

The Company has incurred total pretax expenses of \$690 million related to these strategic realignment initiatives since they commenced. These expenses were recorded in the line items other operating charges and other income (loss) — net in our consolidated statements of income. Refer to Note 19 for the impact these expenses had on our operating segments and Corporate. Outside services reported in the table below primarily relate to expenses in connection with legal and consulting activities. These initiatives were substantially complete as of December 31, 2021.

The following table summarizes the balance of accrued expenses related to these strategic realignment initiatives (in millions):

	Severance Pay and Benefits		Outside Services		Other Direct Costs		Total
2020							
Costs incurred	\$	386	\$	37	\$	4	\$ 427
Payments		(170)		(36)		(1)	(207)
Noncash and exchange		(35) ¹		—		—	(35)
Accrued balance at end of year	\$	181	\$	1	\$	3	\$ 185
2021							
Accrued balance at beginning of year	\$	181	\$	1	\$	3	\$ 185
Costs incurred		224		37		2	263
Payments		(265)		(35)		(3)	(303)
Noncash and exchange		(120) ¹		(2)		—	(122)
Accrued balance at end of year	\$	20	\$	1	\$	2	\$ 23

¹ Includes stock-based compensation modifications, pension settlement charges, and other postretirement benefit plan curtailment charges. Refer to Note 12 and Note 13.

Productivity and Reinvestment Program

In February 2012, the Company announced a productivity and reinvestment program designed to strengthen our brands and reinvest our resources to drive long-term profitable growth. This program was expanded multiple times, with the last expansion occurring in April 2017. While we expect most of the remaining initiatives included in this program, which are primarily designed to further simplify and standardize our organization, to be completed by the end of 2023, certain initiatives may extend into 2024.

The Company has incurred total pretax expenses of \$4,044 million related to our productivity and reinvestment program since it commenced. These expenses were recorded in the line items other operating charges and other income (loss) — net in our consolidated statements of income. Refer to Note 19 for the impact these charges had on our operating segments and Corporate. Outside services reported in the table below primarily include costs associated with outplacement and consulting activities. Other direct costs reported in the table below include, among other items, internal and external costs associated with the development, communication, administration and implementation of these initiatives; accelerated depreciation on certain fixed assets; contract termination fees; and relocation costs.