

Control Number: 30240



Item Number: 2392

Addendum StartPage: 0



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December 29, 2014

Central Records  
Public Utility Commission of Texas  
1701 N Congress  
Suite 8-100  
Austin, TX 78701

RE: Project Number 30238, Annual Report on Historical Underutilized Businesses (HUB), and Project Number 30240, Report of Workforce Diversity and Other Business Practices (WFD) for the year ended 12/31/2014

Dear Sir or Madam:

Enclosed please find the annual report on Historical Underutilized Businesses (HUB) in compliance with Texas Government Code § 481.191(4) and the Report for Workforce Diversity and Other Business Practices in compliance with PURA § 52.256(b) and P.U.C. Subst. R. § 26.85. NextEra FiberNet, LLC dba FPL FiberNet is also providing information about its procurement policy and its Minority and Women Owned Business Initiative.

A copy of this filing has been sent to the Governor, the Lt. Governor, The Speaker of the House, Mexican American Legislative Caucus, Texas Legislative Black Caucus, and Texas Senate Hispanic Caucus.

If you have any questions concerning this filing, or need additional information about NextEra FiberNet, LLC, please contact me at 305-552-3539.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bruce Wuenker".

Bruce Wuenker  
Controller

Enclosures

2392

# **WORKFORCE AND SUPPLIER DIVERSITY FORM** **WORKFORCE DIVERSITY**

Occupational Categories	NUMBER OF TEXAS FULL-TIME EMPLOYEES FOR REPORTING YEAR												
	Combined Total	Company Totals		Caucasian		African American		Hispanic		Asian		American Indian	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Managers	2	1	1	1	1								
Professionals	19	16	3	15	1			1	2				
Technicians	1	1	0					1					
Sales Workers	0	0	0										
Office and Clerical	0	0	0										
Craft Workers (Skilled)	0	0	0										
Operatives (Semi-skilled)	0	0	0										
Laborers (Unskilled)	0	0	0										
Service Workers	0	0	0										
Previous Year Totals	0	0	0										
This Year Totals	22	18	4	16	2	0	0	2	2	0	0	0	0

**NOTE:** Double-click on embedded Excel chart to open. Click on a cell or use arrow keys to select an occupational category and ethnic group to update workforce diversity numbers. Do not enter information in Combined Total and Company Totals columns or the This Year Totals row as these will update automatically. Cells left blank will be counted as zero. Click anywhere outside of chart to exit.

**WORKFORCE AND SUPPLIER DIVERSITY FORM  
HUB/SMALL BUSINESS PROCUREMENT AS A PERCENTAGE OF TOTAL COMPANY PROCUREMENT**

<b>Actual % = [Total HUB(1) procurement + Total Small Business(2) procurement]/Total Company procurement</b>		<b>Actual % for Previous FY</b>	<b>Actual % for Current FY</b>	<b>Percentage Change</b>
Construction Contracts (3)				%
Commodities Contracts (4)				%
Other Services (5)				%
Professional Services Contracts (6)				%
Major Equipment (7)				%
Other (8)				%

(1) **HUB** -- Pursuant to Texas Government Code § 481.191(4), HUB means: (A) a corporation formed for the purpose of making a profit in which at least 51 percent of all classes of the shares of stock or other equitable securities is owned by one or more persons who are members of certain groups, including black Americans, Hispanic Americans, women, Asian Pacific Americans, and American Indians; (B) a sole proprietorship formed for the purpose of making a profit that is 100 percent owned, operated, and controlled by a person described by Paragraph (A) of this subdivision; (C) a partnership formed for the purpose of making a profit in which 51 percent of the assets and interest in the partnership is owned by one or more persons described by Paragraph (A) of this subdivision. Those persons must have proportionate interest and demonstrate active participation in the control, operation, and management of the partnership's affairs; or (D) a joint venture in which each entity in the joint venture is a historically underutilized business under this subdivision.

(2) **Small Business** -- Pursuant to Texas Government Code § 481.191(6), Small Business means a corporation, partnership, sole proprietorship, or other legal entity that: (A) is domiciled in this state; (B) is formed to make a profit; (C) is independently owned and operated; and (D) employs fewer than 100 full-time employees.

(3) **Construction** -- Construction done by general contractors and special trade contractors which includes new work, additions, alterations, reconstruction, installations, repairs, remodeling, renovating, and repair of office buildings. Heavy construction other than buildings such as pipelines, communication and power lines, sewer and water mains, asphalt and concrete construction of roads, trenching, cable laying, conduit construction, land clearing and leveling.

(4) **Commodities** -- All materials, goods or tangibles purchased to conduct business, not including fuel or purchased power contracts and major equipment purchases and rentals.

(5) **Others Services** -- All specialty work, special circumstances that required contract labor, special consultants or other non-defined services. Examples include audio/visual, staffing services, landscaping, forestry, tree trimming, art and decorative services, janitorial, travel/lodging, automotive repair, and photography.

(6) **Professional Services** -- Contracted professional services which include legal, consulting, health, engineering, accounting, advertising/marketing, architectural, real estate, computer services, research and analysis, education/training, insurance, surveying services, weather services, environmental, financial, etc.

(7) **Major Equipment** -- Includes all major equipment purchases and rentals including but not limited to transmission and distribution equipment, power plant equipment, substation equipment, heavy construction equipment, fleet requirements, etc.

(8) **Other** -- Any commodity or service not covered by the above categories.

## **WORKFOCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

### ***Describe Specific Initiatives:***

NextEra FiberNet, LLC dba FPL FiberNet ("FPL FiberNet"), together with its parent company, continues to train its managers and supervisors on the terms of the company's policies and procedures to ensure workforce and supplier diversity, equal employment/ contracting opportunity and a workplace free from harassment. FPL FiberNet expects all employees to comply fully. In addition, the company has strategically focused its recruiting efforts to work through organizations that reach minority populations, such as career fairs.

### ***Assess Specific Initiatives:***

The company believes that its training protocols with respect to workforce and supplier diversity are effective and well-implemented; however, FPL FiberNet recognizes that the goal of ensuring such diversity is a continuing challenge. For this reason, FPL FiberNet will continue to evaluate its existing programs and pursue incremental strategies to support its diversity efforts. The company has found that its use of strategic channels, e.g., career and vendor fairs, to more effectively access potential employees as well as small and minority-run businesses is productive.

### ***Describe Plans for Upcoming Year:***

FPL FiberNet intends to fairly and consistently enforce its policies regarding diversity, equal employment and contracting opportunity and anti-harassment. The company is committed to on-going review of its diversity programs and their results to ensure progress and identify other channels by which to achieve these goals. In particular, the company will explore reasonable options for identifying small and historically underutilized businesses that may be consider for future business opportunities.

### ***State Specific Progress Made under the Plan the Company is Filing:***

FPL FiberNet has established a solid foundation to support the company's commitment to diversity in employment and contracting. The parent company policies under which FPL FiberNet operates provide clear direction in this regard, which is enforced by the thorough and consistent on-going training of all managers noted above. This is further supported by annual review of results in the area of workforce and contracting diversity from which revised and incremental strategies will be developed.



Public Utility Commission of Texas

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Consumer	Industry	Agency	Rules & Laws	Filings	Relay Texas	STAP
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## Legislative Contacts for Workforce Diversity Reporting

### Electric and Telecommunications

Governor's Office  
P.O. Box 12428  
Austin, TX 78711

Lt. Governor's Office  
P.O. Box 12068  
Austin, TX 78711

Texas House of Representatives  
P.O. Box 2910  
Austin, TX 78768-2910  
Attn: Speaker of the House of Representatives

Rep Trey Martinez-Fischer  
Mexican American Legislative Caucus  
202 W. 13th Street  
Austin, Tx 78701

The Honorable Sylvester Turner  
Texas Legislative Black Caucus  
1108 Lavaca St., Suite 110 PMB 171  
Austin, TX 78701-2172

The Honorable Carlos Uresti  
Texas Senate Hispanic Caucus  
P.O. Box 684754  
Austin, TX 78768

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The PUC makes extensive use of Adobe's Acrobat PDF format. Download a free copy of the Acrobat Reader [here](#).

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General Information: 512-936-7000 Email: [web@puc.texas.gov](mailto:web@puc.texas.gov)

# SMALL UTILITIES HUB USE REPORT (Texas purchases)

Utility: \_\_\_\_\_

MBE Procurement	Construction Expenditures	Commodities Expenditures	Other Services Expenditures	Professional Expenditures	Major Equipment Expenditures	Other Expenditures	Total HUB Expenditures
African American Male	0	0	0	0	0	0	0
African American Female	0	0	0	0	0	0	0
Total African American	0	0	0	0	0	0	0
Asian American Male	0	0	0	0	0	0	0
Asian American Female	0	0	0	0	0	0	0
Total Asian American	0	0	0	0	0	0	0
Hispanic American Male	0	0	0	0	0	0	0
Hispanic American Female	0	0	0	0	0	0	0
Total Hispanic American	0	0	0	0	0	0	0
Native American Male	0	0	0	0	0	0	0
Native American Female	0	0	0	0	0	0	0
Total Native American	0	0	0	0	0	0	0
MBE Total (Male/Female Minority)	0	0	0	0	0	0	0
WBE Total (Non-Minority Female)	0	0	0	0	0	0	0
Total MBE & WBE Procurement	0	0	0	0	0	0	0
Total Unknown Status Procurement (1)	0	0	0	0	0	0	0
Total Non-Fuel Procurement (2)	0	0	0	0	0	0	0
Total Utility Purchases							0
Total Fuel and Purchased Power Procurement (electric only)							0
Total Non-Fuel, Fuel, and Purchased Power Procurement							0

(1) Vendors for whom HUB status is not directly known (2) Expenditures for goods and services from vendors not including wages, benefits, and other non-negotiable goods and services such as taxes and postage. Includes MBE/WBE and

Reporting Period: Oct. 1, 2013 through Sep. 30, 2014  
 Address: 9250 West Flagler Street  
 City: Miami  
 Reporting Date: 12/30/2014  
 Contact person: Bruce Wuenker, Controller  
 State: FL Zip: 33174  
 Phone: 305-552-3539 Fax: 305-229-5820

# Executive Summary: Corporate Diversity and Inclusion Strategic Plan

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## Overview:

The Corporate Diversity and Inclusion strategic plan will help the company build a stronger and more diverse workforce by strengthening its capability to attract, hire, develop and retain top talent. Increasing the company's diversity and developing a more inclusive culture will provide an important advantage to NextEra Energy when competing for top talent.

To ensure the successful implementation of this strategic plan we are asking for executive support in driving accountability by:

- Establishing goals and objectives around improving diversity and inclusion at the business-unit level;
- Participating in key Diversity and Inclusion events, such as the Diversity and Inclusion Leadership Summit in September; and
- Integrating the review of diversity within talent meeting discussions.

## Background:

It is important to recognize the key accomplishments that NextEra Energy has achieved:

- Established the Corporate Diversity Council;
- Implemented Employee Network Groups;
- Offered domestic partner benefits;
- Increased representation of women and minorities in managing professional roles and above;
- Recognized two consecutive years by *Hispanic Business Magazine* as a great place to work;
- Improved Corporate Engagement Survey's diversity and inclusion index scores;
- Provided continuous communications about important diversity and inclusion information through broad channels; and
- Provided diversity training for all employees (classroom and web-based).

## Communication Plan:

- Kick off implementation of strategic plan with an email communication to all senior leaders
- Leverage HR leaders and Corporate Diversity Council to deliver face-to-face communications with key business units
- Use Diversity and Inclusion Leadership Summit to generate energy and interest within middle- to senior-level management
- Share information about the strategic plan and business unit success stories through corporate communication channels

## Strategies:

- Attract top-quality candidates by strengthening our company's reputation as an employer of choice and by leveraging technology to create connections
- Partner with business-unit leaders to improve the effectiveness of our hiring plans and processes, and to build a talent pipeline for their respective units
- Expand and strengthen leaders' understanding of diversity and inclusion, and help them translate their improved understanding into actions that increase the diversity of their teams
- Drive continuous improvement in employee retention, and hold leaders accountable for results by leveraging corporate-level and business-unit employee engagement results, as well as turnover performance information

## Strategy 1 – Attract

**Attract top-quality candidates by strengthening our company's reputation as an employer of choice and by leveraging technology to create connections**

Obtain third-party recognition of NextEra Energy as a great place to work

- Fortune's Best Places to Work
- Hispanic Business Magazine
- Corporate Equality Index
- Diversity Inc. Top 50 Employers

Continue to drive change within our culture through demonstrating our corporate values – commitment to excellence, doing the right thing and treating people with respect

- Incorporate diversity and inclusion goals into Partners in Performance for leaders and individuals
- Implement a 360-degree process for evaluating leaders as it relates to the corporate values
- Influence leadership by introducing training with an emphasis on our corporate values

Expand community involvement and networking activities with women and minorities, with a specific focus on African-Americans, veterans and individuals with disabilities

- Participate in key diverse organizational and special events to increase networking
- Increase participation and involvement with Employee Network Groups (ENGs) and the Corporate Diversity Council
- Enhance our internship programs to develop a greater talent pipeline

Generate more women and minority applicants, with a specific focus on African-Americans, veterans and individuals with disabilities

- Increase the number of potential candidates who find our site and ads for open positions through search engine optimization (SEO)
- Improve NextEra Energy's career site content to appeal to broader audiences
- Use new techniques, such as social media channels to engage and reach a more inclusive pool of candidates

## Strategy 2 – Hire

**Partner with business unit leaders to improve the effectiveness of our hiring plans and processes, and to build a talent pipeline for their respective business units**

Improve college and professional event recruiting

- Establish recruiting event teams that include business unit decision makers, up to and including vice presidents and directors
- Increase candidate outreach prior to event, ensuring strong top-talent participation
- Implement recruiting's performance criteria to include metrics that measure the hiring of talented candidates, including women and minorities, with a specific focus on African-Americans, veterans and individuals with disabilities

Build partnerships with professional and college organizations that represent and support women and minorities, with a specific focus on African-Americans, veterans and individuals with disabilities

- Establish memberships with key organizations
- Develop and implement customized communication and outreach plans to fit each organization
- Implement a cross-functional ownership structure, ensuring ongoing activity with targeted organization and business unit involvement

Expand our talent pipeline by strengthening internship programs

- Develop detailed annual and summer internship programs that are tracked and reported on monthly
- Establish metrics to ensure inclusion of women and minorities, with a specific focus on African-Americans, veterans and individuals with disabilities
- Work with business unit partners to establish a more formalized mentoring program for high-potential interns

### Strategy 3 – Develop

**Expand and strengthen leadership's understanding of diversity and inclusion, and help leaders translate their improved understanding into actions that ultimately influence their ongoing efforts to build diverse and inclusive teams**

Develop and implement improved diversity and inclusion training for leaders

- Refresh existing online training to include the concept of unconscious bias awareness, that will help change decision-making behaviors
- Ensure diversity and inclusion concepts and recommended actions are integrated into targeted leadership training and development programs

Increase awareness of diversity and inclusion among leaders throughout the company, and continue to provide examples of actions that can be taken to reinforce these concepts

- Sponsor a diversity and inclusion leadership summit for middle- to senior-level managers featuring a dynamic speaker, showcasing our diversity and inclusion strategic plan and creating an opportunity for business leaders to share best practices
- Develop and implement leadership communications that reinforce understanding of diversity and inclusion, and continue to highlight corporate and business unit success stories

Establish leadership accountability to ensure our company creates diverse work teams and supports an inclusive culture

- Implement leadership performance objectives for diversity and inclusion
- Implement semi-annual review process for diversity progress, through existing talent meetings

### Strategy 4 – Retain

**Drive continuous improvement in employee retention and hold leaders accountable for results by leveraging corporate-level and business-unit employee engagement results, as well as turnover performance information**

Develop and implement ongoing methods to assess and report retention across the company

Build an ongoing process to analyze corporate-wide engagement data and survey results to develop initiatives and policies that encourage retention

## Diversity and Inclusion Training

NextEra University currently provides five on-line training opportunities that address various aspects of diversity, inclusion, discrimination and harassment.

### **It's All About Respect for Leaders**

The course provides an overview on harassment—both sexual and discriminatory—with a focus on common problem behaviors and how to avoid them. It includes a discussion on how to respond to and report harassing or discriminatory behavior from both an employee and a manager perspective. Finally, the course ties together our Company's choice to promote diversity with inclusion and the creation of a respectful workplace free of discrimination and harassment.

### **It's All About Respect for Employees**

The course provides an overview on harassment—both sexual and discriminatory—with a focus on common problem behaviors and how to avoid them. It includes a discussion on how to respond to and report harassing or discriminatory behavior. Finally, the course ties together our Company's choice to promote diversity with inclusion and the creation of a respectful workplace free of discrimination and harassment.

### **Lawful Employment Decisions for Managers**

More than just being aware of the federal laws, FPL managers and supervisors need to be prepared to make decisions in their day-to-day work environment that adhere to federal laws. Many personnel decisions deal with sensitive subjects, and managers need to recognize, prevent, and handle problem behaviors in an appropriate and legal manner. This course, Lawful Employment Decisions for Managers, provides information and scenarios that portray proper decision making and allows managers to practice making lawful employment decisions.

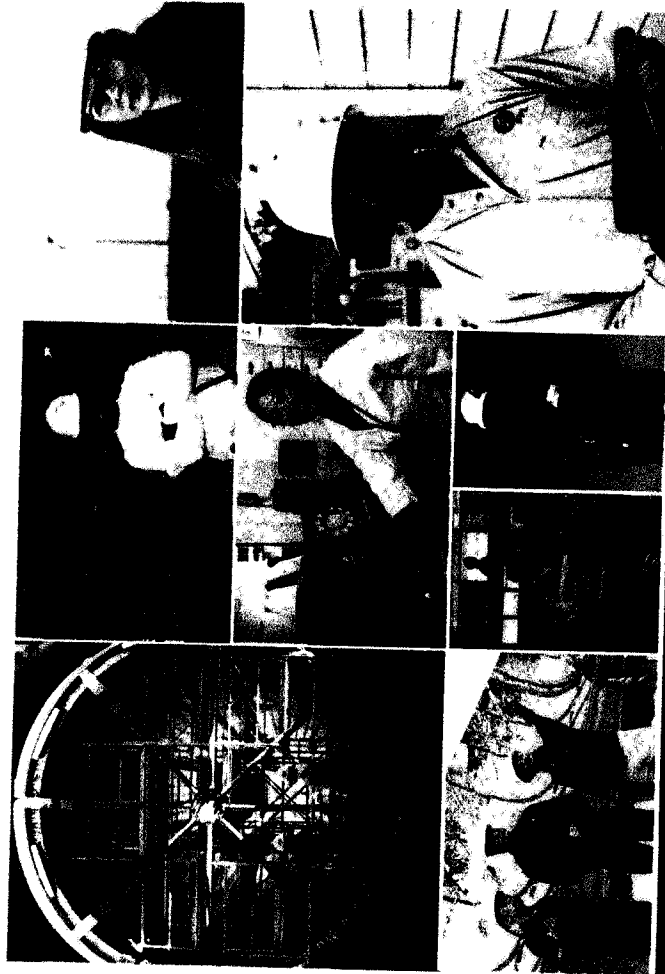
### **New on-line training – The NextEra of Inclusion**

We have combined the "Diversity and Inclusion for Employees" with "Leading Diversity and Inclusion" into one training that is applicable to both leaders and employees. "The NextEra of Inclusion" includes the Corporate D&I strategy, values and an introduction to the concept of unconscious bias. Participants will get a brief refresher on the concepts of diversity and inclusion, consider how our Company's values are in alignment with the creation of an inclusive culture; explore the concept of unconscious bias; and consider some actions that they can take to champion the effort—bringing the company closer to our goal of a diverse and inclusive work force. The course includes a guide to help leaders facilitate discussions.

Equal Employment  
**Opportunity**  
includes you

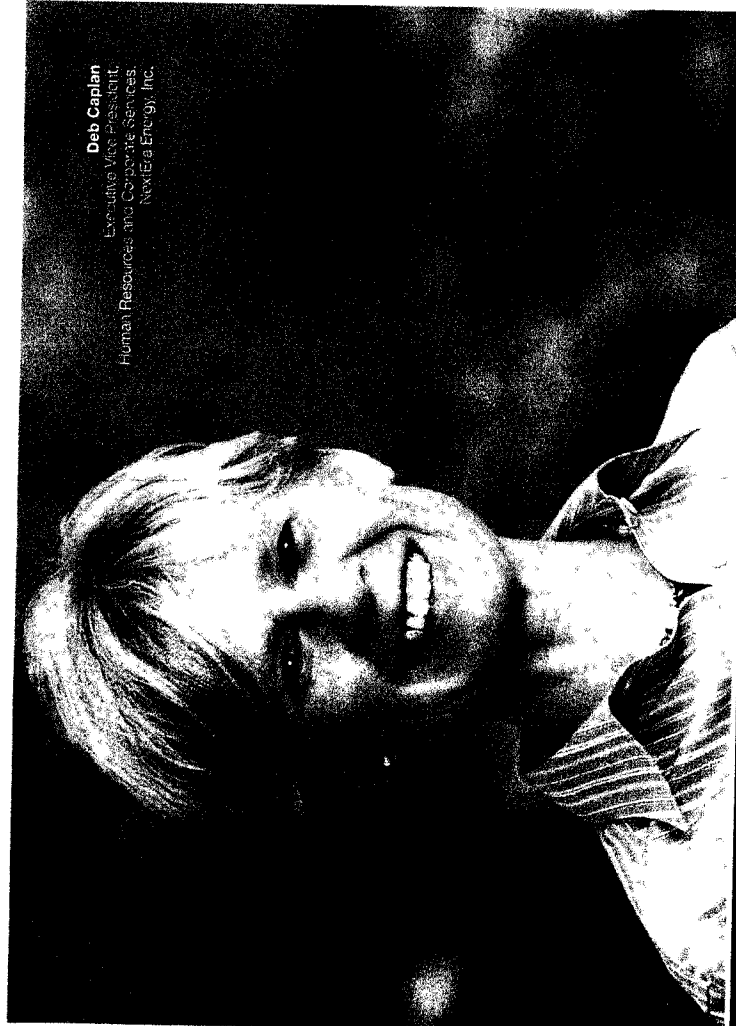


eWeb/Diversity



## 2014 Equal Employment Opportunity Program





**Deb Caplan**  
Executive Vice President,  
Human Resources and Corporate Services  
NextEra Energy, Inc.

By leading respectfully, promoting teamwork,  
building a diverse and inclusive team, and investing in development,  
we strengthen and engage our greatest asset — our people.



## Fellow employees

NextEra Energy, Inc. is a federal contractor and is subject to the laws administered by the Office of Federal Contract Compliance Programs (OFCCP). Accordingly, NextEra Energy is committed to the concept and practice of equal employment opportunity and affirmative action in all aspects of employment. It is the policy of NextEra Energy to recruit, hire, develop and promote into all job levels employees and applicants for employment without regard to race, color, age, sex, national origin, religion, marital status, sexual orientation, gender identity, gender expression, genetics, disability or protected veteran status. NextEra Energy bases all such decisions on individual merit, qualifications and competence as they relate to the particular position and promotion of the principle of equal employment opportunity. NextEra Energy's commitment to equal opportunity applies to all facets of the employment relationship, including compensation, benefits and all other terms, conditions and privileges of employment.

NextEra Energy is actively involved in providing a work environment that is free from discrimination and harassment on the basis of race, color, age, sex, national origin, religion, marital status, sexual orientation, gender identity, gender expression, genetics, disability or protected veteran status. Discrimination and harassment in any form is prohibited and will result in disciplinary action up to and including termination. Retaliation against anyone who alleges discrimination or harassment is strictly prohibited. NextEra Energy has developed and implemented an Affirmative Action Plan to support our commitment to the principle of equal employment opportunity. This plan describes in detail the policies and procedures used to carry out the company's commitment.

I am the company officer responsible for assuring the success of NextEra Energy's policy of equal opportunity and affirmative action. The management team is responsible for the implementation of NextEra Energy's policy in their respective areas. The EEO Diversity and Inclusion Manager has been designated the corporate equal employment coordinator to oversee the entire program.

It is important that all employees understand and follow our EEO policy. Please refer to the company's current EEO policy for additional information including how to report concerns. Individually and collectively, we must ensure that every individual is accepted and rewarded according to his or her contributions.

Sincerely,

*Deb Caplan*

**Deborah H. Caplan**  
Executive Vice President,  
Human Resources and Corporate Services  
NextEra Energy, Inc.

# Four things you should know about our EEO policy

All activities of NextEra Energy reflect full acceptance of our responsibilities as an Equal Opportunity Employer. Below are four things you should know about our EEO policy.

1 It's the law	2 You have a duty to act	3 How you report an incident	4 We live our values
We adhere to federal, state and local laws as it relates to providing individuals equal opportunity in all aspects of employment without regard to race, color, marital status, religion, gender, age, national origin, sexual orientation, gender identity, gender expression, genetics, physical or mental disability, or protected veteran status, and provides a work environment free of harassment.	If you witness any conduct that is harassing or discriminatory, even if it does not involve you directly, you are required to report it.	Employees and supervisors are to promptly report any incident to their supervisor, a Human Resources representative or the company's EEO coordinator. See page 3 for the ways to report an incident.	At NextEra Energy, we don't just focus on the legal thing to do, we focus on the right thing to do. We believe that achieving success in business begins with attracting, retaining and engaging great people at all levels.

See pages 4 – 7 for further details regarding the law, your responsibilities, and ways to report harassing and discriminatory behavior.

## Three ways to report an incident

Employees and supervisors are required to promptly report any harassing conduct or discriminatory practice that they experience, witness or have knowledge of.

By phone	In person	Online
To reach a Human Resources representative or the company's EEO coordinator, call 888-552-1055	You may report an incident to: <ul style="list-style-type: none"> <li>* Your supervisor</li> <li>* A company Human Resources representative</li> <li>* The company's EEO coordinator</li> </ul>	Employees who have a concern may complete a Workplace Concern Reporting Form, which can be found on My HR Direct, HR Policies, All HR Forms

No employee will be subject to retaliation for good-faith reporting of harassing or discriminatory conduct.

## Our EEO Policy

NextEra Energy, Inc. has been actively involved in an Equal Employment Opportunity (EEO) Program for many years. This program provides individuals equal opportunity in all aspects of employment without regard to race, color, marital status, religion, gender, age, national origin, sexual orientation, genetics, disability, or protected veteran status, and provides a work environment free of any type of harassment. In short, all activities of NextEra Energy reflect full acceptance of our responsibilities as an Equal Opportunity Employer.

The executive vice president of Human Resources and Corporate Services for NextEra Energy is the company officer responsible for assuring the success of our policy of equal opportunity and affirmative action. The management team is responsible for the implementation of NextEra Energy's policy in their respective areas. The EEO Diversity and Inclusion manager has been designated the corporate equal employment coordinator to oversee the entire program. Each business unit's Human Resources manager shall be designated the equal employment opportunity coordinator for that particular business unit, and has the responsibility for monitoring all equal employment and affirmative action activities in his or her business unit.

## Our EEO Program

Our program's intent is to ensure that equal opportunities are made available to all employees without regard to race, color, marital status, religion, gender, age, national origin, sexual orientation, gender identity, disability, or protected veteran status, with respect to all employment practices.

NextEra Energy recognizes that its employees are the company's most valuable resources. As an employer of people with a variety of individual differences, NextEra Energy is committed to creating a work environment that supports high performance from all employees and the most effective delivery of quality services to an increasingly diverse population.

To demonstrate this commitment, NextEra Energy has taken several important steps, including establishing a Human Resources function, to address equal employment opportunity issues.

Discrimination or harassment on the basis of any protected status is illegal and is strictly prohibited. Under this policy, discrimination means making a distinction in favor of or against a person based, in whole or in part, on the group, class or category to which that person belongs. Harassment means verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, marital status, religion, gender, age,

national origin, sexual orientation, gender identity, gender expression, genetics, disability, protected veteran status or any other characteristic protected by law, and that:

- » Has the purpose or effect of creating an intimidating, hostile or offensive work environment;
- » Has the purpose or effect of unreasonably interfering with an individual's work performance; or
- » Otherwise adversely affects an individual's employment opportunities.

Harassing conduct includes, but is not limited to, epithets, slurs or negative stereotyping, threatening, intimidating or hostile acts; denigrating jokes, and displaying offensive symbols and written or graphic material that denigrates or shows hostility or aversion toward an individual or group, and that is disseminated electronically, placed on walls or elsewhere on the employer's premises, or circulated in the workplace. This policy applies to all applicants and employees, whether related to conduct engaged in by fellow employees or someone not directly connected to the company. Retaliation against anyone who alleges discrimination or harassment is strictly prohibited.

**Jim Robo**  
Chairman and Chief Executive  
NextEra Energy, Inc.



When we create a more inclusive environment in which people from all backgrounds feel comfortable, valued and free to express their ideas, we make better decisions – that makes us a stronger, more successful company.

In addition to supporting our EEO policy and program, NextEra Energy is strongly committed to creating a diverse and inclusive workforce. Diversity and inclusion are values that reflect our culture of respect for people and the importance we place on our differences. We believe that achieving success in business begins with attracting, retaining and engaging great people at all levels. With this in mind, we have adopted the following company position on diversity and inclusion:

**We will foster an inclusive business environment that values and leverages the diverse talents, perspectives and ideas of all employees.**

We've found that we all benefit when we engage talented employees from varied backgrounds and points of view. Our customers and communities receive safe, reliable, quality energy services, our employees learn from each other and grow their own capabilities, and our shareholders benefit from the higher levels of performance that result when diverse teams address challenges and opportunities.

We are fully committed to EEO and compliance with the letter and spirit of the full range of fair employment practices and nondiscrimination laws. At the same time, promoting diversity and inclusion is what we choose to do. Fostering and engaging a diverse and inclusive workforce is and will continue to be an important focus for our company.

Employees and supervisors are required to promptly report any harassing conduct or discriminatory practice that they experience, witness or of which they have knowledge, to their supervisor, a company Human Resources representative or the company's EEO coordinator. Employees who have a complaint should complete a Workplace Concern Reporting Form, which can be found with instructions on **MY HR Direct > HR Policies > All HR Forms**.

Upon completion of the investigation, appropriate action will be taken. No employee will be subject to retaliation for good-faith reporting of harassing or discriminatory conduct, and corrective action will be taken, if appropriate. Each allegation will be handled promptly and confidentially to the extent reasonably possible.

To reach a Human Resources representative or the company's EEO coordinator, call 888-552-1055.

Employees in California may  
also contact the Department  
of Fair Employment and Housing  
within California, at 800-884-1684

1-800-700-2320  
www.dfeh.ca.gov

Outside of Canada, call 916-478-7251

Norfolk Energy, Inc. and its subsidiaries and affiliated business entities, including, without limitation, Florida Power & Light Company, Norfolk Energy Resources, LLC, FPL InterNet, LLC, FPL Energy Services, Inc., and Bata Energy, L.P., may have subsidiaries and affiliates with or without names similar to those listed above. The inclusion of such names does not constitute an offer by Norfolk Energy, Inc. or any of its subsidiaries or affiliates of securities of any company named herein. For convenience and simplicity, the terms "FPL," "Norfolk," "Bata," "Giant," etc., as well as terms like "corporation," "company," "firm," "we" and "us," may be used as abbreviations throughout this prospectus. These terms shall refer to the specific subsidiaries, affiliates or divisions of corporations or affiliates. No precise meaning of such terms will depend upon the context of their use.

Diversity and inclusion increases employee productivity, engagement, innovation and overall customer satisfaction. Not only is it the smart thing to do for our business – it is the right thing to do.



NextEra  
CEO,  
Sources

Ensuring a diverse and inclusive workplace benefits each of us, personally and professionally. I'm proud of what we are doing at NextEra Energy to drive this commitment.

## Two ways to access from anywhere



### Online

Employees can access this policy online at:

- » MY HR Direct,  
HR Policies,  
All HR Forms
- » eWeb/Diversity



### Smart device

Scan the QR code below to access this brochure electronically



### Our EEO Program

Our EEO Program is designed to ensure that all employees are treated fairly and equitably in all aspects of employment, including hiring, promotion, compensation, and termination. The program is based on the principles of fairness, equality, and respect for all individuals, regardless of race, gender, age, or ethnicity. The program is designed to ensure that all employees are treated fairly and equitably in all aspects of employment, including hiring, promotion, compensation, and termination. The program is based on the principles of fairness, equality, and respect for all individuals, regardless of race, gender, age, or ethnicity. The program is designed to ensure that all employees are treated fairly and equitably in all aspects of employment, including hiring, promotion, compensation, and termination. The program is based on the principles of fairness, equality, and respect for all individuals, regardless of race, gender, age, or ethnicity.



## Equal Employment Opportunity (EEO)/Affirmative Action Policy – 2014

NextEra Energy, Inc. is a federal contractor and is subject to the laws administered by the Office of Federal Contract Compliance Programs (OFCCP). Accordingly, NextEra Energy is committed to the concept and practice of equal employment opportunity and affirmative action in all aspects of employment. It is the policy of NextEra Energy to recruit, hire, develop and promote into all job levels employees and applicants for employment without regard to race, color, age, sex, national origin, religion, marital status, sexual orientation, gender identity, gender expression, genetics, disability or protected veteran status. NextEra Energy bases all such decisions on individual merit, qualifications and competence as they relate to the particular position and promotion of the principle of equal employment opportunity. NextEra Energy's commitment to equal opportunity applies to all facets of the employment relationship, including compensation, benefits and all other terms, conditions and privileges of employment.

NextEra Energy is actively involved in providing a work environment that is free from discrimination and harassment on the basis of race, color, age, sex, national origin, religion, marital status, sexual orientation, gender identity, gender expression, genetics, disability or protected veteran status. Discrimination and harassment in any form is prohibited and will result in disciplinary action up to and including termination. Retaliation against anyone who alleges discrimination or harassment is strictly prohibited. NextEra Energy has developed and implemented an Affirmative Action Plan to support our commitment to the principle of equal employment opportunity. This Plan describes in detail the policies and procedures used to carry out the company's commitment. In addition, NextEra Energy has developed an audit and reporting system to measure the effectiveness of our plan. The company's Affirmative Action Plan for individuals with disabilities and covered veterans is available for inspection, upon request, in the Human Resources Department during regular business hours.

Deb Caplan, executive vice president, Human Resources and Corporate Services, is the company officer responsible for assuring the success of NextEra Energy's policy of equal opportunity and affirmative action. The management team is responsible for the implementation of NextEra Energy's policy in their respective areas. The EEO Diversity and Inclusion Manager has been designated the corporate equal employment coordinator to oversee the entire program.

It is important that all employees understand and follow our EEO policy. Please refer to the company's current EEO policy for additional information including how to report concerns. Individually and collectively, we must ensure that every individual is accepted and rewarded according to his or her contributions.

A handwritten signature in black ink, appearing to read "Jim".

James Robo  
Chairman and Chief Executive Officer

A handwritten signature in black ink, appearing to read "Deb Caplan".

Deb Caplan  
Executive Vice President,  
Human Resources and Corporate Services

### LEGAL NOTE:

NextEra Energy, Inc. and its subsidiaries and affiliated business entities, including, without limitation, Florida Power & Light Company, NextEra Energy Resources, LLC, FPL FiberNet, LLC, FPL Energy Services, Inc., and Gexa Energy, L.P., may have subsidiaries and affiliates with a variety of names. Many of these names may include elements of "FPL," "NextEra," "FiberNet," and "Gexa." For convenience and simplicity, the terms "FPL," "NextEra," "FiberNet," "Gexa," etc., as well as terms like "corporation," "corporate," "company," "our," "we," and "its," may be used as abbreviated references for specific subsidiaries, affiliates or groups of subsidiaries or affiliates. The precise meaning of such terms will depend upon the context of their use.

NextEra Energy, Inc.

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