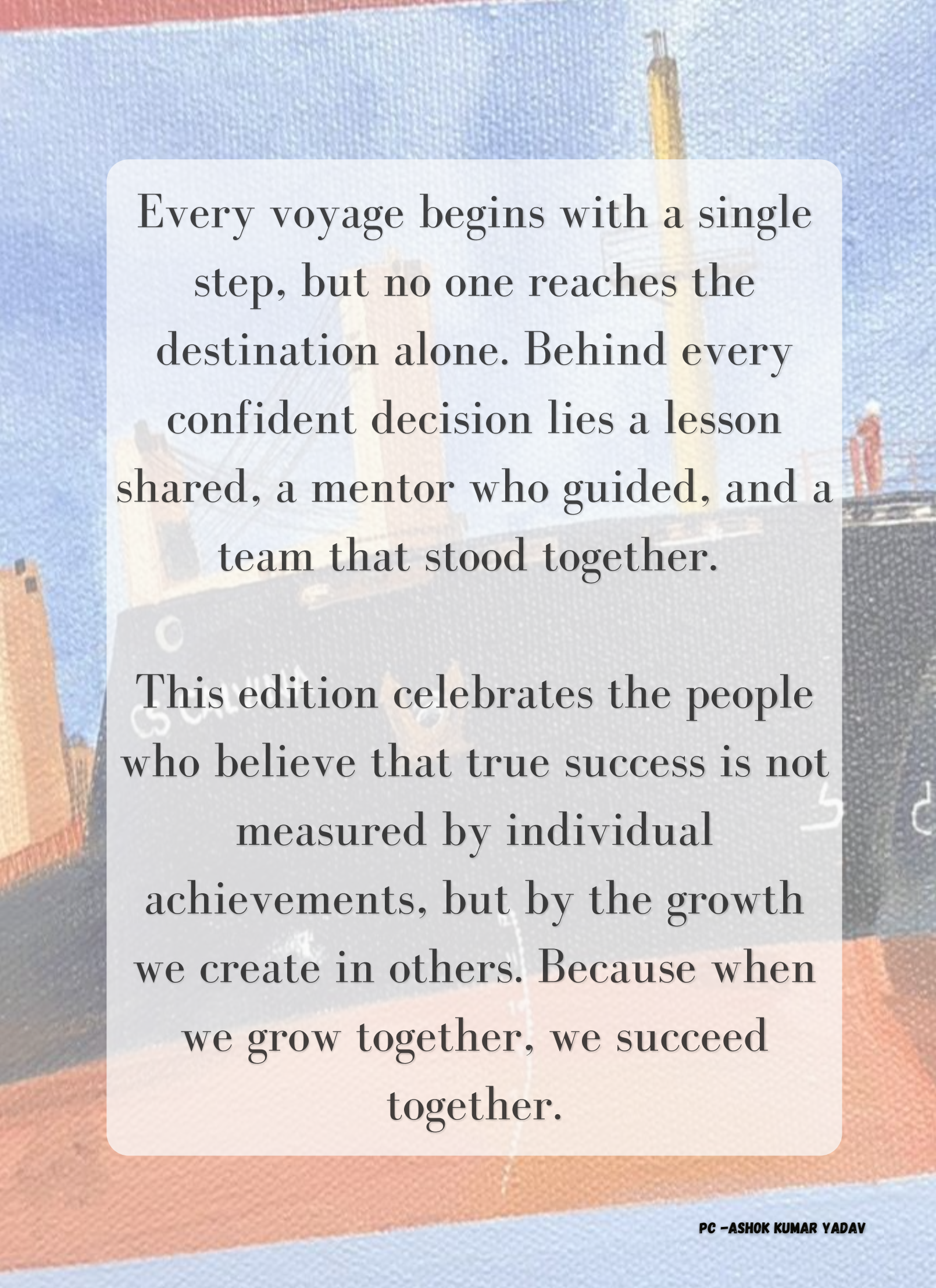


JUNE 2026

GANGWAY

A Campbell Shipping Initiative

The strongest teams are built by
those who lift others as they climb.



Every voyage begins with a single step, but no one reaches the destination alone. Behind every confident decision lies a lesson shared, a mentor who guided, and a team that stood together.

This edition celebrates the people who believe that true success is not measured by individual achievements, but by the growth we create in others. Because when we grow together, we succeed together.

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Capt. Rajesh J. Dhadwal

CEO | Managing Director



The Legacy We Pass Forward

Development and retention of the best talent remain one of Campbell's core objectives. Our growth as a company, and more importantly, our long-term sustainability, rely directly on how we develop our people.

Although the environment around us changes with every generation—through technological advancements, market dynamics, competitive pressures, and evolving value propositions—institutional knowledge and leadership are passed down through human connection.

Mentorship is not just a one-off activity; it is something that permeates every action and blossoms over time. There is only so much that academic texts and training institutions can teach. The real learning happens in the workplace.

If I could turn back the clock, I would sincerely like to thank all those seniors who were critical of me and provided valuable feedback that contributed to my development. Mentoring is an unwritten debt that we owe to our predecessors. By opening our minds, sharing our knowledge, and passing it on to the next generation, we can repay that debt. Open your door to someone who needs it.

To all the mentees: value every opportunity you have. If you look closely, there is an abundance of latent knowledge around you. This knowledge has been shaped through life lessons, past mistakes, and near misses. You must show the initiative to unlock this potential. Don't let small disappointments or critical feedback hold you back from asking questions. The key to unlocking this wealth of knowledge is passion, curiosity, and a genuine commitment to learning.

We want to continue building a culture where learning is continuous and accessible. The workplace becomes a better place when you treat it as a paid life internship, where the learning process never stops.

Wishing you all the very best.

**Rohit Hadkar**

Fleet Technical Manager
/ Director

“

*Collaborative growth
begins when people feel
heard, valued, and
encouraged to learn
from one another*

”

Growth Is Never an Individual Achievement

After spending decades in the maritime industry, I have realized one thing very clearly: success in shipping is never achieved alone. Only when the individual's values and objectives are fully aligned with those of the company can the firm truly succeed. The drive to this alignment is nurtured through an inclusive culture, which must trickle top down.

Leadership Is About Inclusion

Leadership is not just about giving instructions. It is about creating an environment where people feel comfortable contributing ideas, asking questions, and taking ownership of their work.

Even junior staff can bring valuable perspectives. But that only happens when they feel included in discussions and decision-making processes and are encouraged to contribute.

When people feel important, they naturally become more accountable and invested in their responsibilities. This is why interactive communication on board and ashore is extremely important.

Whether it is a toolbox meeting, a safety discussion, a group meeting or a training session, there must be active participation and healthy discussion to make it effective. Such interaction nourishes teamwork and teamwork ultimately drives success.

Why Mentorship Matters?

In today's world, the domain knowledge on any subject is freely and readily available. The internet is flooded with information which is just a click away. What is not available is a structured guidance that helps one learn things the right way.

Every individual has their share of strengths and weaknesses. At the same time, every individual learns differently. Some people are technically strong, while others may require more practical exposure or confidence-building to reach that level. The speed at which one grasps concepts is also different. An inexperienced individual may possess the theoretical knowledge, but practical understanding and application develops through experience and right guidance. An experienced professional often develops instincts that cannot be gained from books. The guidance that helps an individual recognise their faculties and develop and use them optimally, along with the available resources, is what I deem as Mentorship.

Mentorship plays a vital role in grooming a fresher in a way he/she is able to understand their strengths and weaknesses and providing a guiding path towards continuous improvement. Effective mentorship reflects through the attitude, confidence, and overall performance of the mentee.

Learning Together Makes Teams Stronger

Learning gained only from own mistakes is limited. But learning lessons from others' mistakes widens the range. Such collective learning strengthens the entire organization.



At Campbell, we actively encourage this culture through the circulation of Risk Alerts, fleet shares, CLPBs (Campbell loss prevention bulletins), technical and company circulars and amendment to the company policies. Any incidents that have occurred on a fleet vessel or across the industry, and any vital information or upcoming regulatory change that comes into force, is conveyed across the fleet.

On the receiving end, our humble expectation is that the meetings that follow these circulations are undertaken responsibly and that effective discussions are held on the key takeaways.

That is how meaningful learning happens on board.

The Importance of Continuous Learning

One lesson the industry teaches us very clearly is that learning never stops. The day we believe we know everything is the day we stop growing.

My two cents to all the seafarers, and especially the junior staff onboard, is that;

Every day at sea presents opportunities to learn something new, through operations, teamwork, troubleshooting, or simply observing experienced people around us. If a seafarer learns even one new thing daily during a contract, the growth over time becomes enormous. That consistent improvement is what builds future leaders.

There must be what I call “the fire in the belly”, the hunger to learn and become better every single day. This is the fodder for true success in life.

Leadership Also Means Learning from Juniors

One of the most important lessons that experience teaches us is humility.

Even today, I continue learning from younger team members regularly. They are practically more adept with new technologies.

A good Leader remains open-minded enough to learn from anyone and utilize the strengths of each team member to the optimum. That exchange of knowledge creates stronger and more connected teams.

The Legacy I Hope to Leave Behind

When people look back at my journey one day, I would like to be remembered as someone who played a meaningful role in shaping the company and contributing towards its growth.

More importantly, I would like to be remembered as someone who helped mentor juniors onto the right path.

Because positions and titles eventually fade. But the guidance we provide, the confidence we build in others, and the knowledge we pass on become the legacy we leave behind.

A Message to Young Professionals

To every young maritime professional entering this industry:

- Stay curious
- Keep learning every single day
- Ask questions, observe experienced people carefully, and never stop improving yourself

Most importantly, keep that fire inside you alive. Because success in this industry is never individual; it is built through teamwork, mentorship, collaboration, and the willingness to grow together.





Capt. Navin Taturari
Master

“

A good leader is remembered not for the orders he gives, but for the people he helps grow.

”

The True Measure of Leadership

After spending nearly two decades as a Master, I have come to believe that leadership at sea is not about rank, authority, or standing on the bridge giving instructions.

It is about people.

Every vessel is made up of individuals with different backgrounds, experiences, strengths, and aspirations. Bringing them together as one team is perhaps the most important responsibility of a Master.

Over the years, I have learned that success on board is never achieved by one person. No matter how experienced a captain may be, a vessel operates safely and efficiently only when everyone works together towards a common goal.

That is why I always say:

"It's never about I. It's always about We."



From Giving Instructions to Listening

Many people assume leadership means telling others what to do.

My experience has taught me something different.

A leader must know how to listen.

Whenever I discuss a task or operation with my team, I believe communication should never be one-sided. Of course, I share my expectations and instructions, but I also want to hear their perspective.

- What challenges do they see?
- What concerns do they have?
- Do they have a better way of approaching the task?

Only when both sides are heard can a team truly work together.

If a leader only gives instructions and never listens to the people carrying out the work, collaboration becomes difficult. But when crew members feel heard and respected, they become more engaged, more responsible, and more committed to the success of the team.

That mutual respect forms the foundation of effective mentorship.

The Power of Mentoring at Sea

The maritime industry has always relied on learning through experience.

When I joined the industry, I learned from senior officers who took the time to guide me, explain things patiently, and share lessons that could never be found in textbooks.

Today, I see it as my responsibility to do the same for the next generation.

Mentoring is not limited to formal training sessions. It happens every day, in conversations on the bridge, during operations, in discussions after a challenge, and in the way senior officers conduct themselves.



Young seafarers watch more than they listen.

They observe how leaders behave, how they make decisions, and how they treat people.

That is why leading by example is one of the most effective forms of mentoring.



A Story of Positivity and Professionalism

Throughout my career, I have had the privilege of working with many exceptional individuals.

One person who stands out is Bosun Manoj Tandel.

I sailed with him on multiple vessels, and what always impressed me was his attitude.

No matter what task was assigned, his response was always positive.

"Ho jayega, Sir."

Simple words, but they reflected confidence, ownership, and commitment.

He approached every responsibility with a smile, maintained a positive frame of mind, and consistently guided his team in the right direction.

What I admire most is not just his competence, but the way he influences those around him. He brings positivity into the workplace and creates an environment where people feel motivated to perform their best.

Those are qualities that cannot be taught through procedures alone. They are qualities that inspire others.

Creating a Culture of Learning

One of the most encouraging developments I have witnessed over the years is Campbell's continued investment in training and professional development.

The maritime industry is constantly evolving, and keeping pace with new technologies, regulations, and best practices requires continuous learning.

I believe initiatives such as Karco have made a significant contribution in this area.

The platform provides practical learning tools, engaging content, and valuable guidance that support seafarers throughout their careers.

Of course, onboard schedules can sometimes be demanding, and crew members occasionally need reminders to complete their training. But that is simply part of maintaining a strong learning culture.

What matters most is that the resources are available, accessible, and genuinely useful.

The Support System Behind Success

Having spent many years with Campbell, one of the biggest advantages I have experienced is the strong support network that exists between ship and shore.

Over time, relationships develop beyond professional interactions.

They begin to feel like family.

Whenever I have needed assistance, whether related to training, systems, or operational matters, the shore team has always been ready to help.

This level of collaboration reinforces an important principle:

Success is never achieved by ship or shore alone. It is achieved when both work together.



PC –CAPT. SURAT SINGH

What Collective Success Really Means

For me, collective success is not a complicated concept.

It begins with a few simple things:

- Teamwork
- Good health
- A positive attitude
- Continuous learning
- Effective mentoring
- Punctuality and discipline
- Supporting one another

When these elements come together, people grow.

Teams perform better, ships operate more effectively, and organizations become stronger.

Success is not built through individual achievements alone. It is built through shared effort and shared responsibility.





The Legacy I Hope to Leave Behind

As I reflect on my years at sea, I often think about how I would like to be remembered. Not for the vessels I commanded. Not for the voyages I completed. Not even for the positions I held.

I would like to be remembered as a good human being. Someone who supported others. Someone who guided and mentored people when they needed help. Someone who was always willing to listen. Someone who helped officers and crew members develop, gain confidence, and progress in their careers.

Over the years, I have been fortunate to see many people grow and move forward. If even a few of them remember me as someone who stood beside them, encouraged them, and helped them reach the next stage of their journey, that would mean more to me than any title or achievement.

Because at the end of the day, the true success of a leader is reflected in the success of the people he has helped along the way.

A Message to the Next Generation

To every young seafarer beginning their journey, my message is simple:

- Work as a team
- Maintain good health
- Stay positive
- Keep learning
- Support one another

And never underestimate the value of mentorship. Because when we learn together, grow together, and succeed together, we create not just successful careers, but stronger teams, stronger ships, and a stronger future for the maritime industry.

**Blain Dlyma**

Vessel Technical Manager

“

The strongest teams are built when experience is shared, trust is earned, and people grow together

”

From Curiosity to a Career at Sea

When I first entered the maritime industry, I never imagined that one day I would spend decades working across vessels, operations, and technical management. Like many seafarers of my generation, the journey started with curiosity, ambition, and the willingness to step into an unknown world.

Over the years, the sea became more than just a profession for me. It became a teacher.

Every vessel, every crew, and every challenge taught me something new, not only about machinery and operations, but also about leadership, teamwork, patience, and responsibility.

Today, as a Vessel Technical Manager, I realize that technical management is not only about maintaining ships. It is about supporting people, guiding teams, and ensuring everyone works together towards a common objective.

That, to me, is the true meaning of Collaborative Growth & Collective Success.



Learning the Industry Through Experience

When I joined the industry, things were very different from today. There were fewer digital systems, less automation, and far more dependence on practical knowledge and hands-on learning.

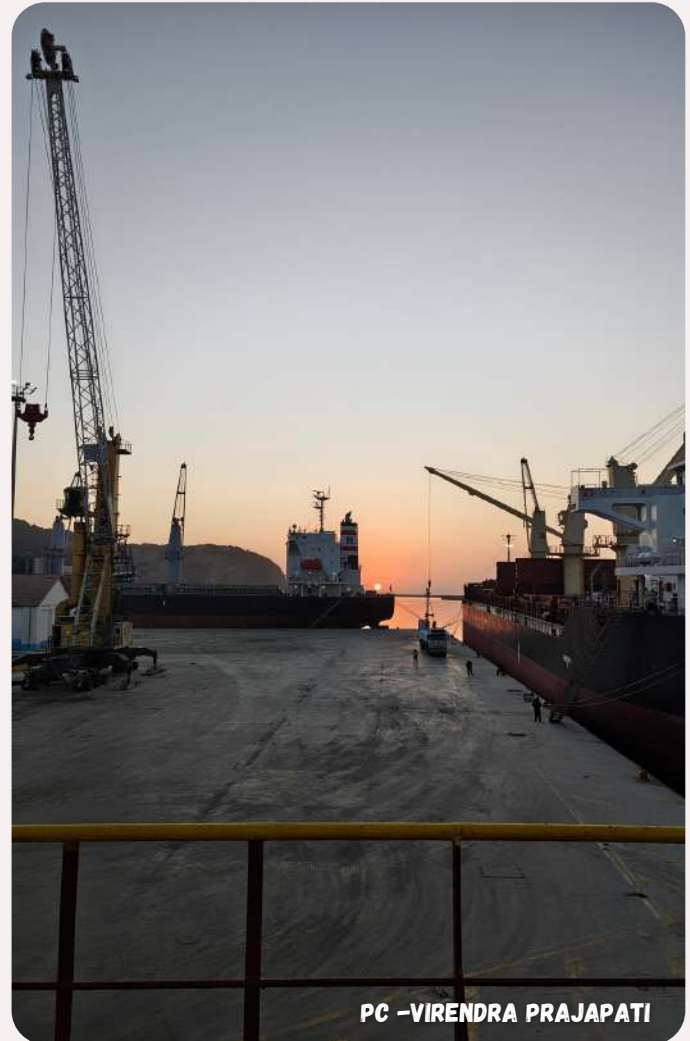
Young engineers learned by observing seniors carefully.

Sometimes, the best lessons came not during formal training sessions, but during troubleshooting in the engine room, machinery breakdowns, or difficult operational situations where experienced officers calmly guided juniors through the process.

Those moments stay with you forever because practical learning at sea leaves a lasting impact.

I still remember my own seniors who patiently explained systems, shared experiences, and corrected mistakes without discouraging us. Looking back today, I realize how important mentorship was in shaping my confidence and technical understanding.

Now, after years in the industry, I see it as my responsibility to pass that knowledge forward.



PC –VIRENDRA PRAJAPATI

Technical Management Is About People

Many people assume technical management is only about machinery, maintenance schedules, dry docks, and budgets. But in reality, people management is equally important.

A vessel cannot operate efficiently if the crew onboard does not feel supported, guided, and connected with the shore team.

As Technical Managers, we constantly coordinate with Masters, Chief Engineers, ship staff, vendors, superintendents, and management teams. Every day involves problem-solving, planning, communication, and teamwork.

Sometimes, a technical issue onboard may appear simple on paper but becomes extremely challenging in reality because of weather conditions, port restrictions, spare availability, or operational pressure.

In those moments, collaboration becomes critical. No single department can solve problems alone. Success comes only when ship and shore work together with trust and transparency.

The Importance of Mentoring Young Engineers

One thing I strongly believe is that young engineers today are highly capable and intelligent. They have access to technology, online learning resources, and information that earlier generations never had.

But technical knowledge alone is not enough. The maritime industry still depends heavily on practical experience, discipline, and attitude. That is why mentoring remains extremely important.

I always encourage young engineers to ask questions, involve themselves in troubleshooting, and understand systems beyond just routine operations. Sometimes, juniors hesitate because they fear making mistakes or appearing inexperienced.

But learning only happens when people are willing to ask, observe, and participate. I have personally seen many young officers grow tremendously when they are given guidance, confidence, and opportunities to take responsibility.

That growth becomes one of the most satisfying parts of leadership.





A Lesson the Sea Teaches Everyone

One important lesson the sea teaches very quickly is humility.

No matter how experienced you become, the industry continuously presents new challenges. Machinery failures, operational delays, inspections, weather conditions, and unexpected situations constantly test your thinking and decision-making.

I remember situations during sailing days where even experienced teams had to work together for hours under pressure to restore systems and avoid delays. In those moments, rank alone does not solve problems.

Teamwork does. Everyone contributes, from senior engineers to junior crew members. That is why respect for every individual onboard is extremely important.

A successful vessel is never the result of one person's effort. It is the result of collective contributions.

Creating Confidence Through Guidance

Over the years, I have realized that mentoring is not always about formal teaching. Sometimes, mentoring simply means being approachable.

Young officers should feel comfortable discussing doubts, technical problems, or operational concerns without hesitation. When seniors create that environment, confidence grows naturally. I have always believed that people perform better when they know support is available.

A calm discussion after a mistake often teaches more than anger ever can. At the same time, discipline and accountability remain essential. Shipping is an industry where even small errors can have serious consequences. So the balance between guidance and responsibility is extremely important. That balance helps develop future leaders.



Technology Is Changing the Industry

The maritime industry today is evolving rapidly.

Modern vessels are becoming increasingly automated, environmentally regulated, and digitally connected. Technical teams now deal with advanced monitoring systems, emission regulations, fuel optimization requirements, and complex machinery controls that did not exist years ago.

Because of this, continuous learning has become essential. But despite technological advancement, one thing has not changed: people remain at the center of operations.

Even the most advanced vessel still depends on teamwork, communication, decision-making, and leadership. Technology can support operations, but human collaboration drives success.

The Value of Campbell's Culture

One thing I genuinely appreciate about Campbell is the collaborative work culture.

There is strong coordination between ship staff and shore management, and people are always willing to support one another. That culture makes a huge difference because technical operations become smoother when communication remains open and respectful.

I have also seen how the company encourages learning, mentoring, and professional development across departments.

Experienced people openly share knowledge, and younger professionals are given opportunities to grow. That culture of support creates long-term strength for the organization.

Growth Happens Together

When I reflect on my career, one thing becomes very clear: nobody succeeds alone in this industry.

Every promotion, every achievement, and every learning experience is connected to the people who guided, supported, and trusted us along the way.

That is why themes like Collaborative Growth & Collective Success are so relevant to the maritime profession.

Growth happens when people share knowledge. Success happens when teams work together. And leadership becomes meaningful when experienced professionals help others progress forward.

What I Hope to Be Remembered For?

At the end of my career, I would like people to remember me as someone approachable, supportive, and fair.

Not just as a Technical Manager, but as someone who genuinely helped others learn and grow. Because positions and designations eventually change.

But the way you treat people, the guidance you provide, the confidence you build in others, and the support you offer during difficult situations those are the things people remember for years.

A Message to Young Professionals

To every young engineer and maritime professional entering this industry: Stay curious. Keep learning. Do not hesitate to ask questions.

Use every opportunity onboard to gain practical understanding because the sea remains one of the greatest classrooms in the world. At the same time, remember that success in shipping is never individual.

Support your teammates, learn from seniors, and help others whenever possible. Because in this industry, the strongest growth always happens together.



Capt. Neville Quadros

Sr. Training Superintendent

“

*Real training begins
when knowledge is
understood, applied,
and passed on to
others.*

”

The Difference Between Watching and Learning

After spending nearly 25 years in the maritime industry, I have realized one thing very clearly: Training is not about completing videos or ticking boxes. It is about creating understanding.

Over the years, I have worked with different shipping companies - some operating fleets of over 100 or even 200 vessels. In many places, training was often treated as an additional burden on the ship staff. It was usually left to the Master or senior officers to conduct basic sessions whenever time permitted. Auditors would come on board, show a few videos, complete the audit formalities, and leave.

But real interaction was often missing. There was very little discussion about incidents, practical learning, troubleshooting, or understanding why mistakes happen and how they can be prevented. That is where I feel Campbell's approach is different.

At Campbell, we do not just conduct audits - we go on board specifically to train people, interact with the crew, discuss real situations, and ensure knowledge is practically understood. That human interaction makes a huge difference because training only becomes meaningful when people truly connect with it.

Why Human Interaction Still Matters?

Today, companies spend a lot of money on online learning platforms, corporate courses, and video-based programs. But simply watching videos does not guarantee understanding.

If you meet the same person six months later and their knowledge level remains unchanged, then the training has not achieved its purpose.

That is why mentorship and interaction are extremely important.

At Campbell, we have gradually shifted towards group training sessions where senior officers actively explain the videos and discuss practical aspects with the crew. This becomes especially important because English may not be the first language for many seafarers.

When someone explains the training, shares examples, and answers questions, the learning becomes real.

That transfer of knowledge between senior and junior crew members is what truly strengthens the fleet.

Seeing Results Through Practical Improvement

One of the biggest satisfactions in my role is seeing practical improvement on board.

Today, one of the major inspections across our fleet is the RightShip inspection, where third-party inspectors evaluate the vessel and crew competence in detail.

Before January, we noticed several findings related to training and operational awareness. But after focused onboard training sessions and dedicated mentoring efforts, the results began changing.



PC -CAPT. NEVILLE QUADROS

In one of our recent inspections, there were zero findings related to training. That gave us a tremendous sense of satisfaction.

The improvement was visible not only during inspections but also in daily operations. I could personally see junior officers inspecting equipment more thoroughly, crew members becoming more safety-conscious, and teams understanding procedures more clearly.

Training was no longer just theoretical. It was being applied practically.

Training Is Not Separate from Operations

As Senior Training Superintendent, my role goes far beyond conducting courses.

Along with training, we handle audits, drills, incident investigations, near-miss analysis, and identifying operational gaps across the fleet. Every vessel is visited at least twice a year so that documentation, compliance, and operational standards remain consistent.

We also review trends from RightShip inspections, internal audits, DOC audits, and other findings to identify areas that require improvement.

I remember a period when enclosed space permits and hot work permits were not being filled correctly across several vessels. We carried out a detailed review of permits fleet-wide, scanned hundreds of permits, identified recurring mistakes, and conducted additional training sessions.

The result was: the next phase of inspections recorded no permit-related findings.

That is the real purpose of training - identifying weaknesses before they become serious incidents.



PC -CAPT. NEVILLE QUADROS

Making Training Practical, Not Burdensome

One concern often raised is whether modern training programs are becoming too demanding for seafarers.

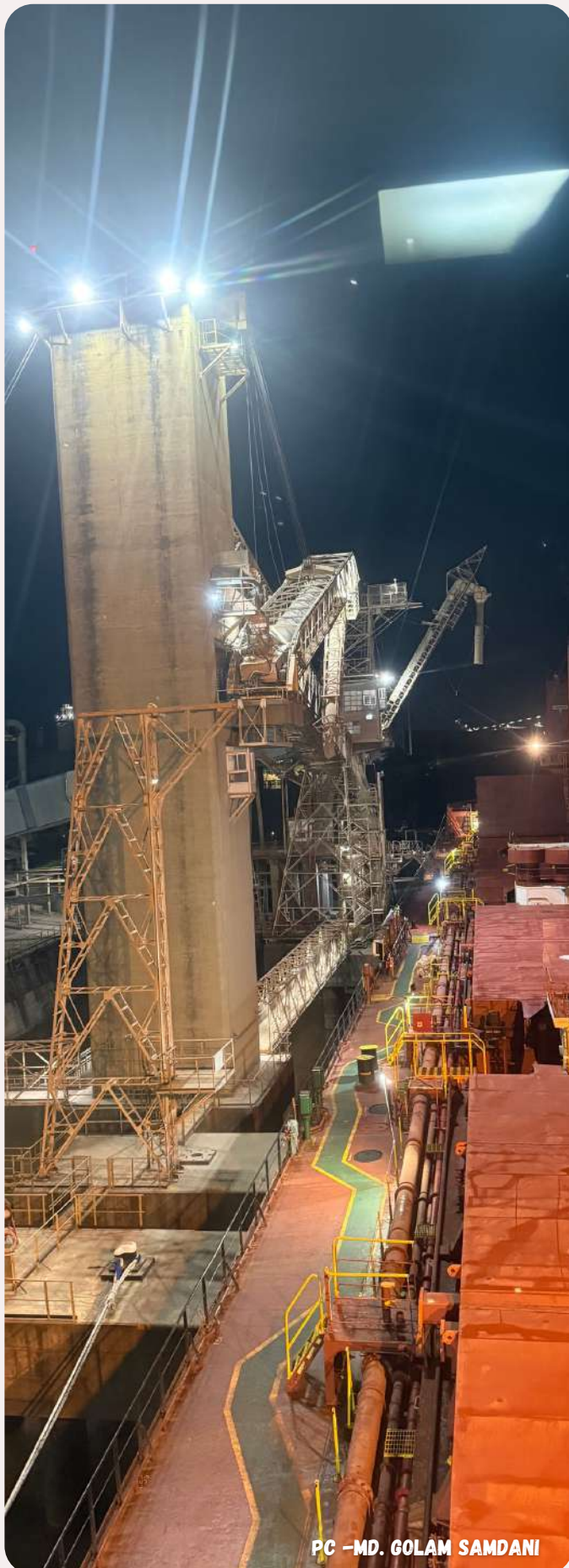
Personally, I do not believe the problem is the amount of training. One training video per week, around 30 minutes, is not excessive. The real issue earlier was when the training was being conducted.

In many cases, seafarers were expected to complete training after long working hours, often late in the evening or on Sundays. Naturally, this created reluctance because people genuinely needed rest after demanding shipboard operations.

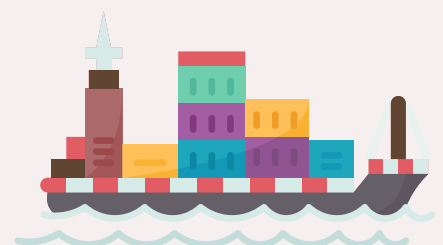
So we changed the approach. When I sailed briefly as Master again, I allocated dedicated training time during working hours. Every Saturday, crew members attended short guided sessions where senior officers, including myself, explained the training videos personally.

We also divided the crew into smaller groups with team leaders such as the Chief Officer, Chief Engineer, and Second Engineer guiding them.

The results improved significantly. Once training became part of the work culture instead of an after-hours burden, participation increased naturally.



PC –MD. GOLAM SAMDANI



Recently, along with the Technical Superintendent and Fleet Technical Manager, I visited training institutes to evaluate programs focused on electrical automation and advanced technical systems. We are also expanding in-house training related to casualty investigations, risk assessments, and operational troubleshooting.

The idea is simple: We must prepare seafarers not only for today's operations, but also for tomorrow's challenges.

Knowledge Is Everywhere - But Initiative Matters

One thing I often tell cadets and young officers is that knowledge today is available everywhere.

When we joined the industry years ago, we did not have YouTube tutorials, online videos, or mobile learning apps. Today, anyone can watch detailed videos on mooring operations, hatch cover maintenance, bridge procedures, cargo operations, or passage planning before even joining a vessel.

The resources are already available. The initiative must come from the individual. As the famous line from 3 Idiots says, *"Knowledge is everywhere. You have to go and take it yourself."*

The maritime industry demands continuous learning. Regulatory inspections today are highly individual-based. Inspectors directly question crew members about procedures, operations, and safety practices.

Unless a seafarer is properly trained and practically knowledgeable, surviving in this industry will become increasingly difficult.

That is why I strongly believe Training is the key.



PC -CAPT. NEVILLE QUADROS



PC –NIRDESH KUMAR TYAGI

Technology Is Helping - If We Choose to Use It

People often say adapting to new training technology is difficult, especially for senior crew members.

But honestly, if someone can use WhatsApp, Facebook, Instagram, or YouTube, they can easily use a training application.

Today, KARCO training is app-based, mobile-friendly, and supported by better internet connectivity onboard. Seafarers can even complete pending sessions while relaxing at home.

The challenge is usually not technology itself. It is mindset.

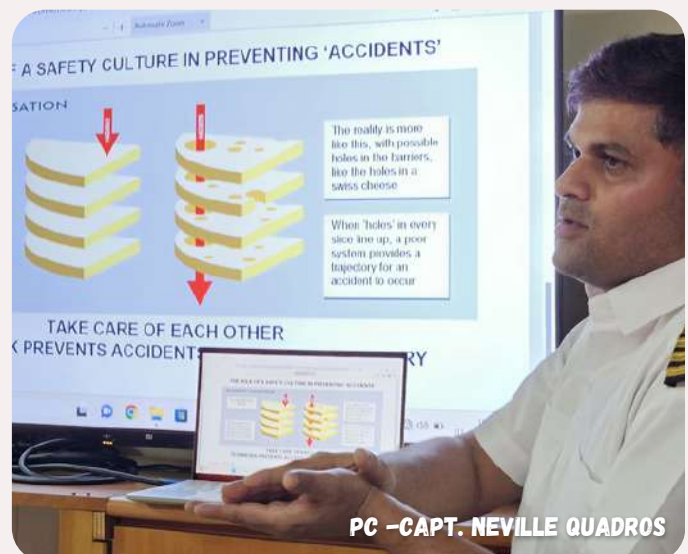
Sometimes people become hesitant when the word “training” is introduced. That is why we personally guide crew members, help them log in, explain the systems, and allow them to practice comfortably.

Once they understand it, the hesitation disappears.

Preparing for the Future

The maritime industry is evolving rapidly.

Modern vessels rely heavily on automation, advanced electrical systems, digital reporting, and increasingly complex regulatory requirements. Because of this, training can no longer be limited to basic operational procedures.



PC –CAPT. NEVILLE QUADROS



Balancing Technology and Human Connection

While technology has made communication easier for seafarers, it has also changed life at sea in unexpected ways.

During our early sailing days, a one-minute phone call home used to cost four dollars. We spoke to family maybe once a month.

Today, video calls happen daily. Ironically, despite increased connectivity, feelings of stress and homesickness have also increased for many seafarers. Technology connects people instantly, but it also keeps them emotionally attached to home continuously.

That is why mentorship, teamwork, and human interaction onboard remain extremely important. People still need guidance, encouragement, and support from one another.

How I Wish to Be Remembered?

If people remember me after my career, I hope they remember me as someone they could always approach for answers and guidance.

Even today, many seafarers still call me whenever they have doubts regarding regulations, procedures, or operational questions - even if I am not directly involved in the matter anymore.

That gives me genuine satisfaction. For me, mentoring is not just about teaching. It is about being available. Being approachable and helping people make the right decisions in the best interest of safety, compliance, and the company.

A Message to Young Seafarers

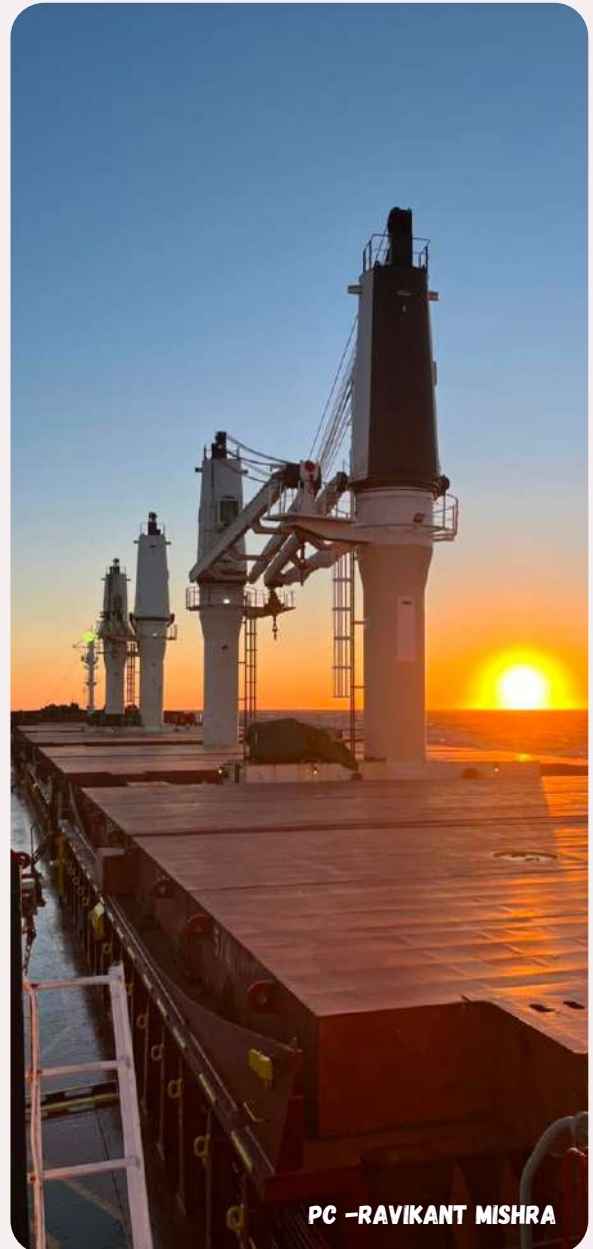
To every aspiring seafarer, my message is simple:

- Keep learning
- Spend time improving your knowledge
- Take initiative

Do not wait for somebody to force you into learning, because the maritime industry is becoming more demanding every year.

Use the resources available around you. Watch videos, ask questions, observe seniors, and understand practical operations before stepping onboard.

Most importantly, remember that growth in this industry never happens alone. It happens when people guide one another, share knowledge openly, and work together as a team. That is the true meaning of collaborative growth and collective success.



PC -RAVIKANT MISHRA



CAPT. GURMEET SINGH



Capt. Gaurav Kashyap
Master

“

A true leader is not the one people fear approaching, but the one they trust in every situation.

”

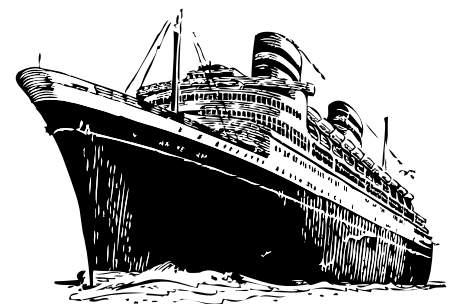
Thirty-Five Years at Sea - A Journey Beyond Navigation

When I look back at my 35-year journey in the maritime industry, I do not just remember ships, ports, or voyages. I remember the lessons, people, challenges, and experiences that shaped me into the person I am today.

I have spent the last 15 years sailing with Campbell Shipping as a Master. Before that, I worked with different companies and sailed across various ranks before eventually stepping into command. Interestingly, joining the maritime industry was not my own plan initially.

During those days, there was no internet or easy access to career guidance. My father learned about the Merchant Navy through a Navy friend and encouraged me to pursue it, believing it was a respectable and challenging profession.

That one decision changed my life forever.



The Real Responsibility of a Master

People often believe a Master's role is limited to navigation and commanding the vessel from the bridge. In reality, the responsibility is much greater.

As a Master, I am responsible not only for the vessel and cargo, but also for the safety, welfare, discipline, and coordination of the entire crew. Every operation onboard demands attention because even a small mistake can lead to delays, losses, accidents, or environmental consequences.

Life at sea teaches you to remain alert all the time. No two days are the same. Every voyage brings new challenges, and every situation demands calm judgment and quick decision-making.

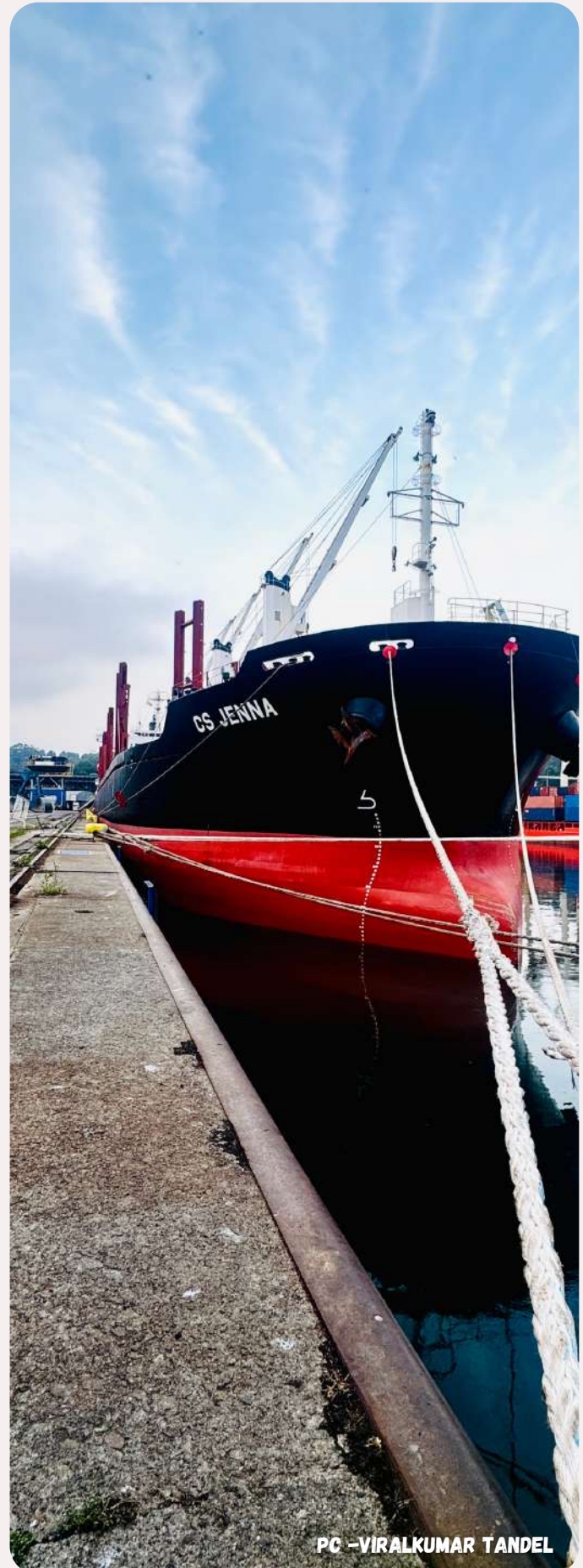
That unpredictability is what truly shapes a seafarer.

The Most Important Leadership Lesson

One of the biggest lessons I learned after stepping into command was this:

Junior officers should never feel afraid of their captain.

If people hesitate to speak openly, they begin hiding mistakes, avoiding communication, and losing confidence during important operations. That hesitation can become dangerous during navigation, maneuvering, or emergencies.



PC -VIRALKUMAR TANDEL

Early in my career as a Master, I made a conscious decision that every officer onboard should feel comfortable approaching me, whether it is the Third Officer, Second Officer, or Chief Officer.

A leader must remain approachable.

When communication stays open, the team performs confidently and works together effectively. But if leadership is built only on fear and shouting, teamwork eventually suffers. That belief became one of the strongest foundations of my leadership style.

Learning from Mentors and Becoming One

Like every seafarer, I learned from experienced seniors during my early days at sea. I observed how they handled difficult situations, communicated with the crew, and maintained calmness under pressure.

Those experiences taught me that leadership cannot be learned only from books. It develops through practical exposure, observation, and mentorship.

Over the years, I have tried to pass the same guidance forward. I have mentored many Chief Officers preparing for command. During anchoring, maneuvering, arrivals, and departures, they often discuss ship handling, decision-making, speed control, and operational planning with me.

Those conversations become valuable learning moments because real experience teaches lessons that manuals alone cannot provide.



Leading by Example

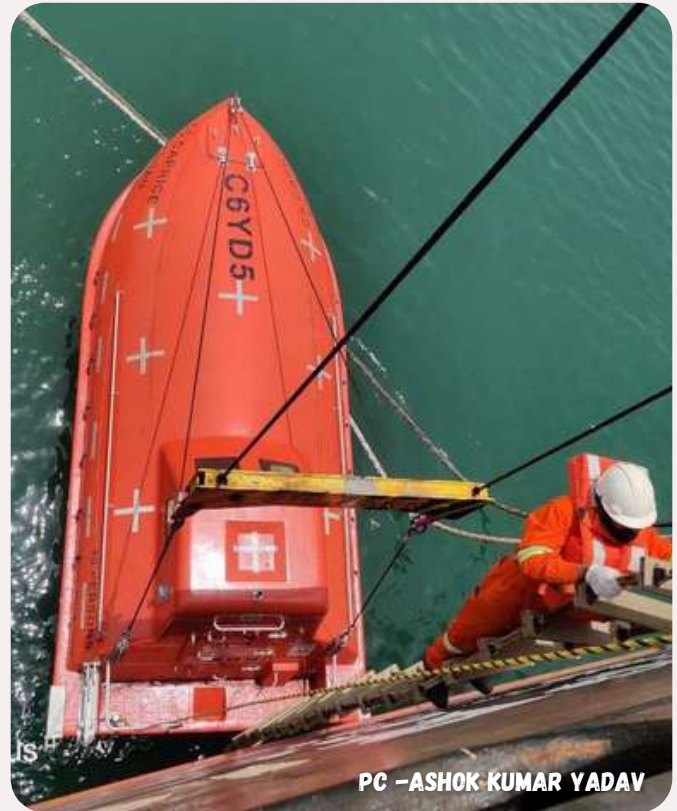
In my opinion, one quality separates a good officer from a future leader:

Leading by example.

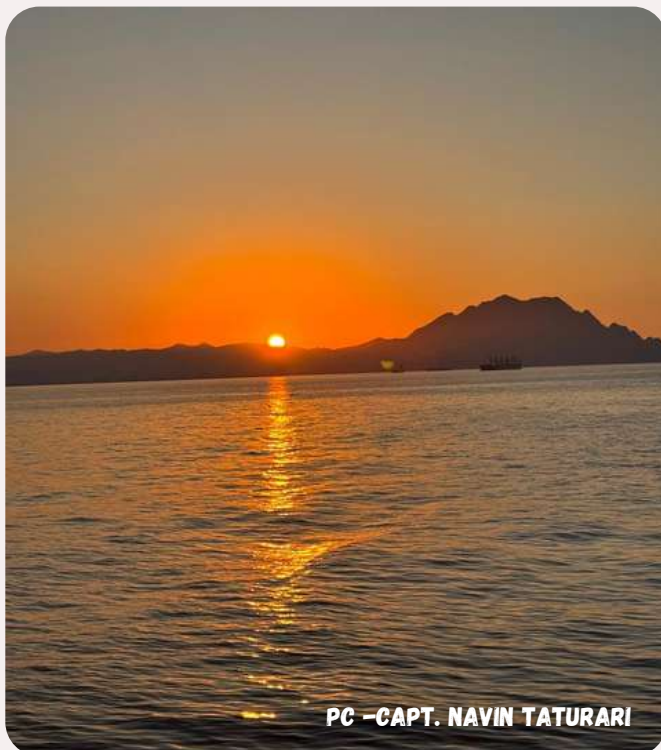
Junior officers observe everything onboard, how senior officers react under pressure, communicate during operations, handle mistakes, and treat others.

That is why professionalism, discipline, calmness, and good seamanship are extremely important. People learn more from what leaders do than from what they say.

A leader's behavior quietly shapes the culture on board.



PC -ASHOK KUMAR YADAV



PC -CAPT. NAVIN TATURARI

Why Collaboration Matters at Sea?

This edition focuses on Collaborative Growth & Collective Success, and I strongly believe collaboration is what keeps a vessel operating safely.

I often compare it to a bicycle. A bicycle cannot move forward with only one wheel functioning. Both wheels must work together. The same applies on board a ship.

Deck, engine, galley, and every department must work in coordination. Without teamwork and trust, smooth operations become impossible.

At sea, we spend months together with only 20-22 people on board. Over time, the crew becomes like family. And just like in a family, trust becomes the foundation of everything.

That is why I always encourage open communication and teamwork onboard.



Recognising Potential in Young Officers

After spending 35 years in the industry, you naturally begin identifying officers with leadership potential very quickly.

The people who stand out are not always the loudest ones. Usually, they are the officers who show sincerity, discipline, ownership, and willingness to learn.

I still remember a Third Officer from a few years ago – Mr. Praveen Fernandez.

He was exceptionally sincere and proactive. Nobody needed to remind him about his responsibilities. In fact, he often completed tasks even before being asked and voluntarily took initiative beyond his assigned duties simply because he wanted to improve himself.

People like that always stand out because their dedication comes naturally.

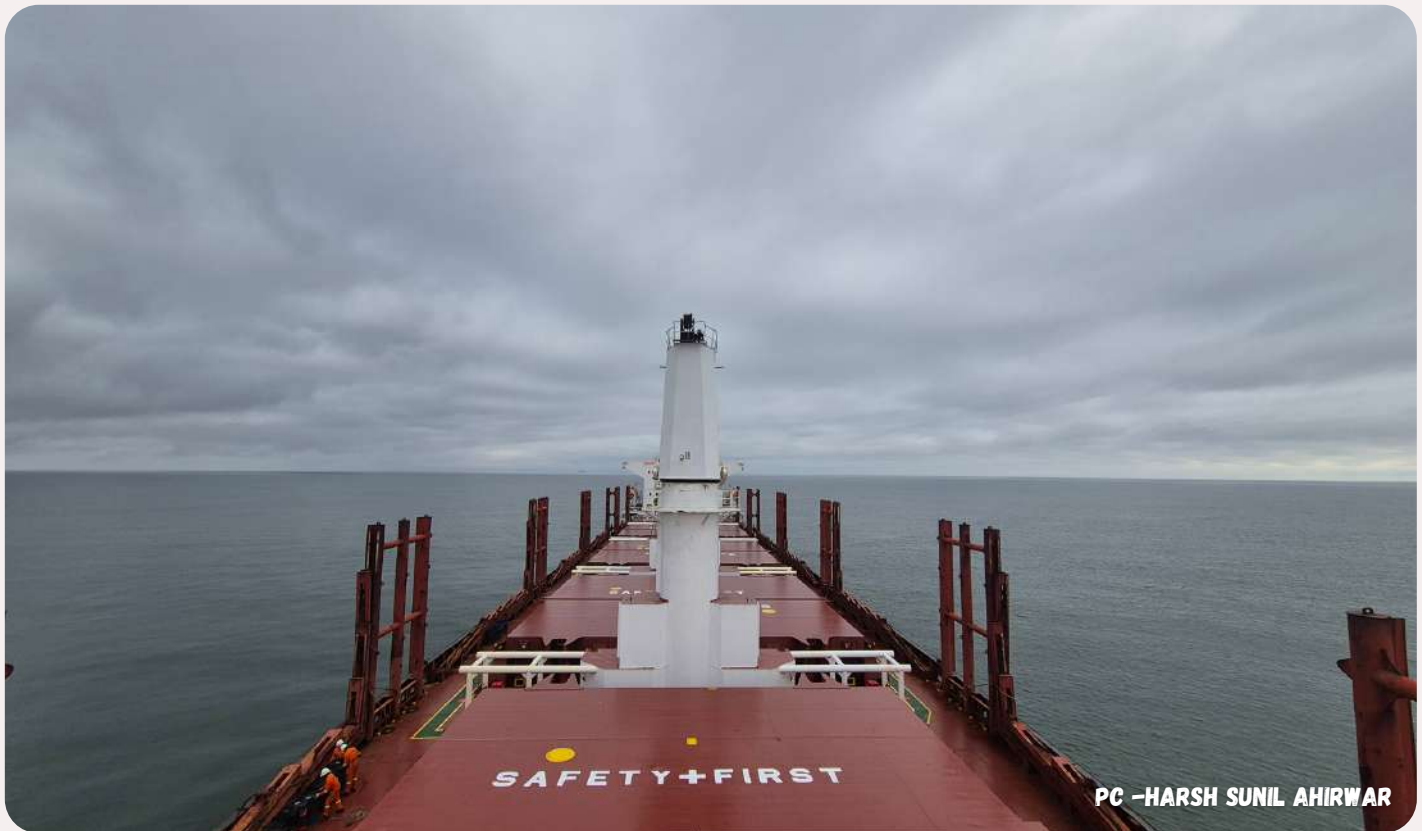
Teaching Responsibility Through Experience

Young officers sometimes fail to realize how one small oversight can affect vessel operations, inspections, or company reputation.

That is where senior officers play an important role. We must guide them patiently and help them understand why every responsibility onboard matters. Whether it is inspections, maintenance, navigation checks, or paperwork, each task contributes to the bigger picture.

I always advise young officers to remain truthful, professional, disciplined, and committed to continuous learning.

Those qualities eventually build strong leaders.



Challenges That Test Leadership

Even after decades at sea, every voyage continues to test your decision-making.

Recently, for example, our ballast water treatment system faced operational issues while trading in ports with strict ballast regulations. The challenge was not only technical but also commercial and operational because delays directly impact vessel schedules and company interests.

As a Master, situations like these require calm thinking, coordination, and practical decision-making.

Navigation itself can also become extremely demanding, especially in difficult river passages like Argentina, where waterways twist continuously and require constant attention.

One delayed reaction or weak decision can lead to serious consequences. That is why experience, teamwork, and composure remain critical in command.



Even Seniors Continue Learning

One lesson the sea teaches you very clearly is that learning never stops.

Even today, I continue learning from junior officers and crew members.

I have seen officers who initially appeared average later exceed expectations through sincerity and hard work. Sometimes, younger crew members complete tasks so efficiently that they genuinely surprise you.

Those moments remind us that leadership is not about believing we know everything. It is also about appreciating the strengths of others.

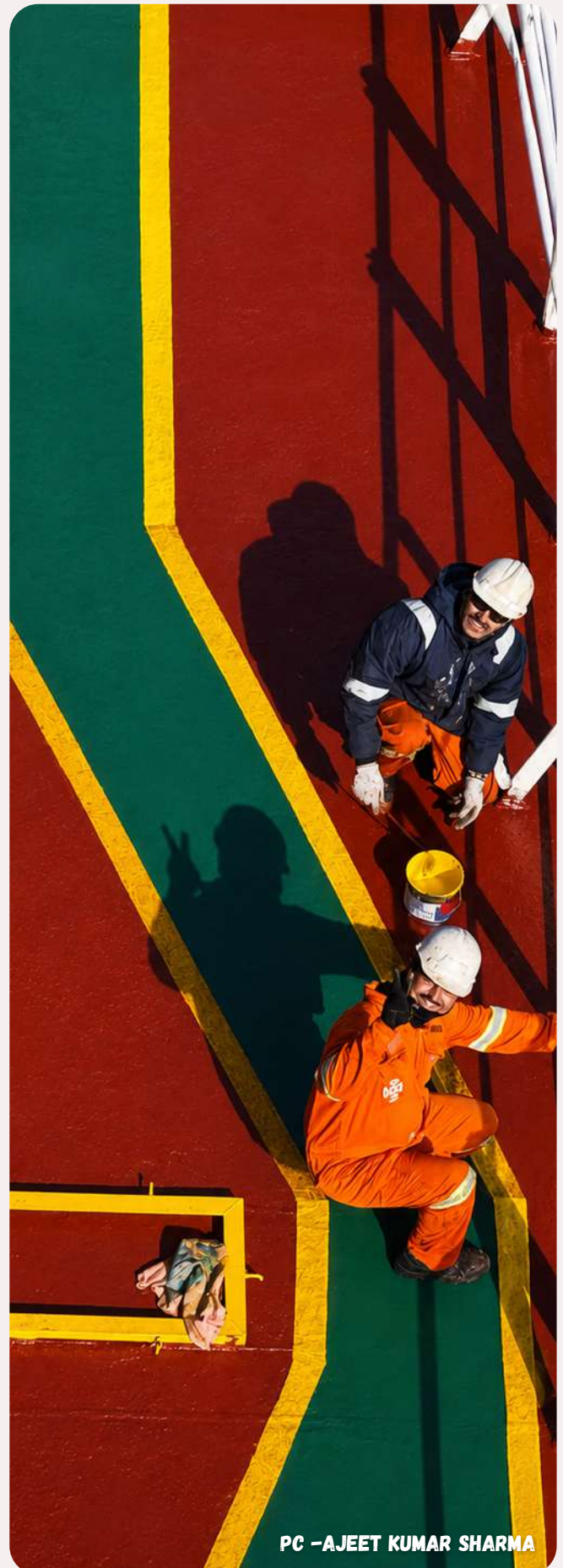
Campbell's Culture of Mentoring

One thing I genuinely appreciate about Campbell Shipping is its mentoring culture.

The company has created a structured environment where officers and crew members can approach experienced mentors for guidance, learning, and career development. I honestly have not seen many companies invest in mentorship this way.

The flexibility to choose mentors people feel comfortable with makes a significant difference because everyone learns differently.

That culture of support and knowledge sharing contributes greatly to professional growth across the fleet.



PC -AJEET KUMAR SHARMA

A Company That Feels Like Family

After spending 15 years with Campbell, I can confidently say the company feels like family to me.

One of Campbell's biggest strengths is the support provided by the shore management team. Whenever challenges arise onboard, the shore staff remain approachable, supportive, and willing to help resolve issues sincerely.

I have always believed leaders should remain approachable, and I personally experienced the same culture from the management ashore.

That trust between ship and shore makes a tremendous difference for Masters operating at sea.

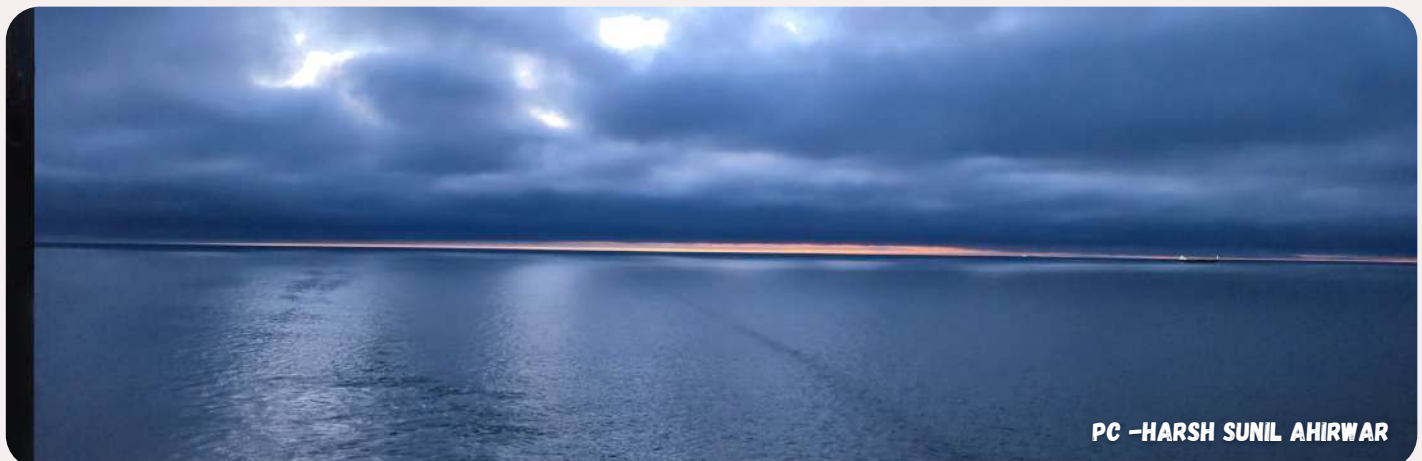
What the Sea Has Taught Me?

The sea has taught me far more than technical knowledge. It has taught me leadership, communication, teamwork, adaptability, responsibility, confidence, and calmness under pressure.

At the same time, this profession has also demanded sacrifice. During my early sailing days, there were no internet calls or video calls. Communication with family happened only through letters, and staying away from loved ones for long periods was emotionally difficult.

Still, despite the challenges, I have no regrets. The sea gave me growth, wisdom, and the opportunity to build a good life for my family.

Whatever I am today, I am because of the sea.



How I Wish to Be Remembered

When people reflect on my career one day, I would like them to remember me as:

- A good leader
- A good human being
- Someone approachable
- Someone fair
- Someone who listened
- Someone who guided and supported people

Not someone who led through fear. Because ranks and positions eventually fade, but the way you treat people always stays in their memory.

A Message to Young Seafarers

To every young seafarer beginning this journey:

Set clear goals for yourself. Continue learning, asking questions, and improving your knowledge. Never hesitate to approach seniors when you have doubts because the learning phase happens during your junior years.

Build your confidence through experience, discipline, and professionalism. And most importantly, remain truthful, committed, and responsible in everything you do. That is what ultimately creates strong leaders and successful teams.





Manojkumar Damibhai

Bosun

“

Before any work on board, safety comes first. Everything else comes after that.

”

A Simple Man with a Strong Journey

When people hear about long careers at sea, they often imagine big achievements, ranks, or extraordinary stories. But for me, my journey has always been about doing my work honestly, supporting my team, and staying committed to my responsibilities.

I have spent many years sailing at sea, and over time, the ship becomes more than just a workplace. It becomes a second home. The people onboard become family, and the experiences stay with you for life.

I am not someone who speaks too much, but I believe hard work always speaks for itself. And if there is one thing I want people to remember about me, it is honesty.



PC -SUMITHLAL CHAMBAYIL

Learning Through Experience

When I first joined the shipping industry, life at sea was very different from today. Things were tougher, communication with family was limited, and work onboard required complete physical involvement.

Over the years, I learned everything practically, through experience, observation, and guidance from seniors.

At sea, nobody becomes experienced in one day.

You learn slowly:

- By watching others
- By making mistakes
- By understanding safety
- By handling difficult jobs
- And by working together as a team

That practical exposure teaches you discipline and responsibility in a way no classroom can.

Why Teamwork Matters Onboard?

One thing I have always believed is that no work on board can happen properly without teamwork.

Whether it is maintenance, cargo operations, painting, mooring, or cleaning activities, everyone has to support each other. If one person does not cooperate, the work becomes difficult for the entire team.

As a Bosun, I always try to guide younger crew members properly and ensure the work is done safely and correctly.

Sometimes younger crew members become distracted or try to finish tasks quickly without understanding the risks involved. That is where senior people need to step in and guide them.

Because onboard a ship, safety cannot be compromised.



First Safety, Then Work

If there is one lesson I always give to new seafarers, it is Safety First.

No matter what task is assigned- sanding, painting, maintenance, or deck work- people must first understand the risks involved before starting the job.

Today, I sometimes see younger crew members focusing more on mobile phones and less on learning the work properly. Earlier, people observed seniors carefully and stayed fully focused during operations. Now distractions are more common.

That is why proper mentoring has become even more important. Whenever a new cadet or crew member joins, I believe seniors should explain not only what to do, but also why it is done that way.

That guidance helps people grow correctly in the industry.

Mentoring the Next Generation

I strongly believe mentorship is very important for young seafarers.

A new cadet entering the industry may know theory, but shipboard life is completely different from books. Someone must guide him properly: how to work safely, how to behave professionally, how to learn from seniors, and how to grow step by step in his career.

I always tell younger crew members:

- Focus on your work
- Learn continuously
- Observe seniors carefully
- Stay disciplined
- And never ignore safety procedures

If they keep learning sincerely, they can progress from cadet to officer and eventually even become a Master one day. Growth happens slowly, but only if the person remains serious about learning.





The Pride of a Father

One of the proudest moments of my life is seeing both my sons become successful in their own careers.

One is now an engineer, and the other is an officer.

When I look back, I feel happy that the hard work and investment I made for my children's future gave positive results. I understood the realities of this industry and always tried to guide them properly so they could build stable and respectable careers.

That gives me great satisfaction as a father. Sometimes, the biggest achievements in life are not personal achievements, but seeing your children succeed.

The Support System at Campbell

During my years with Campbell, I have always felt supported by the company.

Whether it is salary, family concerns, communication support, or onboard assistance, the company has always tried to help whenever needed. Even if there are issues at home, the senior officers and management help arrange communication quickly so that crew members can stay connected with their families.

That support matters a lot for seafarers because life at sea is not always easy emotionally.

I also feel the training and mentoring systems today are helping many people learn more effectively. Platforms like Karco and the learning programs conducted by the company are useful because they help crew members continue improving themselves.

Learning never stops in this industry.

A Moment I Will Never Forget

Towards the end of this interview, I was told something that genuinely touched me.

Capt. Navin had recently spoken about me during his own interview and mentioned my name specifically. He remembered me as an honest and sincere person who worked with dedication onboard. Hearing that meant a lot to me.

In shipping, people may forget operations, voyages, or even ships over time. But when someone remembers your honesty and sincerity after years of sailing together, that becomes very special.

That moment reminded me that the way we treat people and the sincerity with which we work always stays in others' memories.

How I Want to Be Remembered?

If people remember me after my sailing career, I simply want them to say: *"He was an honest man."*

That is enough for me. Because throughout my life, I have tried to do my work sincerely, honestly, and responsibly.

Positions and ranks are temporary. But honesty, hard work, and good character are what truly remain with people forever.

A Message to Young Seafarers

To every young seafarer entering this industry, I want to say:

- Stay focused on your work
- Do not get distracted easily
- Respect your seniors, learn from them, and understand the importance of safety in every job you do

Shipping is not an easy profession, but if you remain disciplined, hardworking, and willing to learn, this industry can give you a good future and a strong life experience. Most importantly, remember: No matter how busy the work becomes, safety should always come first.



UNITED BY FLAVOUR

BEYOND THE VOYAGE, BEYOND THE OFFICE

A COLLECTION OF RECIPES FROM
OUR SEA AND SHORE TEAMS

BUTTER CHICKEN



INGREDIENTS

- 500 gm chicken
- 4 tablespoons curd
- 1 tablespoon ginger-garlic paste
- ½ tablespoon turmeric powder
- 1 tablespoon Kashmiri chili powder
- ½ table garam masala
- Salt as per taste

FOR GRAVY

4 onions chopped, 4 tomatoes chopped, 10 soaked cashew nuts, 2 tablespoons of oil, butter, 2 tablespoons ginger-garlic paste, 1 tablespoon coriander powder, 1 tablespoon Kashmiri chili powder, ½ tablespoon sugar, ½ tablespoon garam masala, and salt as per taste.

Whole spices: 1-2 bay leaves, 3 green cardamom, 1-2 cinnamon sticks, and 4 cloves.



Mohammad Irshad

Chief Cook

DIRECTIONS

Step 1: Marinate Chicken

Marinate chicken in 4 tbsp curd, 1 tbsp ginger-garlic paste, salt as per taste, ½ tsp turmeric powder, 1 tsp Kashmiri chili powder, ½ teaspoon garam masala, and let the chicken marinate for 20 minutes.

Then bake or grill with 1 tbsp butter

Step 2: For Gravy Masala

Take a pan, put it on a low flame. Add butter, whole spices, and chopped onion, and sauté it until the onion gets pink. Then add chopped tomato, 8 cashew nuts, ginger garlic paste, 1 teaspoon Kashmiri chili powder, and garam masala; let it cook until the tomato gets soft. Then take the pan off the stove and let it cool at room temperature, and then blend it until you get a smooth paste.

Step 3: Cooking everything

Now again take the pan, put it on low flame. Add butter, add gravy paste, add sugar, salt, garam masala, and grilled or baked chicken. Simmer it for 5-10 minutes until the chicken gets firm, then serve it in a bowl and add some cream and kasuri methi for garnishing.



MANGO RAITA

INGREDIENTS

- 1 ripe mango (sweet variety, chopped or mashed)
- 1 cup thick curd (yogurt)
- 2–3 tbsp grated coconut (fresh preferred)
- 1–2 dried red chilies
- ½ tsp mustard seeds
- A pinch of turmeric (optional)
- Salt to taste
- 1–2 tsp jaggery (optional, if mango isn't very sweet)
- Few curry leaves
- 1 tsp coconut oil/ Regular Oil
- 3–4 Garlic



Vaishnavi Sawant

Purchase Executive

METHOD

1. Grind masala:

Grind coconut, red chilies, mustard seeds, and turmeric with a little water into a smooth paste.

2. Prepare mango base:

Peel and chop or lightly mash the ripe mango.

3. Mix:

Add the ground paste to the mango. Then mix in curd, salt, and jaggery (if needed). Adjust consistency with a little water.

4. Tempering (tadka):

Heat oil; add mustard seeds, garlic, and curry leaves. Let them splutter.

5. Finish:

Pour the tempering over the raita and mix gently.

Photography Competition



Ajeet Kumar Sharma

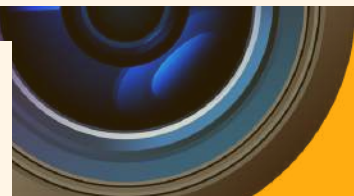


Virendra Prajapati



Photography competition winner

Ashok Kumar Yadav



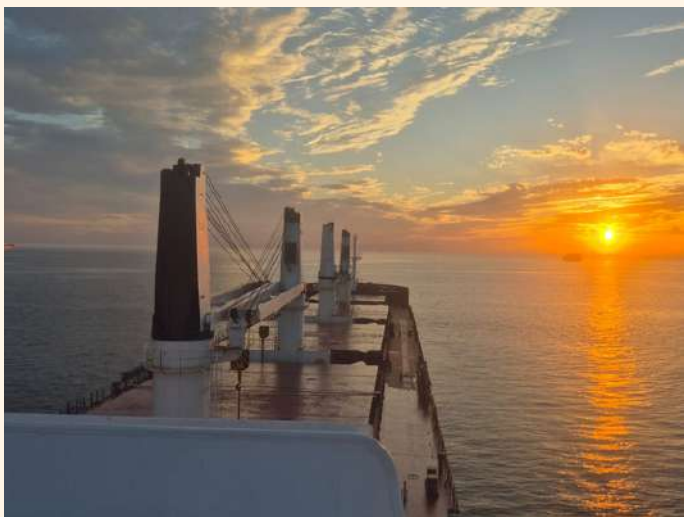
Every photograph tells a story, and this edition is no exception. A heartfelt thank you to all our seafarers who shared their remarkable moments from sea. Your entries not only showcased the beauty of life at sea but also the passion, dedication, and unique perspectives that make our maritime community special.



Virendra Prajapati



Abhishek Sharma



Slyvester Andrade



Shiv Kumar



Ajeet Kumar Sharma



Capt. Gaurav Kashyap



Ashok Kumar Yadav



Dejene Getachew Shiferaw

30-PAT ON THE BACK WINNER

APRIL - JUNE 2026



Capt. Aditya Swarup Bajpai
Master

20-PAT ON THE BACK WINNER

APRIL - JUNE 2026



Capt. Prabhat Ranjan
Master



Melaku Weldemariam Habtemairiam
Chief Engineer

10-PAT ON THE BACK WINNER

APRIL - JUNE 2026



Shadab Sattar Sawant
Chief Officer



**Prafulchandra
Kantilal Tandel**
Oiler



Jibin Chanayil Antony
Fitter



Kaushal Vishwakarma
Trainee Fitter



Ian Bosco Da Silva
3rd Engineer



Onkar Manohar Masaye
Marine Documentation
Executive

10-PAT ON THE BACK WINNER

APRIL - JUNE 2026



Ranjeet Kumar Chauhan
Fitter



Sourabh Sihag
Oiler



Shailesh Somchand Kapadia
Oiler



Frany Luciano Vaz
Bosun



Suresh Aswin
Able Bodied Seaman



Ankit Piyush Soneri
Able Bodied Seaman

SEA PROMOTIONS OF THE QUARTER

APRIL - JUNE 2026



Ejigu Dissassa Dinka

Chief Officer

Promoted to: Master



Aman Kumar

Deck Cadet

Promoted to: 3rd Officer



Shawn Dias

4th Engineer

Promoted to: 3rd Engineer



Virendra Paras Prajapati

4th Engineer

Promoted to: 3rd Engineer



Hardik Bharat Parmar

Trainee Ordinary Seaman

Promoted to: Ordinary Seaman



Sreejith Kumaran Thudiyan

Oiler

Promoted to: 4th Engineer



Tirupathi Rao Illumalla

Ordinary Seaman

Promoted to: Able Bodied
Seaman



Raj Sharma

Trainee Ordinary Seaman

Promoted to: Ordinary Seaman



Aashish Santosh Rangari

Wiper

Promoted to: Oiler

Learning Week 10.0 Winners



Solomon Cudjoe
Chief Engineer



Arul Elenchezian
Asirvatham
2nd Engineer



Sanket
Rabindranath Raut
Trainee Marine
Engineer

Congratulations to all the Learning Week Winners!

Your enthusiasm for learning, willingness to challenge yourselves, and commitment to continuous improvement truly reflect the spirit of growth at Campbell.



Seafarers of the Quarter

April - June 2026

Officer Category



D'Mello Julio

Add. 2nd Officer



Natnael Meles Kene

2nd Engineer

Rating Category



Gautam Vishwakarma

Asst. Fitter



Jibin Anthony

Fitter

Celebrations at Shore

From festivals and birthdays to team lunches and special events, every celebration reflects our culture of collaboration and shared success.



Celebrations at Sea

Celebrations onboard are a reflection of the camaraderie that defines life at sea. From recognising achievements to celebrating festivals and personal milestones, the Campbell family is always united





 **CAMPBELL**



Ek Ped Maa ke Naam





PAINTING OF SHIPS



THE BAHAMAS OFFICE

Campbell Maritime Centre, West
Bay Street, Nassau, New
Providence, Bahamas.

+124-23971795
info@csship.com

THE MUMBAI OFFICE

601, 444 The Corporate Lounge,
Linking Road, Khar (W),
Mumbai 400052.

+91-2261456789
info@csship.com

THE SINGAPORE OFFICE

Level 17, Frasers Tower, 182
Cecil Street, Singapore
069547.

+65-69569008
info@csship.com

The legacy we leave is not in
what we accomplish ourselves,
but in those we help grow.