



Reflect

Reconciliation Action Plan

March 2025–September 2026



RECONCILIATION
ACTION PLAN

REFLECT

Acknowledgement

Infrastructure Victoria acknowledges the Traditional Owners of Country in Victoria and pays respect to their Elders past and present, as well as Elders of other First Peoples' communities.

We recognise that Victoria's infrastructure is built on land that has been managed by Aboriginal people for millennia.





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About the artists

Bayadherra is founded by proud Aboriginal Yorta Yorta brother and sister Luke and Siena Tieri (pictured). As descendants of the James Family, Luke and Siena's cultural origins are embedded in Yorta Yorta Country, Shepparton Victoria. Their grandfather Glenn James OAM is a respected Elder within community and is recognised as the first Indigenous man to umpire Australian rules football in the AFL.

As emerging artists with an Aboriginal business, Luke and Siena's purpose is to advance reconciliation and promote cultural awareness, education and understanding by reflecting their traditional storylines and Indigenous heritage in contemporary art pieces.

'Bayadherra' in Yorta Yorta language means 'turtle', the spiritual animal totem of the Yorta Yorta clan: a name reflective of Luke and Siena's Aboriginal identity and connection to community and Country.

Community, authenticity, and respect is at the heart of Bayadherra. Luke and Siena pride themselves on their collaborative attitude and unique ability to provide culturally meaningful art and design services to support clients and community.

Bayadherra is 100% Aboriginal owned and operated and is a registered member of Supply Nation Australia, Kinaway Chamber of Commerce Victoria, the Indigenous Art Code, and the Aboriginal Art Association of Australia (AAAA).



About the artwork – Daborra menut “The path beyond”

Daborra menut represents cultural connection, engagement, and the ongoing journey towards reconciliation.



The artwork features two yarning circles representing Infrastructure Victoria and Aboriginal and Torres Strait Islander communities. Through respectful cultural engagement and relationship building, blue and green journey lines emerge and connect each yarning circle to three central circles contributing to the three pillars of Reconciliation: respect, relationships, and opportunities.

Blue and green journey lines lead outwards and connect to six meeting places symbolising Infrastructure Victoria’s six values: independence, influence, innovation, openness, engagement, and people. These meeting places are linked by a pink pathway representing the path forward: the integration of Infrastructure Victoria’s six values within their Reconciliation journey, and the development of purposeful infrastructure connecting and benefiting all Victorians.

As community engagement strengthens, smaller pink pathways emerge as reconciliation is further embedded across Country and communities. The organic, circular movement of the pink pathway reflects Infrastructure Victoria’s commitment to designing a circular economy through innovative strategies to limit our environmental impact. Green, blue and pink hues depict traditional lands emphasising the importance of sustainability, protection and mutual preservation by acknowledging and respecting Country and culture.

From the Chair and Chief Executive Officer

We are pleased to present Infrastructure Victoria's first Reconciliation Action Plan.

Infrastructure Victoria is an independent advisor to the Victorian Government. Our research and policy recommendations seek to improve the lives of all Victorians. Our work is long-term thinking in today's policy landscape. It is short term when compared with Australian First Peoples' knowledge – the oldest living continuous culture on earth. Non-Indigenous Australians have much to learn from the Traditional Custodians, who have cared for Country for thousands of millennia and continue to do so.

Since our beginnings in 2015, Infrastructure Victoria has improved its understanding of the unique needs and structural disadvantages facing Aboriginal and Torres Strait Islander Victorians.

Like the broader Victorian community, our understanding of the importance of reconciliation with First Peoples has evolved over recent years. Similarly, our appreciation of the importance of self-determination has grown. Victoria's first 30-year infrastructure strategy in 2016 acknowledged Victoria's Traditional Owners and the specific needs of First Peoples but was limited in its specific recommendations for Aboriginal and Torres Strait Islander Victorians. The 2021 update to the strategy highlighted the needs of First Peoples, acknowledged the importance of Traditional Owners and First Peoples cultures, and directly linked self-determination to infrastructure decision making.

The 2025 strategy update has been informed by direct consultation with a diverse range of First Peoples stakeholders. It includes a specific First Peoples' objective for the first time and combines an emphasis on self-determination with specific identification of gaps in the infrastructure Aboriginal and Torres Strait Islander Victorians need in housing and community health services. In doing so, we are making tangible, evidence-based recommendations on the infrastructure Aboriginal and Torres Strait Islander Victorians need to realise self-determination.

The evolution of Infrastructure Victoria's approach to reconciliation is also informed by the culture of our organisation, our level of knowledge regarding First Peoples cultures and needs, our relationships with First Peoples stakeholders and how we perform our work. If we are to influence change on the things that really matter and be a fantastic place to work, we need to deeply understand how reconciliation can inform Infrastructure Victoria's culture, how we work and what we work on.

We are committed to working with Victoria's First Peoples to achieve self-determination and closing the gap in outcomes between Aboriginal and Torres Strait Islander peoples and other Victorians. A commitment to openness informs the work we do. This *Reflect Reconciliation Action Plan*, and the others that will follow, documents our intentions, and holds us to account. There is much to be gained from this process.

That's why this first Reconciliation Action Plan (RAP) is so important. We look forward to further progressing reconciliation.



Jim Miller
Chair
Infrastructure Victoria



Jonathan Spear
Chief Executive Officer
Infrastructure Victoria

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes Infrastructure Victoria to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Infrastructure Victoria joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Infrastructure Victoria to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Infrastructure Victoria, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

Infrastructure Victoria is the state's independent infrastructure advisory body.

We are an authoritative voice on Victoria's infrastructure needs and priorities. We influence decisions on infrastructure planning, anticipate challenges and opportunities before they arise and provide practical advice to the Victorian Government.

The Infrastructure Victoria Act 2015 established Infrastructure Victoria as an independent statutory authority. Our purpose is to 'provide independent and expert advice about Victoria's current and future infrastructure needs and priorities to support improved social, economic and environmental outcomes for the state.' (Infrastructure Victoria Act 2015.)

Infrastructure Victoria has 3 core functions:

preparing a 30-year infrastructure strategy for Victoria, which we review and update every 3 to 5 years
advising the Victorian Government on specific infrastructure matters

We aim to improve Victoria's long-term infrastructure decision-making with strong evidence and extensive consultation. Our work integrates and covers many different sectors including culture, sport and community, education and training, energy, environment, health and human services, information and communications technology, justice and emergency services, land use planning, transport, and water.

We do research to provide solutions to Victoria's infrastructure-related challenges. We consider different future scenarios for Victoria to examine the unique needs and opportunities for its cities and regions. We support decision makers to anticipate and adopt new technologies. We examine the effects of climate change and assess their consequences for infrastructure.

Every day, our values inform our strategic choices, support our team members in how they work and guide us in engaging with Infrastructure Victoria's stakeholders:

Independence

We exercise our independence with integrity. It provides us freedom to challenge, consider new ideas and create consensus.

Influence

We aim to influence the culture of infrastructure decision making. We build trust and influence through practical, evidence-based advice.

Innovation

We are bold, creative, and open to change and new ideas. We anticipate important issues and are invested in Victoria's future.

Openness

We say what we mean. We are accountable and transparent. We present our evidence and thinking for scrutiny.

Engagement

We value understanding the needs, interests, and preferences of the community. We share information and respond to feedback. We collaborate with colleagues and stakeholders.

People

We succeed through our people. Our culture esteems teamwork and welcomes diversity. We value, support, and challenge our people.

Victoria's 30-year infrastructure strategy presents recommendations for achieving a thriving, inclusive and sustainable state over the next 3 decades. It provides options that the Victorian Government can apply to solve infrastructure problems and position Victoria to successfully navigate future challenges.

Our staff live, work and travel across Victoria. Our office is in Melbourne on the lands of the Wurundjeri people of the Kulin nation.

At the time of publication, Infrastructure Victoria did not have any staff or board members that identify as Aboriginal or Torres Strait Islander peoples.

Our Reflect Reconciliation Action Plan

Infrastructure Victoria is committed to promoting and furthering reconciliation with Victoria's First Peoples.

Infrastructure Victoria was created in 2015, and as we have grown, so has our motivation to engage meaningfully in reconciliation. This reflects the Victorian Government's commitment to self-determination and Treaty. It was also important to staff to help deliver better policy outcomes for First Peoples Victorians by engaging meaningfully and supporting self-determination.

We want to continuously improve how our organisation creates an inclusive workplace and recognises the diversity of Victoria's population. We've reflected on our engagement with Victoria's First Peoples and acknowledge that at times we could have done better. First Peoples stakeholders told us they want to see our commitment to reconciliation and self-determination better reflected in our work and how we engage with them.

Our Reflect Reconciliation Action Plan (RAP) has the support of our board and team of 40 people. We are committed to increasing our understanding of the issues that matter to First Peoples, building strong relationships founded on respect, and creating more opportunities for Aboriginal and Torres Strait Islander peoples.

Our plan will be delivered by members across Infrastructure Victoria and supported internally by a working group. This group includes staff from teams across the organisation including research and policy, communications, and corporate services. It is chaired by our RAP Champion, Director of Corporate and People & Culture.

This plan will help us transform our intentions into actions and embed the purpose and principles of reconciliation into our workplace culture.

The journey so far...

The first 30-year infrastructure strategy, released in 2016, did not have any specific recommendations relating to Victoria's First Peoples. The needs of Aboriginal and Torres Strait Islander Victorians were part of our 137 recommendations for all Victorians.

The 2016 strategy identified the opportunity for Victoria's infrastructure and open spaces to acknowledge and promote Victoria's First Peoples cultural heritage and ongoing connection to Country.

It also discussed the need for better integration of justice services and health and human services, noting the specific needs of different communities, including Aboriginal and Torres Strait Islander Victorians.

The 2016 strategy also flagged the need for more targeted research based on different groups of Victorians, starting with the state's First Peoples.

In 2021, the updated strategy (pictured) included a section dedicated to acknowledging the relationship between infrastructure and Victoria's First Peoples.

It acknowledged Victoria's First Peoples as this land's first infrastructure builders, as well as the role of infrastructure in the colonisation and dispossession of Victoria's First Peoples.

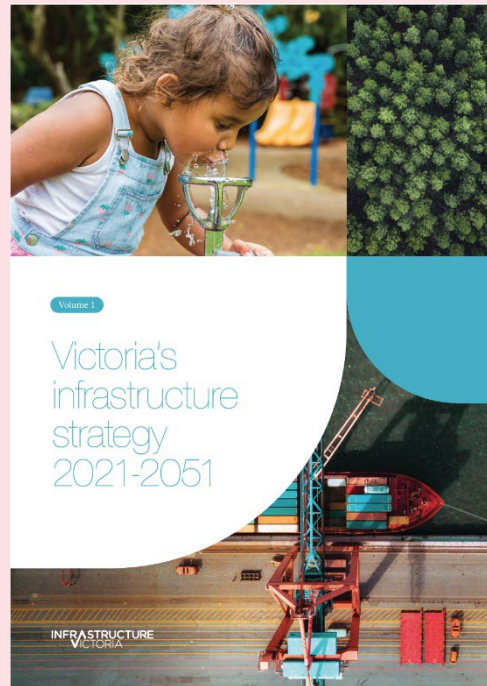
It recognised the Victorian Government's commitment to self-determination for Aboriginal and Torres Strait Islander peoples as a guiding principle. It highlighted the work of the Yoorrook Justice Commission as Australia's first truth-telling process and commitment to pursuing Treaty in partnership with Aboriginal and Torres Strait Islander Victorians. It also outlined the importance of several local and national policies, including the National Agreement on Closing the Gap as the leading policy frameworks designed to improve the lives of Aboriginal and Torres Strait Islander peoples across Australia.

Two out of 94 recommendations in the 2021 strategy directly related to the needs of Victoria's First Peoples. Recommendation 67 outlined the need for a co-designed plan for First Peoples' community-controlled infrastructure. Recommendation 82 suggested a statewide First Nations tourism strategy developed with Victoria's First Nations people. These recommendations were tested with First Peoples stakeholders as part of our engagement.

Later that year, the Victorian Government confirmed its support for both recommendations. It committed to developing an "outcomes framework for government investment in Aboriginal community infrastructure" that identified a way to estimate return on social investment; improvement to the Aboriginal Community Infrastructure Program; and better collaboration between the government and First Peoples community organisations.

In February 2024, the government allocated \$11 million to the eighth funding round of the Aboriginal Community Infrastructure Program. The grants support First Peoples organisations to new functional and accessible infrastructure or repair, renovate or extend existing infrastructure.

Since 2018, the program has delivered almost \$39 million for First Peoples organisations to create fit-for-purpose buildings and enhance culturally responsive services to improve the lives of Aboriginal and Torres Strait Islander Victorians.



Our partnerships and activities

The following activities are part of our recent and ongoing commitment to reconciliation with Victoria's First Peoples.

A new objective in the 30-year infrastructure strategy dedicated to Victoria's First Nation's peoples

Infrastructure Victoria is committed to strengthening our ongoing conversations with Victorian First Peoples' to better understand their perspectives on our work.

We held discussions with many stakeholders in setting the objectives of the 2025 infrastructure strategy update, including First Peoples' representatives. This included people from Registered Aboriginal Parties and Aboriginal Community Controlled Organisations to hear their perspectives and understand the goals important to them.

The 2025 infrastructure strategy update will include for the first time an objective dedicated to the unique needs of Victoria's First Peoples. It says:

Aboriginal people have self-determination and equal outcomes to other Victorians

Victoria's Aboriginal people have the power and resources to make decisions about their services, infrastructure, communities, and future. Victoria has closed the gap in outcomes between Aboriginal and Torres Strait Islander peoples and other Victorians. Victorian infrastructure reflects respectful engagement with Aboriginal communities, draws on their knowledge and celebrates their history, culture, and values.

It is one of 6 objectives of the 2025 infrastructure strategy update.

Cultural safety training with the Victorian Aboriginal Community Controlled Health Organisation

In April 2024, members of Infrastructure Victoria staff attended cultural safety training led by 2 facilitators from the Victorian Aboriginal Community Controlled Health Organisation (VACCHO).

Cultural safety is about providing an environment that considers and respects the cultural identity, values and norms of all staff and stakeholders.

For Australia's First Peoples, culturally safe practices and attitudes demonstrate an understanding, acceptance, and respect for Aboriginal and/or Torres Strait Islander cultural identities, cultural ways, and ongoing connection to culture, community, and Country.

VACCHO's Introduction to Aboriginal Cultural Safety training offers foundational knowledge and awareness on Aboriginal and Torres Strait Islander peoples, identities and cultures while exploring the basics of cultural safety and simple ways to put it into practice. Attendees enhanced their cultural knowledge to better understand the lived experience of Aboriginal and Torres Strait Islander Victorians in a safe learning environment.

Cultural awareness training was last provided in 2022. Additional cultural awareness or cultural safety training will be provided to all staff as part of this plan.

A research partnership with the Victorian Aboriginal Community Controlled Health Organisation

In March 2024, Infrastructure Victoria signed a 12-month Memorandum of understanding (MOU) with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO). VACCHO is the peak body that represents the collective of 32 Aboriginal community-controlled organisations in Victoria. VACCHO is a liaison for First Peoples communities to advocate for improvement and consultation in First Peoples health policies and coordinate statewide direction on First Peoples health issues that affect all member organisations and their communities.

The MOU states how VACCHO and Infrastructure Victoria will work together in an Aboriginal-led and self-determined way to improve the health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples living in Victoria through infrastructure. It is a statement of intent to foster genuine and mutually beneficial cooperation which must be conducted in a culturally appropriate manner. It recognises that issues concerning First Peoples health can best be presented by First Peoples and that research partnerships between First Peoples presenters and non-Indigenous people with experience in the relevant areas can be beneficial.

The advice, feedback and information shared will inform our social infrastructure and the 2025 update of Victoria's infrastructure strategy.

Improving our staff knowledge and understanding with a First Peoples' library in the office

This library is an initiative of the Reconciliation Action Plan working group. Members of the group donate books by Aboriginal and Torres Strait Islander authors or about Aboriginal and Torres Strait Islander issues. The books are non-fiction and fiction. A 'book of the month' features each month on our intranet and is displayed in the office. The library is a way to informally promote the work of First Peoples' authors to staff and visitors.

Contact

For more information about Infrastructure Victoria's Reconciliation Action Plan contact:

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Our actions

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	August 2025	Chair, RAP working group
	<ul style="list-style-type: none"> Research best practice and principles that support engagement and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	August 2025	Chair, RAP working group
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2025	Executive Director, Communications
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May-3 June 2025	Chair, RAP working group
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May-3 June 2025	Executive Director, Communications
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	March 2025	Director, Corporate and People & Culture
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	July 2025	Executive Director, Communications
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	July 2025	Chief Executive Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	March 2026	Director, Corporate and People & Culture
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	March 2026	Director, Corporate and People & Culture

Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. 	October 2025	Director, Corporate and People & Culture
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June 2025	Director, Research and Policy
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	April 2025	Director, Corporate and People & Culture
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	April 2025	Director, Corporate and People & Culture
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2025	Executive Director, Communications
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2025	Executive Director, Communications
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2025	Chair, RAP working group

Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	August 2026	Director, Corporate and People & Culture
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	August 2026	Director, Corporate and People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	January 2026	Chief Procurement Officer

diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	January 2026	Chief Procurement Officer
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Governance			
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. 	March 2025	Director, Corporate and People & Culture
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	March 2025	Chair, RAP working group
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	April 2025	Director, Corporate and People & Culture
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	March 2025	Chair, RAP working group
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	March 2025	Chair, RAP working group
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	March 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	March 2025	Chair, RAP working group
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June 2025	Chair, RAP working group
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	August 2025	Chair, RAP working group
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	September 2025	Chair, RAP working group
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	March 2026	Chair, RAP working group

Sustainability note

Infrastructure Victoria is committed to reducing its impact on the environment. This report is available in accessible version online or in PDF format only.

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This document is also available in PDF and accessible HTML or Word format at www.infrastructurevictoria.com.au

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