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"TRUE LEADERSHIP IS MEASURED NOT ONLY BY
WHAT WE BUILD, BUT BY THE INTEGRITY WITH
WHICH WE BUILD IT AND THE PEOPLE WE
EMPOWER TO CARRY IT FORWARD."

DR. SANJAY
AGARWAL



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VISIONARY LEADERS

DR. SANJAY AGARWAL: BUILDING INFRASTRUCTURE, BUILDING LEADERS

For Dr. Sanjay Agarwal, more than four decades in infrastructure have been defined by far more than projects completed. His journey reflects a combination of engineering expertise, entrepreneurial vision, ethical leadership, and a commitment to developing people who can carry the industry forward.

His connection with infrastructure began early, influenced by his father, an Indian Railway Engineer, and the exposure he gained to bridges, tunnels, railways, and large construction projects. After graduating from Manipal Institute of Technology, Dr. Agarwal began his professional career with IRCON in 1986, contributing to major projects including the Rail Coach Factory in Kapurthala and infrastructure developments in Jakarta. He later joined IJM Corporation, expanding his experience across highways, bridges, townships, and large-scale projects in India and internationally.

In 2008, he founded Team Universal Infratech Pvt. Ltd., which grew to execute projects exceeding ₹2,200 crore before its acquisition by IJM Corporation in 2019. Across his career, Dr. Agarwal has contributed to the development of more than 5,000 lane kilometres of highways since 1999. One of his notable achievements came during the Solapur–Vijayapura highway project, where his team laid 25.54 kilometres of road in 17 hours and 45 minutes.

Yet, for Dr. Agarwal, leadership has always extended beyond engineering and execution. During the COVID-19 lockdown, approximately 2,000 workers remained stranded at project sites, reinforcing his belief that responsible leadership must place people and their wellbeing at its centre.

Since 2024, Dr. Agarwal has continued his professional journey as a Director and Advisor, while mentoring emerging leaders. Through SA Associates, he provides advisory services, industry networking, mentoring, liaisoning, product promotion, and investment-related guidance. He also holds Lifetime Registered Independent Director status.

His leadership philosophy remains rooted in a simple principle: ethics are paramount and the essence of success.

Today, Dr. Agarwal's focus is increasingly on sharing experience, strengthening organisations, and developing future leaders. His legacy is therefore measured not only by the infrastructure he helped build, but by the people, principles, and possibilities he continues to influence. Through every chapter, he continues to believe that the strongest foundations are built with knowledge, integrity, and a genuine responsibility towards people.

DR. SANJAY AGARWAL

Advisor & Director,
IJM India Infrastructure Limited, Hyderabad
Founder, SA Associate

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