's family. Also depicted is the further arrival of refugees following the Kuomintang Civil War and the pressure this placed on shared living conditions, as well as the development of manufacturing, which

provided much-needed employment. Even Governor Patten, the last British Governor before the 1997 changeover, is featured, as is the entrepreneurial spirit of the people of Hong Kong, which continues to prevail today.

One cannot help but be touched by Becky's candid accounts of her close relationships as she achingly chronicles the loves that got away and the demise of her marriage. Becky, as always, is true to herself through her heartbreaking honesty, and my only hope is that the writing of these experiences was in some way cathartic for her.

After 18 years with the Union, her personal recollections of events provide a truly informative lens through which we can reflect on the many issues which the Union responded to as they fought through anachronistic, discriminatory and, on occasion, outright bullying practices exhibited by Cathay Pacific Airways. If history is the teacher, then there are some key lessons here that we can learn, from the perspectives of both union leadership and organisational management.

In the conclusion of her book, Becky wonders how she became something of a street fighter in the form of a union leader. While the question is rhetorical, I know the answer: it is thanks to her tenacious pursuit of justice. Becky has undoubtedly provided a significant contribution not only to the FAU and its members, but also to the advancement of industrial relations in Hong Kong.

Professor Gael McDonald
21 February 2019



PREFACE

Peppered with passion and compassion, this book is an informative and inspiring review of labour struggles.

Albert Cheng
Ir. Albert Cheng
RPE. FHKIE.
Past Chairman of Aircraft Division of HKIE



PREFACE

Becky's autobiography covers a lot of her past, in particular, her involvement as the leader of FAU, which has made a tremendous impact on union movements in Hong Kong.

I have been the honorary legal advisory of FAU for many years, starting with FAU's historic cabin crew strike in 1993. In my then capacity as a Legislative Councillor, I urged the Government to intervene and help bring about a settlement of the industrial dispute. I remember that Cathay hired a veteran union buster from Australia to bring pressure to bear on the leaders of the strike. Fortunately, FAU had strong leaders and their unity of purpose among its members. Together, they made it possible to end the strike without too much damage. Since then, I became a close friend and supporter of FAU. Becky was the chairperson of FAU for many years, and I never cease to be amazed by her great sense of justice and perseverance.

Martin Lee Chu Ming
Senior Counsel
Founding Chairman of the United Democrats of Hong Kong



PREFACE

Independent Trade union leaders in Hong Kong need a lot of courage and commitment, as the saying goes, there are no rewards but only threat. But fortunately even under such a difficult environment, there are generation after generation of leaders willing to bear the banner of trade unions. Becky Kwan is one of them. When it comes to trade unions, when you talk about FAU, you will feel the passion from Becky, and this passion helped to withstand the pressure and difficulties, to continue the fight for the rights and dignity of FAU members and the cabin crews. The union work became her protracted war and part of her life. I salute her for her hard works and efforts for the union.

I would also like to thank Becky for writing down the history of the struggle of the FAU, so that the future generations understand better the strategies of both union side and management side. I am sure this will help in the future work of trade unions and educate the future leaders of Trade Unions work.

Lee Cheuk Yan
General Secretary, Hong Kong Confederation of Trade Unions



ACKNOWLEDGMENT

I like to thank all those who came into my life and made ripples. I thank you all for your influence, inspiration and encouragement.

Mr. Siu Ting Yat, Steven, approached me in 2015, soon after “Occupy Central” was over, expressing his interest in making a movie out of my stories as the Chairman of the Cathay Pacific Airways Flight Attendants Union (FAU). While I was taken aback by his proposition, I confided to Mr. Siu that I had always wanted to write a bilingual book about my stories relating to FAU. He thought that would even be a better idea and advised me to write a biography first and the movie would be produced after my biography has been published.

Therefore, the first and foremost person I have to thank is Mr. Siu. If it weren't for Mr. Siu, this book might not even be possible! Huge thanks to you, Steven! You are the one who helped me realize my little dream!

Benchmark International Limited is an experiential training organization that provides impactful solutions that unleash the human potential. I was enrolled by my nephew Conrad to take up the Leadership Program. The course did wonders to me, prompting me to create the framework of my book before my 60th birthday ~ my DOE ~ declaration of excellence. I give my warm thanks to Conrad, Benchmark LP, in particular, Master Coach Eddie, Coaches Matt, O, Emily and Roy.

Law D L Everest is the founder of PMP, Personal Mentorship Program in which he helps other people achieve their dream goals by means of sharing his experience in “Financial Quotient”. I joined the PMP in 2017, which was like a continuation of the Benchmark leadership

program. Through Everest's inspiration and relentless mentoring I gathered my strength to complete this book by the timeline I set. I also learned to be grateful for everything that happened, be they good, bad or indifferent.... In a way, writing down every day what I feel grateful for is like resuming writing my diary which I stopped after joining Cathay Pacific. And above all, it's immeasurable joy to be amongst a group of dream-catchers, the "PMPers" who have become my life time friends.

Huge thanks to Former Grooming Manager Iris Lim for a wonderful retirement gift ~ the Cathay uniform between 1974 and 1982. When Cathay celebrated its 60th anniversary in 2006, it tailor-made all the uniforms since 1946, called the Vintage Uniform collection and let certain cabin crew wear them to work during that year. Iris very kindly gave me the one that was my joining uniform (1975). This was such a precious memorabilia! Thank you Iris!

Last but not least, I would like to pay tribute to David Bayne, my first love, the man whom I spent my golden years with and who actually moulded my character in being a leader, a real person. ...It is with much regret that David passed away in October 2018 and I am sure he would have been so proud of this book. To David, I give my warmest thanks.

Disclaimer

I make no apology to anyone who may feel offended by my revelation of the facts in the book. I only tell the truth I know, nothing but the truth. If the truth hurts, so be it.

CONTENTS

CHAPTER 1: A Reflection of the Rise and Fall of Yesteryears	12
CHAPTER 2: From Birth to Near Death to School	20
CHAPTER 3: Leaving School for the Sky	36
CHAPTER 4: Love and Other Complications	50
CHAPTER 5: My Mixed Feelings about the Family Relations	92
CHAPTER 6: Half my Life in the Union	113
CHAPTER 7: The Three Angels	188

CHAPTER 1:

A Reflection of the Rise and Fall of Yesteryears



Looking back at the people of Hong Kong from the early years of the last century, what did they have in common? Life was tough. They earned their living through blood and sweat. Many people had headed to the south from Mainland China and planted their roots here...

It was an era without a so-called “starting line”, there was no family planning, let alone “planned entries”...many children were born, out of planned or unplanned accidents. God knew how they managed to survive.

My parents belonged to such an era.

My father’s name is Kwan Chu Tong. His ancestors came from Nanhai. He was born in 1913.

My paternal grandmother grew up in a well-to-do family in the late Ching Dynasty. At the age of eight, she had her feet bound. In those days, men had to have their hair braided. Needless to say, those were the conservative days when women were required to strictly follow men’s orders.

Then the tides changed. The financial status of grandmother’s family went downhill. At twelve, she had to have her feet unbound, which meant she lost the hope of getting married into a wealthy family. Five years later, she was wedded to a lowly farmer – my grandfather.

After they got married, my paternal grandmother gave birth to seven daughters in a row. In a rural home, where the status of boys outweighed that of girls, daughters were regarded as merely money-losing merchandise. On the contrary, when boys grew up, they could plough the rice fields and most importantly, carry on the family name. For this reason, each time a daughter was born, my grandfather would give her away to the council home, which was equivalent to an orphanage. Nevertheless, my grandmother never uttered

age kidney transplant was probably not viable, so it seemed dialysis would be the only solution. However, as Mom had high blood pressure, she could not undergo haemodialysis through blood transfusion twice a week at the hospital. The only alternative was to undergo peritoneal dialysis three times a day at home.

But after much deliberation among the family members, including Wing Kei in the USA, we all decided against dialysis. Even Mom did not like the idea of staying home to undergo dialysis as it would mean being totally bedbound and having no quality of life. She was willing to adhere strictly to nutritionist's recommendation of diet and enjoy a decent life for as long as possible.

Mom was ready and willing to go to the nursing home, where she could receive round-the-clock care. She even told us not to feel guilty about that. This was in 2005.

Once when I visited Mom with Siu Ngan, she asked Siu Ngan to do her toenails. I suddenly remembered that some time ago when Mom was going to the same beauty parlour near our home to have manicure and pedicure I even considered her to be too vain for her age. Actually it wasn't like that at all! It was because she couldn't see well enough to do it herself!

To this date, I still feel very guilty of taking Mom for granted in so many ways! How could I ever make it up to her? Not in this life for sure, as I owe her too much, but maybe in my next life.

Eventually Mom's health deteriorated so badly that she passed away in December 2007.



CHAPTER 6:

Half my Life in the Union



The European Industrial Revolution began in the 18th Century, and it led to the flourishing of many trades and industries. There was a tremendous demand for labour, which kept on increasing to an alarming level. However, the demands made by the ever-growing mass of workers were never met, due to the unscrupulous and greedy capitalists who could smell only wealth made on the back of cheap labour. These prompted workers to get united to fight for their own rights through their own means. They wanted to seek social and economic reform for the working class in different industries in the UK. And finally in 1871, the Royal Commission agreed that to set up representative organizations would be advantageous to both employers and employees. Thus, the first legalised workers union was born in 1872.

Ever since then, the concept of unionism and workers' representative organizations, now known as trade unions, spread to Europe and the USA and gradually to the rest of the world.

I genuinely believe that a union, through collective bargaining, is an effective bridge between employers and employees that will lead to a win-win situation as long as both parties are willing to meet each other half way, establish a mutual understanding of each other's needs and desires, and find ways of reaching common goals. Unionism is a symbol of unity and civilization.

At Cathay Pacific in the 1970s, the Cabin Attendants Association (CAA) was formed to unite the cabin attendants on a more or less social basis. There were two issues that prompted the CAA to register itself as a trade union.

During those days when Korea and Japan were not on good terms, our Japanese colleagues received hostile treatment in Seoul, a destination where we had to stay overnight. Many times, Japanese hostesses, while walking on the streets in Seoul, would be suddenly assaulted by Korean men. Japanese members of the CAA then requested the Committee to inform the Company not to schedule them to stay overnight in Seoul.

Another issue was that our flights flew into the war zone of Saigon (now Ho Chi Minh City). All the crew members and their families were very concerned about their personal safety when they were on duty on the flights to Saigon and demanded that the Company should stop flying there.

Members of the CAA urged the Committee to relay the two issues to the management of Cathay Pacific. However, they were only told that the CAA was in no position to negotiate with the Company because it was not a proper union.

The senior members of CAA, Leo Chan and David Ngan, took legal opinion and were advised to formally register the CAA as a trade union. They informed Cathay Management that the registration was underway and asked them to seriously consider their two reasonable demands, as these were safety issues. However, Cathay Management refused, and so a wildcat strike broke out in August 1975, the first strike in the history of the Airline.

Finally, on 17th December 1975, Cathay Pacific Airways Flight Attendants Union (FAU) was formally registered as the trade union representing flight attendants of Cathay Pacific.

During training, we were invited to join the CAA when representatives came to talk to us in the classroom. I had no idea what it was all about. CAA was later replaced by FAU. Whenever there were activities organized by FAU, and if I was in Hong Kong, I would participate, with the intention to meet as many colleagues as possible, basically out of socializing than bearing a much more noble goal.

When David and I were together (see Chapter 4), I began to learn more about unionism from him and therefore whenever there were FAU meetings, I would attend and speak out without hesitation.

According to its rules, FAU must hold an election once every two years to elect from members an Executive Committee (ExCo) of at least seven people. In the late 1970s my two good friends, Maureen and Lillian, had joined the Committee and always tried to twist my arm to follow suit. However, I was then getting used to the glamorous lifestyle of being aircrew, and this meant spending all my down time on discos, parties or playing mahjong. Thus, I always disappointed the two of them. Nonetheless, I was always very supportive of the FAU's movements.

In the old days, when guys joined the Airline, they were appointed to the position of "Flight Purser II". If they played their cards right, they would then be promoted to the top of the tree – "Flight Purser I" within three to five years. Meanwhile, all girls joined as junior flight attendants, which we called cabin girls. At best, female cabin attendants could be promoted to "Senior Hostess", working in First Class.

After the formation of FAU, one of the first items on its agenda was to remove gender inequality from the cabin crew hierarchy. This meant all cabin crew would be promoted according to their date of joining, and thus seniority counts. Without the FAU, girls would never have had the chance of becoming the head of the team in the cabin.

As the FAU became the recognized representative body, it used to hold regular meetings with Cathay Management to improve working conditions for cabin crew, and in particular the salary. The pay rise discussion used to take place towards the end of each year and hence the YEN, "Year End Negotiations." I remember that each year, the YEN always broke down and there would be the threat of a strike. We would be on stand by to support any industrial actions called for by the FAU.

I remember during the year when I was an "On Job Trainer", accompanying trainee cabin crew on flights, I suddenly received a call from Management

asking me what I was going to do that evening. As it was during the YEN period, I told the manager that I would be on standby for any industrial action called for by the FAU. That was so naive of me! It was then I realized that as a practice, Management would get their team of people on standby to counter any possible industrial action. Being an "On Job Trainer", I was considered, by them, to be part of Management!

Nonetheless, during those days, more often than not, the industrial disputes were settled within one day or so, with Year End Agreements being signed between FAU and Management. The YEN used to be concluded, then celebrated at a Christmas or New Year party as the FAU Ball!

And most of the crew members, including myself, used to treat the FAU Ball as the biggest social event of the whole Company. This was the case until 1993, when our world turned topsy-turvy.

1. The landmark Cabin Crew Strike (13th to 29th January, 1993)

The causes

Cathay Pacific was expanding rapidly throughout the 80s and into the 90s. There were increasing numbers of routes and frequencies of flights, but Cathay Pacific management was not recruiting fast enough to meet the expansion plans. As a result, everyone was being made to work flat out. On a regular basis, junior crew members were being called out to take up senior positions and vice versa. I was called out once to report duty on a flight with four other Chief Purser (nowadays "Inflight Service Managers") because Crew Control had run out of junior crew members! In total there were five of us when actually there should be only one Chief Purser per flight. What a scene!

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