

# NQ CONTRACTOR'S GROWTH CODE

9 Levels from Sole Trader to Market Leader — Where Are You Now?

n a \$40B infrastructure pipeline. The contractors who capture it are not the biggest — they are the most prepared. Find your level. Own it honestly. Focus entirely on the move that t

| #  | LEVEL            | TITLE                         | REVENUE         | WHAT STOPS GROWTH                            | CDD NEXT MOVE                                   |
|----|------------------|-------------------------------|-----------------|----------------------------------------------|-------------------------------------------------|
| 01 | SOLE TRADER      | The One-Person Show           | \$0 – \$40K     | No systems, no staff, no brand               | Move from doing to quoting & delegating         |
| 02 | OWNER-OPERATOR   | Working IN the Business       | \$40K – \$100K  | Reactive quoting, poor WHS docs              | Build a quote system & safe work method stmts   |
| 03 | SMALL CONTRACTOR | Growing a Small Team          | \$100K – \$300K | No capability statement, no prequalification | Capability statement, WHS manual, LinkedIn page |
| 04 | ESTABLISHED      | Chasing Tier 3 Work           | \$300K – \$1M   | Losing tenders on compliance gaps            | Formal WHS, finance reporting, capability docs  |
| 05 | TIER 3 SUPPLIER  | In the Supply Chain           | \$1M – \$3M     | Owner bottleneck — can't scale               | Operational frameworks, KPI dashboards          |
| 06 | TIER 2 CONTENDER | Competing for Major Work      | \$3M – \$10M    | Under-documented processes                   | ISO 9001/45001, leadership development          |
| 07 | TIER 2 SUPPLIER  | Established in Major Projects | \$10M – \$30M   | Reliance on key individuals                  | Executive team, scalable model, JV strategy     |
| 08 | TIER 1 PARTNER   | Partnering with Majors        | \$30M – \$100M  | No IP ownership, commoditised services       | Board governance, IP strategy, alliances        |
| 09 | MARKET LEADER    | Defining the Market           | \$100M+         | Complexity, talent market compression        | Legacy planning, mentorship, conglomerate       |

**CDD PRIMARY ZONE (Levels 03–06)** The growth zone where documentation, systems & strategic positioning make the difference.