



2016 AARP ANNUAL REPORT

NATIONAL
PRESENCE

Local
IMPACT

AARP[®]
Real Possibilities

24

AARP has a powerful local impact, thanks to a nationwide army of dedicated volunteers, 53 state offices and an enhanced presence in more than 100 communities. We strive to ensure that everyone 50-plus lives in vibrant, supportive communities where they can thrive.

This report highlights the stories of real people making a difference with—and through—AARP.



Contents

REPORT FROM THE CEO	2
LETTERS FROM THE BOARD CHAIR AND THE PRESIDENT	4
HEALTH SECURITY	6
FINANCIAL RESILIENCE	10
PERSONAL FULFILLMENT	14
PROTECTING THE MOST VULNERABLE	18
INFORMATION & MEMBER VALUE	22
DISRUPT AGING	26
INNOVATIVE THINKING	28
2016 AARP BOARD OF DIRECTORS	30
2016 AARP EXECUTIVE TEAM	35
2016 FINANCIAL STATEMENTS	36

2016

Report from the AARP CEO

2016 was an exciting year for AARP and people 50 and older. We celebrated the 50th anniversary of Medicare, Medicaid and the Older Americans Act, and the 80th anniversary of Social Security.



2016 will be remembered as the year AARP ignited a nationwide movement to disrupt aging—to change the conversation in this country about what it means to grow older.

At AARP, we recognize that the way people are aging is changing, but many of the old stereotypes and attitudes about aging have not changed, nor have the solutions designed to help people live better as they age. So, we set out to change that.

Our goal was to challenge those outdated stereotypes and attitudes and spark new solutions so more people can choose how they want to live and age. We focused on innovation to advance our social impact agenda including caregiving, Social Security, savings and planning, work and jobs, and age-friendly communities.

We expanded our thought leadership, convening conferences on The Future of Work and The Future of Housing and continuing our AARP Live Pitch event for companies developing new products and

services around health innovations for people 50 and over. Innovative initiatives such as BankSafe created opportunities for new partnerships and co-creation as did our participation in OECD and a forum on The Internet of Healthy Things. We also confronted the issue of ageism with captivating videos reaching tens of millions of viewers and through our annual Movies for Grownups Awards.

At AARP, we help people face up to the challenges of aging, but we do more than that—we help them see aging as an opportunity to live the life they've always wanted. As you read this Year in Review, you will discover the many ways we disrupted aging in 2016 to empower people to choose how they live and age.



Photo © Timothy Greenfield-Sanders

A handwritten signature in black ink that reads "Jo Ann Jenkins". The signature is fluid and cursive.

JO ANN JENKINS
Chief Executive Officer

Letter from the Board Chair

Our lives are like a road trip, filled with exciting adventures and challenged by unexpected detours.



A handwritten signature in black ink that reads "Joan Ruff". The signature is fluid and cursive.

JOAN RUFF
AARP Board Chair

I think of AARP as a navigator throughout this journey—helping people achieve their dreams while smoothing the rough patches through advocacy, unbiased information, volunteer opportunities, charitable work and valuable member benefits.

AARP's all-volunteer Board of Directors provides strategic leadership for the entire AARP "family." As this Year in Review details, our three core priorities are health security, financial resilience and personal fulfillment. In 2016 management delivered on these strategic priorities, thanks in no small measure to stepped-up engagement at the local level and AARP's dedicated volunteers.

Just a few examples:

- > Passage of caregiving legislation in 14 states through our grassroots advocacy.
- > Focus on the need to update Social Security through our "Take a Stand" campaign.

- > Secured retirement savings options for ten million small-business employees through "Work and Save" laws passed with AARP's support.
- > Half-million people participating in AARP Driver Safety conducted by 4,000 volunteers.
- > 2.7 million taxpayers filing tax returns free of charge through AARP Foundation Tax-Aide and its 35,000 IRS-certified volunteers.

This is an exciting time to be part of AARP. Times change. Leadership changes. But, our volunteers' dedication, passion and compassion remain constant. Looking ahead, AARP will continue to advance our mission and work for all in helping to build a brighter future for our children and grandchildren.

Letter from the President

Listening carefully to our members is key to our goal of empowering people to choose how to live and age.

As the principal national volunteer spokesperson, I have the privilege of receiving direct feedback to my regular columns in *AARP The Magazine*. From them I learn in the most personal terms what people want and need, and how AARP might help. My Board colleagues and I hear diverse views firsthand when representing AARP nationwide. In addition, the Board's policy decisions reflect the views of people 50-plus by inviting public input every year via the all-volunteer AARP National Policy Council.

AARP also listens to members by monitoring millions of calls fielded by our call center each year. We gain insights from opinion

surveys, social media feedback, letters to our publications and discussions on our Online Community. Staff and volunteers now use a mobile app to capture and submit real-time reactions from people at AARP events or at state offices.

By reflecting input from a wide range of sources within the 50-plus community, this report captures the views of a cross-section of America. We will continue listening and responding to help ensure that experiences with AARP are effortless—and that our social-mission efforts help people achieve their goals and dreams.



Eric Schneidewind

ERIC J. SCHNEIDEWIND
AARP President

2026

Health Security

AARP's Vision: An America where 50-plus individuals have access to the care, information and services they need to lead healthier lives



Advocating for Family Caregivers

More than 27 million family caregivers benefited from laws or regulations passed at the state level in 2016, thanks to grassroots advocacy efforts rooted in personal stories. Notable victories included approval of the CARE Act in 14 states, the District of Columbia and the U.S. Virgin Islands. First proposed in 2014 by AARP, this commonsense law—now passed in 35 states—helps equip family caregivers as they transition a loved one from hospital to home.

In particular, the Caregiver Advise, Record, Enable (CARE) Act allows every hospital patient to designate a family caregiver, whose name is recorded in the patient's chart.

The hospital will notify the caregiver about discharge or transfer plans and offer instructions for follow-up care, such as managing medications or giving injections.

As a result, caregivers will be more prepared and may experience less stress after a loved one returns from the hospital.

Sandy Davis, of California, is typical of someone who'll benefit. Every time her elderly mother or husband was discharged from the hospital, Davis was handed several sheets of paper on how to handle complex medical tasks. "Most of the time, the hospital staff doesn't explain anything," Douglas said. "They just give me the papers to take home."



Sandy Douglas has been the caregiver for her husband, Scott, for the past five years.

Photo by Stephen Lam

SOCIAL IMPACT: Caregiving Advocacy

- Millions of older Americans will be able to live independently at home through nutritious meals, home- and community-based care, transportation and other services provided through the Older Americans Act, reauthorized by Congress with AARP's support.
- More than eight million middle-class people age 65 and up will be able to deduct more medical expenses from their federal taxes, thanks to the AARP-backed Seniors Tax Hike Prevention Act.
- Hundreds of AARP volunteers and staff fanned out across Capitol Hill in June to build Congressional support for a national long-term care strategy and tax credits for family caregivers.



Romell Cooks is one of the AARP Georgia volunteers who teach others how to plan for the role of family caregiver.

Photo by Melissa Golden

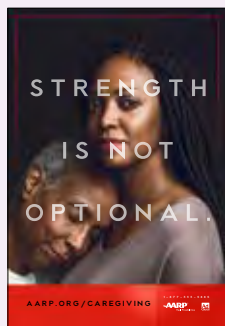
Helping Family Caregivers Support Loved Ones

Romell Cooks knows the ins and outs of caregiving: Her father lived to be 94; her mother 100. She is among the AARP Georgia volunteers who led a workshop called Prepare to Care, which helps people plan for the role of family caregiver.

“Unfortunately, most families don’t have a caregiving plan in place. This workshop tells you how to make a plan before the situation becomes a critical need,” said Cooks, a retired federal employee. “The workshop tells you how to build a caregiving team and who ought to be on that team.” A team is especially critical if the primary caregiver lives in another city or state, she noted.

AARP’s free workshops drew caregivers, health care professionals and organizations serving older adults. In addition, caregivers connected with resources and each other through “Careversations” held in nearly three dozen metropolitan areas.

Other informative resources included articles in AARP’s publications, interviews with celebrities about their caregiving experiences and *Stepping Up*, a film about the caregiving stories of four African American jazz artists.



SOCIAL IMPACT: Caregiving Resources

- > Public service ads about the pressure faced by male caregivers and African Americans/Blacks who care for loved ones were seen by millions via the AARP/Ad Council caregiving campaign.
- > Five new instructional videos created in part by the AARP Public Policy Institute gave tips to family caregivers on administering medications.
- > AARP’s new caregiving leave benefit for all eligible full- and part-time staff reflected a commitment to help employees balance work with their personal lives. More broadly, a business case showing a positive return on investment for employment policies to support family caregivers was released in March by AARP and the Respect a Caregiver’s Time (ReACT) coalition.

Expanding Nurses' Scope of Practice

When nurse anesthetist and Air Force Reserve Colonel Jan Setnor served as a sole provider at a forward operating base in Afghanistan, no doctor looked over her shoulder as she cared for patients. Back in civilian practice in northern Virginia, however, “all of a sudden, I’m supervised again,” she said.

Although nurses are filling the rising need for primary health care, most states require that physicians oversee their work—through laws that also extended to Veterans Administration facilities.

Fortunately, veterans achieved greater access to care late in 2016 when the VA agreed to allow most advanced-practice

registered nurses to give the care they were trained to provide. The AARP Center to Champion Nursing in America fought for the rule, along with organizations representing veterans and highly trained nursing professionals.

At the state level, too, AARP members spoke up and lawmakers listened, as seven more states expanded the authority of advance practice nurses. For example, Florida will give them broader prescription authority, and West Virginia removed a requirement that advanced practice nurses enter into collaborative agreements with physicians.



Jan Setnor, president of the Virginia Association of Nurse Anesthetists, wants nurses to have greater practice authority.

Photo by Lexey Swall

SOCIAL IMPACT: Protecting Medicare

- AARP began mobilizing members after several members of Congress discussed cutting Medicare benefits for seniors and future generations after the presidential election. Safeguarding the health of older Americans has been priority for AARP since we were founded in 1958.
- Rising prescription drug prices, which hurt consumers and taxpayer-funded programs alike, were the focus of several AARP reports. Shining a light on unreasonable and unjustified drug prices helps build support for reforms that reduce health costs for everyone.
- AARP continued to help consumers and policymakers understand Medicare through toolkits, articles, reports, local workshops and social media posts.



Photo by Whitney Curtis

Walking groups and bicycling events organized by AARP’s local offices promoted healthy lifestyles and new friendships. Loretta Davis, at right, leads a group hike in Ballwin, Missouri.

2016

Financial Resilience

AARP's Vision: An America where people 50-plus have the financial resources to match their longer lifespans.



Urging Candidates to 'Take a Stand' on Social Security

AARP's "Take a Stand" campaign elevated the national conversation on Social Security as part of our goal to keep Social Security financially sound and paying adequate benefits well into the future.

AARP pressed candidates for the presidency and Congress to give voters real answers about how they'll keep Social Security strong. If our leaders don't act, AARP warned, future retirees could face a 21 percent cut in benefits.

Thousands of Take a Stand volunteers attended campaign events from New Hampshire to California to question the

candidates about their plans for Social Security.

The *AARP Bulletin* published responses from Democratic presidential nominee Hillary Clinton and Republican nominee Donald Trump to questions about making Social Security financially sound for future generations and ensuring its benefits are adequate to meet people's needs.

AARP also sought to force Social Security into the public debate by holding forums featuring experts who spoke about the pros and cons of different Social Security proposals.



People nationwide helped elevate the national conversation on Social Security through AARP's Take a Stand campaign.

SOCIAL IMPACT: Social Security

- State-specific reports from the AARP Public Policy Institute highlighted the high financial cost of inaction on updating Social Security.
- AARP's interactive Social Security calculator was used more than 1 million times in 2016 by people seeking to determine the best age to claim their benefits.
- AARP teamed with behavioral scientists in the Social Security Administration and the White House to identify ways to improve the public's understanding of different options for claiming Social Security benefits.





Christine Evans, right, owner of the Booksmith in San Francisco, supported the state savings proposal.

Photo by Beck Diefenbach

Building New Ways for Small-Business Workers to Save

Although workers who are able to save for retirement out of their regular paycheck are 15 times more likely to save, some 55 million Americans have no access to a retirement plan at work.

Fortunately, more than 10 million of those workers will gain retirement savings options from their employers through “Work and Save” laws passed in 2016 with AARP’s support in California, Connecticut, Maryland and New Jersey.

In San Francisco, for example, the 12 employees of the Booksmith shop in San Francisco are among the 7.5 million Califor-

nians who will soon gain a new way to save. Previously, store owner Christine Evans had wanted to provide a retirement savings plan, but couldn’t justify the cost or administrative burden of creating one.

Evans found a winning option after the legislature established the California Secure Choice Retirement Savings Program. This public-private partnership will make it easier for employers with five or more workers to establish a basic retirement savings option. In all, eight states now have state-sponsored retirement plans for employers who don’t offer one, thanks to AARP’s advocacy.



AARP volunteers deliver petitions to the Department of Labor.

Standing Up for Investors

Investors will save a whopping \$17 billion over 10 years through new federal rules designed to prevent financial advisors from putting their own interests ahead of their clients.

AARP was a strong advocate for the new fiduciary rules finalized by the U.S. Department of Labor. These pro-consumer rules are scheduled to begin taking effect in April 2017.

Empowering People to Avoid Fraud

Identity theft robs Americans of billions of dollars every year—but it is also one of the easiest crimes to prevent.

Billie Stewart still feels the sting of being swindled for nearly \$50,000 in family reunion funds some 20 years ago by a bogus travel agent. Now, she helps others avoid becoming victims by volunteering with AARP Michigan's Fraud Watch Network program.

"I still cry," said Stewart, a Detroit resident who coordinates after-school programs for children. "And I want to enlighten as many people as I can. Somebody else will not get taken that easily."

Fraud Watch Network gives people of all ages information to protect themselves, their families and their friends from fraud and scams.

Thanks to a host of caring AARP volunteers like Stewart, information from the Fraud Watch Network was presented nationwide in 2016 through talks and workshops for community organizations, churches and other groups. An electronic newsletter and real-time alerts provide information about the latest scams, and trained volunteers man a toll-free hotline to help people who've been victimized.



Billie Stewart, of Detroit, was swindled 20 years ago. She turned the tables on scam artists by volunteering with AARP Fraud Watch Network.

Photo by Sean Work

BankSafe: Protecting Retirement Savings

Imagine the challenge facing a bank teller who fears a caregiver is writing inappropriate checks from an older client's bank account, or the worry an investment advisor faces when an older client suddenly can't manage his finances. Victims of financial exploitation lose \$120,000 on average—almost as much as an average 50-year-old has for retirement savings.

Solutions to these and other challenges were shared with the financial industry in 2016 by AARP's new BankSafe initiative—part of AARP's effort to protect consumers' retirement savings. As a result, several banks have adopted policies to protect consumers from financial exploitation.



Photo by Zach Dobson

Tish Biggs, of Indiana, is among the AARP Fraud Watch volunteers who help people guard against frauds through shredding events and community workshops.

2026

Personal Fulfillment

AARP's Vision: An America where people 50-plus are seen as an integral and inspirational asset to society.



Promoting Driver Safety

Not long after retiring, Rose Hobson got bored. The former FBI communications security specialist from Maryland wanted to find something enjoyable that allowed her to “give back to the community.”

In 2010, she discovered AARP Driver Safety, serving as an instructor and later as district coordinator for Prince George’s County. In November 2016, Rose took on her biggest leadership role yet as state coordinator, leading all Driver Safety volunteers in Maryland. Getting involved has expanded her world. “It helps you be a better person,” she said. “It helps you to learn and network. It’s like a family.”

Nearly a half-million people participated in AARP Driver Safety courses and other driver-related educational offerings in 2016, thanks to Hobson and some 4,000 other dedicated volunteers. More than 16 million participants have gone through AARP Driver Safety programs since 1979.

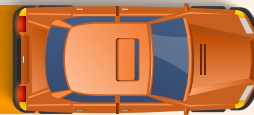
In response to growing interest by 50-plus drivers in vehicle safety technology, AARP began testing SmartDriverTEK courses in several states. Developed jointly with The Hartford, this initiative used workshops and pop-up events to educate drivers about getting the most from new technologies, such as warning systems for blind spots and lane departures.



Rose Hobson teaches an AARP Smart Driver™ course in District Heights, Maryland.

Photo by Eric Kruszewski

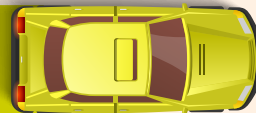
500,000 PARTICIPANTS (Driver Safety, CarFit & We Need to Talk)



25,000 CLASSROOM COURSES



4,000 VOLUNTEERS



DRIVER SAFETY:

A Volunteer-Run Success Story



Delores Helton rejoiced in learning how to share photos of her great-granddaughter Kalia during an AARP TEK workshop.

Photo by Kyle Monk

Finding Personal Fulfillment

Delores Helton uses her smartphone to stay in touch with her children and grandchildren. But the Los Angeles retiree often has to ask them for help.

During a free AARP TEK workshop, however, Helton rejoiced in learning how to move a photo from a text message to a photo file, where she could save it. That tip alone made the two-hour event worthwhile, since the photo captured her great-granddaughter on her first day of school. It's a priceless treasure she can keep and share.

AARP TEK (Technology Education and Knowledge) workshops held in more than

20 cities provide a friendly, low-key environment for learning how to use smartphones and tablets to text, take and share photos and stay competitive in the workplace. AARP TEK workshops have been offered in English, Spanish, Mandarin, Tagalog (for Filipinos) and Korean.

The online AARP TEK Academy also empowers people age 50-plus to stay connected with friends, health information, entertainment and much more.

Anna Walker, right, began helping others in Tennessee pursue their goals and dreams as a volunteer "guide" with Life Reimagined after completing several of its online programs. Doing so gave her confidence about relaunching her image consulting business, she said.



Photo by Joe Buglewicz

Fine-Tuning Life Reimagined

Since 2012, AARP's Life Reimagined initiative has helped millions of Americans to explore, dream, and plan for what's next in life regardless of their age. Though scaled back in 2016, Life Reimagined continued focusing on its four key offerings: local "Check-Up" workshops led by volunteers; a robust website with useful content about life transitions; electronic courses; and LifeMap, an online offering that allows people to design the life path that's right for them.

Building Great Cities for All Ages

Before the sun peeks over Mingus Mountain, Ron Brinkman begins a five-mile stroll on his favorite path in northern Arizona. Neighbors young and old run by or pass him on bicycles.

“The air is cool and clean, just right for morning walks,” said Brinkman, a former oil company employee. As chair of AARP Yavapai Volunteers, Brinkman supported the effort to create the pathways in his town.

In Phoenix, it’s easier for people without cars to get to work, doctor appointments and stores, thanks to expanded bus transportation, Dial-a-Ride services and sidewalk-safety improvements that resulted from an AARP-backed 2015 ballot initiative.

Residents of Phoenix and Tucson are among the more than 61 million people nationwide who reside in towns, cities or counties that have joined the AARP Network of Age-Friendly Communities. Participating localities take a comprehensive look at transportation, housing, outdoor spaces, social activities, civic participation, employment, health services, and communication networks.

What’s good for an aging population is good for all. Clearly defined crosswalks, for example, can make it easier for an older person with a walker or a young parent with a stroller to get around. Safe, accessible parks promote enjoyment for everyone.

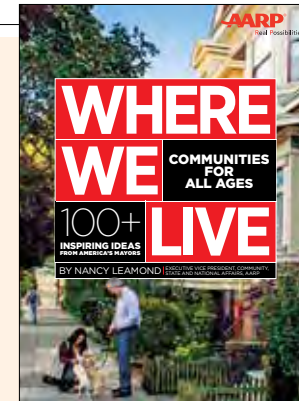


Livable communities advocate Ron Brinkman walks on a multiuse path near his Arizona home.

Photo by Jill Richards

SOCIAL IMPACT: Communities for All Ages

- In 2016, 63 additional communities took action to make their communities a better place to live for residents 50-plus.
- AARP’s free book, *Where We Live: Communities for All Ages* highlighted more than 120 initiatives that mayors nationwide have launched to improve their communities, respond to pressing issues, and build partnerships.
- AARP’s local advocacy efforts included fighting for more affordable housing in New York City, where 60 percent of Gen X and Baby Boomer voters are concerned about affording their monthly rent or mortgage payments, according to an AARP survey.



2016

**Protecting
the Most
Vulnerable**



Homeless Woman Receives \$100,000 in Benefits

A woman who lived on the streets of Washington, D.C., for 20 years received \$100,000 in back Social Security benefits and the safety of her own apartment, thanks to the intervention of an attorney with AARP's Legal Counsel for the Elderly.

Wanda Witter, a trained paralegal, moved to the Nation's Capital in 1996 and ended up homeless after failing to find work. When she started receiving Social Security checks, she disputed the amounts because she said they were incorrect. Eventually the checks stopped coming because she didn't have a fixed address.

For years, Witter slept outside a church not far from the White House, surrounded

by three suitcases filled with Social Security documentation. In 2016, while looking for legal help, she contacted Legal Counsel for the Elderly. Daniela de la Piedra, a senior legal aid attorney, assessed her documents and contacted the Social Security Administration on Witter's behalf.

Within just a few weeks, the Social Security Administration verified Witter's case and deposited a check for \$99,999 into her new bank account. This heartwarming success story received worldwide news coverage and prompted additional inquiries to LCE by vulnerable older adults seeking assistance.

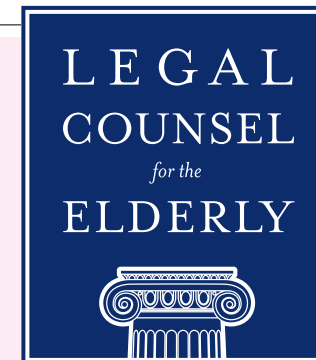


Wanda Witter was homeless and living on the streets of Washington, D.C., until AARP's Legal Counsel for the Elderly helped her receive \$100,000 in back Social Security benefits.

Photo by Stephen Voss

SOCIAL IMPACT: Other 2016 LCE Victories

- > Nearly \$14 million in benefits were obtained by LCE for vulnerable older residents of Washington, D.C.
- > More than 200 foreclosure-prevention services were provided.
- > Nearly 340 tenants were saved from eviction, and another 130 tenants received assistance with home repairs and decluttering.





AARP Foundation Tax-Aide volunteer Ed Horigan helps Mirian Mijangos with her tax return.

Photo by Gina LeVay.

Filing Tax Returns for 2.7 Million People—Free of Charge

AARP Foundation Tax-Aide is one of the nation's most remarkable people-helping-people programs. The nation's largest free, volunteer-run tax preparation and assistance service, Tax-Aide helped more than 2.7 million taxpayers file their returns in 2016, thanks to 35,000 trained and IRS-certified volunteers nationwide.

Ed Horigan of Freehold, New Jersey, exemplifies the giving spirit of so many Tax-Aide

volunteers. After 10 years in the program helping people fill out their tax returns, he opened a site to serve his church and reach out to the local Latino community in 2015. Many of the clients were immigrants unfamiliar with the language or U.S. tax laws.

Tax preparation assistance is often available in many languages, including Spanish, Mandarin, Hindi, French, German, Italian, Russian, Korean and Tagalog.

Photo by Emily McManamy



Harold Vogel of New York's North Country sometimes crosses the Adirondack Mountains to prepare the taxes of shut-ins who live in rural areas.

Photo by Eric Kruszewski



After working at the Social Security Administration for 37 years, Sheila Maddox of Maryland (at right) knows many Tax-Aide clients can't afford to pay \$100 or more to commercial tax-preparation services.

Photo by Susannah Kay



Pam Holcombe (at left) leads nearly 400 Tennessee Tax-Aide volunteers. She says "there's nothing like" helping people such as widows who have never dealt with taxes before.

Alleviating Hunger Nationwide

Sarah Arbisi stops by a local food pantry in the Minneapolis suburbs twice a month to pick up items such as canned and frozen goods, milk, and fresh fruits and vegetables. Like many other people in their 50s and 60s, Arbisi is underemployed. She works a lower-wage temp job, doing data entry, and stays in her mother's condo, which is for sale.

Thanks to donations of food gathered by AARP staff and volunteers, however, Arbisi and many others are more certain where they're next meal is coming from.

To call attention to adult hunger, AARP Minnesota held a series of events at craft

breweries in which members make a food donation in exchange for a tour and a beer. More than 1,000 pounds of food was gathered at just four events.

Arbisi said that anyone like her who is struggling should use the food shelves without feeling embarrassed. "My life is a reality that other people over 50 are living," she said. "You just have to keep going, keep rising above the waves of the storm."



Sarah Arbisi picks up some groceries at the ICA Food Shelf to 'weather the storm.'

Photo by Ackerman+Gruber

SOCIAL IMPACT: Tackling Hunger

- Nearly 1.6 million packages of nutritious soup mixes were packed by 5,000 volunteers and staff during the annual Day of Service held by AARP and AARP Foundation on the National Mall in Washington, D.C.
- AARP Foundation's Fre\$h Savings program provided SNAP participants access to healthy, affordable and nutritious food at farmers markets and grocery stores in Mississippi and Tennessee.
- U.S. Surgeon General Vivek Murthy stressed the important role health care providers should play in tackling hunger, poverty and homelessness during remarks at a national summit held by the nonprofit Root Cause Coalition, founded by AARP Foundation and ProMedica in 2015.



2016

Trustworthy Information & Member Value

AARP continues to show up in creative, unexpected and meaningful ways in the lives of people 50-plus through trustworthy information, local events and high-quality member benefits.



AARP THE MAGAZINE

Top-notch publications filled with information and inspiration are among the reasons why people join and stay with AARP. *AARP The Magazine* reached a record-high readership of 37.3 million and *Advertising Age* honored it as one of the 10 best publications of 2016.



INTERACTIVE MAGAZINE

AARP's second multimedia magazine, *Money and Retirement*, featured text and videos on how to take control of personal finances. This digital magazine was available to anyone who registered on AARP's website or downloaded the AARP Publications app for iPad. The first digi-mag, on Beauty and Style, won awards in 2015.



MEMBERSHIP APP

The *AARP Now* app put the power of membership in people's hands. News feeds, events, local savings opportunities, videos and more were available whenever members wanted them.



BRAND AD CAMPAIGN

A new ad campaign highlighted how AARP celebrates life and helps people turn their dreams into realities. CEO Jo Ann Jenkins delivered the “we hear you” line in ads about career help, travel, caregiving, brain health and fraud prevention. An upbeat, multi-generational Spanish-language brand campaign featured the tagline, “Juntos es posible” (Together it is possible).

MEMBER BENEFITS: Valued Offerings

- > In a bold move, AARP engaged its subsidiary, AARP Services, Inc., to seek input from more than 1,000 consumers to determine which products and services best meet family caregivers' needs. This test-and-learn approach may lead to introduction of new caregiving-related offerings in 2017.
- > AARP led the way in the marketplace by influencing third-party providers to offer new and better choices for our members and Americans 50-plus, such as market-leading Medicare supplemental insurance and other plans that merit AARP's endorsement.
- > New member benefits included AARP Long-Term Care Options from New York Life, an AARP Medicare Rx Walgreens plan for prescription drugs, and home security monitoring, from LiveWatch Security and MONI Smart Security.



Literacy-focused programs for people of all ages—including a giant coloring wall and talks by authors about money, health, caregiving and more—were presented by AARP during the National Book Festival. AARP was a charter sponsor of the event, held by the Library of Congress in Washington, D.C. Photo by Matt Roth

Events Soar to New Heights

More than 70,000 people experienced AARP in their communities through AARP Block Parties held at major music festivals and cultural events. This local approach marked a departure from the Life@50+ National Event and Expo events, which AARP had held at large convention centers since 2001. The first AARP Block Party made a heel-kicking debut at Fiesta San Antonio in April with Tejano dance lessons, skateboarders age 45-plus and a wall where people shared how they live the good life (La Vida Buena).



Photo by John Omoihundro

This magnificent photo of the International Balloon Fiesta in Albuquerque, N.M., was taken from the AARP Real Possibilities balloon by the husband of the AARP Balloon Fiesta Sweepstakes winner.

Other highlights from AARP Block Parties included sessions on healthy living at the Jacksonville Jazz Festival in Florida, karaoke at the Colorado Dragon Boat Festival in Denver and story-sharing about favorite tattoos at the Sturgis Motorcycle Rally in South Dakota.

Videos Go 360°

AARP further disrupted aging by releasing its first 360-degree virtual reality videos. Filmed at the 76th annual Sturgis Motorcycle Rally, the first one gave viewers a close-up view of the event. Another provided a tour of the magnificent Thomas Jefferson Reading Room at the Library of Congress.

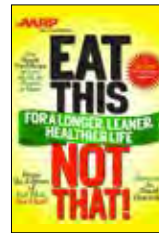
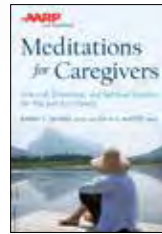
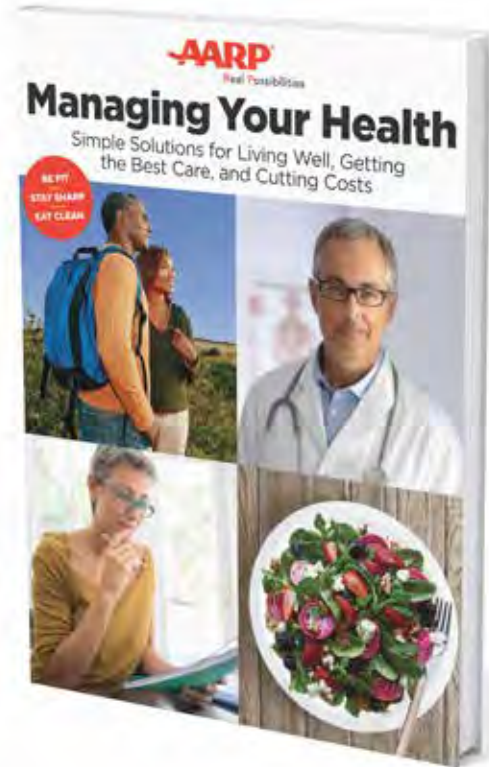


Photo by Mike Hilker

Visitors to the AARP Block Party in San Antonio, Texas, shared how they live the good life (La Vida Buena).

Books

More than a dozen books and two newsstand-style “bookazines” published by AARP helped people 50-plus get the most out of life.





Disrupt Aging

AARP is inspiring a global movement to challenge outdated beliefs and spark new solutions so people can choose how they live and age.

The way people are aging has changed dramatically in recent decades, yet most beliefs about aging are outdated or discriminatory. The debut book by AARP CEO Jo Ann Jenkins is helping to change the conversation around what it means to get older. *Disrupt Aging: A Bold New Path for Living Your Best Life at Any Age* became a national bestseller within two weeks of its publication in early April.

In *Disrupt Aging*, co-written with Boe Workman, Jenkins described how people can embrace opportunities in three areas – “health, wealth and self.” The book helped drive national and international interest in challenging individual behaviors, social norms, public policies and private-sector practices.

During her extensive book tour, Jenkins delivered more than 50 speeches and conducted numerous media interviews. AARP also held local events and convened leading executives to discuss how to promote intergenerational workforces and shift away from age-based marketing.

Jenkins’ message of embracing aging as something to look forward to echoed the

rallying cry of AARP’s founder, Ethel Percy Andrus, who recognized that “age is an opportunity no less important than youth itself.”

More than 50,000 copies of *Disrupt Aging* had been sold by year-end, with 100 percent of AARP’s proceeds supporting the charitable work of AARP Foundation.



Challenging Outdated Beliefs

Two provocative videos challenged viewers' beliefs about what it means to get older. In the first, AARP asked a group of young people what age they consider to be old (most said the 40s and 50s) and then introduced them to real "old" people. The poignant results were viewed more than 26 million times in English and Spanish, mostly via social media.

The second video used a hidden camera at a food truck to record customers' reactions when they were told they needed to be younger than 40 to buy a doughnut. It sparked outrage and fostered conversations

about age discrimination in the workplace and society.

AARP launched a series of public competitions to engage schools, designers, and experts in creating new solutions for people as they age. For example, AARP and the charitable AARP Foundation sponsored two competitions to identify innovative solutions for the housing challenges faced by people 50-plus.

In addition, the Social Connection GameJam sponsored by AARP and the Entertainment Software Association demonstrated how video games can foster social interaction as well as fun.



AARP's thought-provoking video, "Millennials Show Us What 'Old' Looks Like," was viewed more than 26 million times – mostly on social media.

Excerpts from *Disrupt Aging*

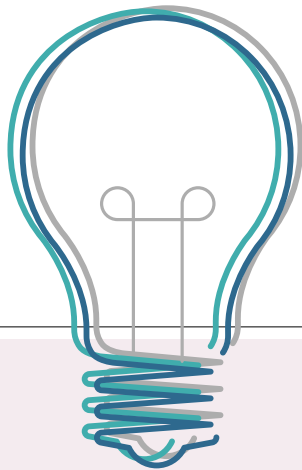
CHOOSING: "It's up to you how and where you want to live as you age. When it comes to aging, there is no one-size-fits-all approach. If you want to follow a traditional path to retirement, you should be able to do that. If you want an active, engaged life, you should have options to pursue that as well."

WORK: "A key part of the retirement model that most of us have grown up with is freedom from work. Today, a key part of extended middle age is the freedom to work."

LEARNING: "If we want to continue working, we need to keep learning to keep our job skills up-to-date. We need to keep learning to avoid isolation. We need to keep learning for our personal fulfillment and simply to enjoy life."

HAPPINESS: "Discovering and fulfilling your purpose is what it's really all about. Our longer lives give us an extraordinary opportunity to become the people we have always wanted to be."

The new reality of aging is driving innovation. AARP seeks to be at the forefront of developing creative, viable and sustainable solutions for everyone 50-plus.



Innovative Thinking

AARP's effort to disrupt aging also sought to spark new products and services that give people more choices as they age.

For example, millions of people who want to grow older in their homes struggle to find help with meal preparation, transportation, medical care and other routine needs. In response, AARP, through its subsidiary AARP Services, Inc., worked with the private sector to develop and test innovative solutions in caregiving and health care.

Fostering such innovation in caregiving can also spark economic growth. The market potential is enormous, at an estimated \$279 billion by 2020 according to the Caregiving Innovation Frontiers study. This roadmap for entrepreneurs was released in January by AARP and Parks Associates.

The AARP Innovation Fund continued to support companies that are developing new

services and products focused on the interests and needs of people age 50-plus and their families. This first-of-its-kind investment fund was formed in 2015 by AARP and J.P. Morgan Asset Management with approximately \$40 million in assets. In particular, the fund will encourage development of products and services that enable older adults to live safely at home, promote positive health behaviors, and help consumers 50-plus prevent the onset of serious health conditions.

In 2016, the Fund made its second investment: \$4 million for FreshDirect, an online grocer and food business that delivers fresh, healthy food to customers' homes. The company's ability to provide customers with fresh, healthy food delivered directly to their homes made FreshDirect an ideal fit with AARP's investment strategy.

SOCIAL IMPACT: Health Innovation

Start-ups who hope to market caregiving-related products participated in AARP's fifth annual Health Innovation@50+ event, held in the heart of Silicon Valley in April. Of the 200 innovators who applied, 10 were selected to pitch their ideas both to industry experts, who included venture capitalists, and to potential consumers, who provided candid feedback.

Incubating Ideas at “The Hatchery” & The Tech Nest

“The Hatchery,” a new innovation lab at AARP’s National Office in Washington, D.C., is a showcase for ideas.

Its goal is to help identify, incubate and develop solutions to some of the biggest challenges facing people 50-plus, including caregiving, work and jobs and building and protecting savings.

Its full name, “The Hatchery at AARP,” harks back to the Association’s origins. After a retired educator Ethel Percy Andrus found an older woman living in a chicken coop in the 1940s because she could not afford decent housing or health care, she “hatched” the idea of an association to champion the rights of people as they age. The Hatchery now seeks to inspire breakthrough ideas for a new era.

Similarly, the goal of AARP’s 2,700 square-foot space at the University of Illinois Research Park—dubbed the “The Tech Nest”—is to create technology solutions for people 50-plus. The Tech Nest leverages the talent of one of the nation’s top engineering schools to develop prototypes for artificial intelligence, mobile apps, information security, biometrics and software engineering.

Students working with AARP’s Information Technology Systems group began gaining valuable work experience while making real contributions to improving the quality of life for people over 50.

The Research Park is home to one of the world’s fastest supercomputers. Facilities spreading across 75 acres house research teams from more than 90 companies including John Deere, Yahoo!, Caterpillar and Abbott.



AARP Tech Nest Summer Students with AARP IT Labs Director Miranda Kemp. L-R (Standing): Kush Mittal, Miranda, and Zhiwen Hu; (Seated) Andrew Lee, Ramin Anushirvani, and Charlie Kainrath.

“I was surprised that a company like AARP was hiring students...The fact that AARP is successfully using technology to improve the lives of people made me want to work here,” explained one student, Kushagra Mittal.

2026

THE ALL-VOLUNTEER

Board of Directors

The all-volunteer Board of Directors is the governing body of AARP. It provides strategic direction, sets policy and provides governance oversight for AARP. Directors' responsibilities include approving AARP's strategic plan, approving the budget and monitoring AARP's finances.



BOARD OFFICERS



Joan R. Ruff (Board Chair)

Joan Ruff, J.D., has worked as executive, human resources consultant and attorney. After more than 10 years as a tax attorney, she joined William M. Mercer Inc., where she consulted on employee benefits and compensation. She then held executive management positions at Zurich Financial Services and H&R Block. Her leadership on numerous nonprofit boards and committees includes service as Secretary/Treasurer of the Mid-Continent Council of Girl Scouts and chair of the Mid-Continent Girl Scouts' Human Resources and Capital Campaign committees. She has also contributed her expertise to Habitat for Humanity and the Kansas City Red Cross. She resides in Mission Woods, Kansas, where she serves on the Mission Woods City Council.



Libby Sartain (Board Vice Chair)

Libby Sartain, MBA, is an independent advisor, working with companies on human resource issues. With more than 30 years of experience in human

resources, she is also an author and frequent public speaker, using her HR leadership and management experience at companies in technology, transportation and manufacturing. She led human resources at Yahoo! and at Southwest Airlines during transformative periods. Both companies were among *Fortune* magazine's "Best Places to Work" during her tenure. She is the former board chair of the Society for Human Resource Management and is on the board of Manpower Group. She resides in Bastrop, Texas.



Jewell D. Hoover (Secretary/Treasurer)

Jewell Hoover is a retired senior official with the United States Treasury Department.

She worked for 28 years as a bank regulator and was a senior spokeswoman for the Office of the Comptroller of the Currency. She serves on the board of Fifth Third Bank, Foundation for the Carolinas, American Association for Bank Directors and the University of North Carolina's Center for Banking and Finance. She resides in Charlotte, North Carolina.

NATIONAL OFFICERS



Eric J. Schneidewind (President)

Eric Schneidewind, J.D., is the Association's Board-elected principal national volunteer spokesperson through his service as AARP President from June 2016 to June 2018. He is a retired partner of Varnum LLP law firm, currently serving as of counsel, specializing in energy law. As a public servant, he was chair of the Michigan Public Service Commission, deputy director of policy and consumer protection for the Michigan Insurance Bureau and attorney for the Michigan State Housing Authority. His volunteer roles include service as state president of AARP Michigan, secretary for the Great Lakes Renewable Energy Association and more than 20 years of volunteering at homeless shelters.



Catherine Alicia Georges (President-Elect)

Catherine Alicia Georges, EdD, RN, FAAN, is professor and

chair of the Department of Nursing at Lehman College and the Graduate Center of the City University of New York. She is president of the National Black Nurses Foundation. Previously, she was a staff nurse, team leader, supervisor and district manager for the Visiting Nurse Service of New York. She serves on the Board of the Black Women's Health Study and R.A.I.N., Inc. She earned her undergraduate degree from the Seton Hall University College of Nursing, her M.A. in Nursing from New York University and a doctoral degree in Educational Leadership and Policy Studies at the University of Vermont. She resides in Bronx, N.Y.

BOARD MEMBERS



Robert "Bob" Blancato. Bob Blancato is chair of the American Society on Aging and a board member of the

National Council on Aging, positions that reflect his 30 years of experience in aging and public service. Professionally, he is president of Matz, Blancato and Associates, a public and government relations firm. Also, he is executive director of the National Association of Nutrition and Aging Services Programs and the Elder Justice Coalition's national coordinator. He served as volunteer State President of AARP Virginia and as president of the National Committee for the Prevention of Elder Abuse. He spent 17 years on the staff of the U.S. House Select Committee on Aging. He resides in Virginia.



Joseph "Joe" Coughlin. Joe Coughlin, Ph.D., is the founder and director of the Massachusetts Institute of Technology

AgeLab. Based in MIT's Center for Transportation and Logistics, he

teaches in MIT's Sloan School of Management's Advanced Management Program and in the Department of Urban Studies and Planning. Author of over 150 publications, Coughlin's research explores how demographic change, technology and social trends converge to drive future innovations in business and government. He is a Behavioral Sciences Fellow at the Gerontological Society of America and a Fellow of Switzerland's World Demographics and Ageing Forum. Coughlin publishes the online publication Disruptive Demographics on BigThink.com and is a regular contributor to MarketWatch. He resides in Massachusetts.



Gretchen M. Dahlen. Gretchen Dahlen is a health care executive and consultant from Wisconsin. Her professional career

blends executive management and CEO experience with extensive health care consulting. As president of the Dahlen Company LLC, she facilitates leadership retreats, conducts seminars in quality improvement and provides interim CEO services. She brings significant

expertise in strategy development, strategic planning and enhancing the role of the board of directors. A champion of transparency in health care information, she developed ConsumerHealthRatings.com, a free public service guide to online ratings of health care cost and quality for consumers. She is a fellow of the American College of Healthcare Executives and a governance fellow of the National Association of Corporate Directors.



Ronald E. Daly, Sr.

Ronald E. Daly Sr., MBA, of Olympia Fields, Ill., spent 38 years at the RR Donnelley Company,

beginning as a factory worker and advancing to the level of president of its largest unit. After retiring from RR Donnelley, he served as president and CEO of Océ USA Holdings and was a member of the board of directors of the parent company, Océ N.V. of the Netherlands, until 2004. He serves on the board of U.S. Cellular and formerly served on the boards of Loyola University of Chicago, Executive Service Corps of Chicago, the Chicago Symphony Orchestra, Metropolis Strategies and SuperValu.



Beth Ellard. Beth Ellard, MBA, of New York, is executive vice president of media, overseeing the media function for the Ad

Council and securing more than \$1.6 billion in donated media support annually for the organization's national public service campaigns. To this end, she is chiefly responsible for the Ad Council's relationships with over 200 U.S. media companies, across all platforms, as well as the top 20 U.S. media agencies. She also oversees media marketing and distribution, media measurement and analytics, and creative services. She has also held positions at several top media companies, including NBCU/Comcast, Hearst, Disney and Time Inc., with significant experience in brand development, revenue diversification and digital transformation.



Annette Franqui.

Annette Franqui, of Miami, Florida, is a founding partner of Forrester Capital, a company providing

wealth management and direct equity investment advice to a select number of families in Latin America.

A native of Puerto Rico, she is a senior financial services executive with prior CFO experience as well as 15 years on Wall Street with JP Morgan Chase and Goldman Sachs. She serves on the boards of several early-stage private companies as well as Arcos Dorados, a NYSE-listed company that is the largest operator of McDonald's restaurants in Latin America and the Caribbean and its largest franchisee, in terms of systemwide sales and number of restaurants.



Martha M. Hayes.

Martha Hayes is a senior executive focused on meeting the needs of consumers 50-plus through marketplace innovation and outstanding customer service. She heads her own firm, Dally Consulting. She retired as senior vice president of customer development for Sara Lee Corporation. During her 30 years there, she also worked as chief customer officer, senior vice president of business development and executive vice president of personal products. Until recently, she served as Board Chair of AARP Services, Inc. She has also devoted

more than 20 years to the board of American Woodmark Corporation.



Lloyd Johnson. Lloyd Johnson, MBA, of Charlotte, North Carolina, is managing director and global chief audit executive

with Accenture. He has more than 25 years' experience in auditing, finance, accounting, mergers and acquisitions, divestitures and risk management with large corporations. Prior to Accenture, he held senior finance positions with Delphi, Emerson Electric and Sara Lee Corporation. He began his career as an accountant at Coopers & Lybrand. He serves on the volunteer board at the United Way of Central Carolinas and also serves as a member of the Blumenthal Performing Arts Board of Trustees, where he chairs the governance committee and sits on the executive committee.



Timothy M. Kelly. Tim Kelly is a retired newspaper executive from Lexington, Ky. He retired in 2011 as president and

publisher of the *Lexington Herald-Leader*, a position he held for nearly

15 years. Before that, he held key news and editorial management positions in several top newspaper companies. Following his retirement, he became senior adviser to the CEO of Volar Video Inc. (formerly iHigh.com), a video website for youth activities. He is also a consultant for Youngs, Walker & Company, a Chicago executive search firm that specializes in media. He served three terms on the board of the YMCA of the U.S.A. and has been involved in two dozen civic and charitable organizations.



Neal Lane. Neal Lane, MSW, of Niskayuna, New York, has been an AARP volunteer since 2007. Before joining the AARP Board in

2014, he served as AARP New York State President and chaired the AARP New York Executive Council. In late 2015, he retired as a partner and analyst with consultancy Optimum Partners, having worked on projects including care systems for HIV/AIDS; dental systems for high-risk and low-income children; helping communities and schools with troubling behavior of youth; and long-term care systems, especially those for older persons

and young people with disabilities. He was also director of the New York State Office for the Aging from 2005-2007 and executive deputy director before that.



Janet E. Porter. Janet E. Porter, Ph.D., of Hilton Head, South Carolina, has 35 years of experience as a hospital administrator,

teacher, association executive, consultant, public health leader and patient advocate. She joined Stroudwater Associates in 2012 and serves as a part-time strategy and operational consultant to academic medical centers, specialty hospitals, physician practices, pharmaceutical companies and national associations. Previously, she managed large health care facilities, including the Dana-Farber Cancer Institute, where she was chief operating officer from 2006-2012. She has served on several nonprofit community, state and national boards.



David M. Walker.

Dave Walker, CPA, is a senior strategic advisor for the global public sector practice at Pricewaterhouse-

Coopers (PwC). He received presidential appointments from Reagan, Bush (41) and Clinton. He served as Comptroller General of the United States and as head of the U.S. Government Accountability Office (GAO) for almost 10 years. He previously served as Assistant Secretary of Labor for the now Employee Benefit Security Administration and as acting head of the Pension Benefit Guaranty Corporation. He served as one of two part-time public trustees for the Social Security and Medicare trust funds from 1990 to 1995 while also a Partner and Global Managing Director of Arthur Andersen's Human Capital Services Practice. He resides in Connecticut and has a secondary residence in Virginia.



Edward A. Watson.

Ed Watson is a retired corporate executive from Reno, Nevada. He was with Minneapolis-based

International Dairy Queen from 1971 to 2007, rising from district manager to chief operating officer and service on its board of directors. Before his food service career, he served in the U.S. Army. He is on the board of Best Bath Systems of Coldwell, Idaho. Previous governance experience includes service on the boards of the Children's Miracle Network and Big Brothers Big Sisters of the Greater Twin Cities. His volunteer work includes raising scholarship funds for Nevadans attending the University of Nebraska.

2016 AARP Executive Team

JO ANN JENKINS
Chief Executive Officer

MARTHA M. BOUDREAU
*Executive Vice President &
Chief Communications
and Marketing Officer*

HOLLIS "TERRY" BRADWELL III
*Executive Vice President &
Chief Enterprise Strategy and
Innovation Officer*

KEVIN J. DONNELLAN
*Executive Vice President &
Chief of Staff*

LAWRENCE FLANAGAN
*President & CEO
AARP Services, Inc.*

SCOTT M. FRISCH
*Executive Vice President &
Chief Operating Officer*

NANCY LEAMOND
*Executive Vice President &
Chief Advocacy and
Engagement Officer*

CINDY LEWIN
*Executive Vice President &
General Counsel*

LISA MARSH RYERSON
President, AARP Foundation

NANCY M. SMITH
*Executive Vice President &
Corporate Secretary*

DEBRA WHITMAN
*Executive Vice President &
Chief Public Policy Officer*

Summary of 2016 AARP Consolidated Financial Statements

The following summary of financial information is derived from the audited consolidated statements of activities and of financial position for AARP and its affiliates for the year ending December 31, 2016.

OPERATING REVENUE:

AARP's consolidated operating revenues grew by 4 percent, increasing to \$1.60 billion in 2016, as compared to \$1.54 billion in 2015.

EXPENSES:

AARP's consolidated operating expenses also increased in 2016, as strong revenue growth allowed us to spend more on activities to further advance our social mission.

Operating expenses in 2016 were \$1.60 billion, as compared to \$1.50 billion in 2015. Expenditures covered a wide range of initiatives, including trustworthy publications, advocacy, and information and services on health security, financial resilience and personal fulfillment

Non-operating activities included items such as investment gains and certain costs related to employee post-retirement

benefits, as shown in our audited financial statements.

At year's end, AARP's consolidated statement of financial position (balance sheet) reflected total assets of nearly \$3.9 billion and net assets of \$1.4 billion, enabling AARP to remain well-positioned to advance its mission of empowering people to choose how they live and age.

NOTE: The complete AARP 2016 Consolidated Financial Statements with Independent Auditor's Report are available at www.aarp.org/about-aarp/annual-reports.



ABOUT US

AARP is a nonprofit, nonpartisan organization, with a membership of nearly 38 million that helps people turn their goals and dreams into 'Real Possibilities' by changing the way America defines aging. With staffed offices in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands, AARP works to strengthen communities and promote the issues that matter most to families such as healthcare security, financial security and personal fulfillment. AARP also advocates for individuals in the marketplace by selecting products and services of high quality and value to carry the AARP name. As a trusted source for news and information, AARP produces the world's largest circulation magazine, *AARP The Magazine* and *AARP Bulletin*. AARP does not endorse candidates for public office or make contributions to political campaigns or candidates. To learn more, visit www.aarp.org or follow @aarp and our CEO @JoAnn_Jenkins on Twitter.





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