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ABOUT YOU

1. First name *

Howard

2. Last name *

Shore

3. Role at Tate (tick as many as appropriate) *

- Trustee of Tate Gallery
- Non Executive Director of Tate Enterprises Limited
- Trustee of Tate Foundation
- Committee Member (of Tate Gallery)
- Member of an Advisory Group

EMPLOYMENT

4. Do you hold any employment (including remunerated trade, profession, public office or consultancy)? *

- Yes
- No

5. If yes, please provide details.

Include the name of the organisation, your role, and any other relevant information.

Chairman, Shore Capital Group Limited
Director, Puma Brandenburg Limited

6. Is there a risk for this role to be perceived or to represent a conflict of interest with your function(s) at Tate?

- Yes
- No
- Unsure

DIRECTORSHIPS

Any other directorship position you hold, such as Trustee or Committee member, even if you do not play an active part in the management of the company, the company is dormant, you are unpaid or the company does not have any business relationship with Tate.

7. Do you hold any Directorship position (i.e. trustee, committee members) of companies, both public and private, remunerated or unremunerated? *

- Yes
- No

8. If yes, please provide details.

Include the name of the organisation, your role, and any other relevant information.

Shore Capital Group Limited
Spectrum Investments Limited
Puma Brandenburg Limited
Mixer Global
Brandenburg Realty Limited
The Andrée and Howard Shore Foundation LBG
Brandenburg Realty Poolco Limited
Realty Investment Advisors Limited
Prostate Cancer Foundation
Tate Foundation

9. Is there a risk for this role to be perceived or to represent a conflict of interest with your function(s) at Tate?

- Yes
- No
- Unsure

MEMBERSHIPS

This is for any memberships of any organisations – including clubs, associations, charities or not-for-profit, and professional associations – you may hold where the organisation has a business relationship with Tate or whose activities could relate to Tate's work.

10. Do you hold any membership of non-profit making organisations, clubs or associations and professional bodies which have significant dealings with Tate or whose activities could relate to Tate's work? *

Yes

No

SHAREHOLDINGS

This pertains to shareholding by you, a family member, or a friend in companies that have business dealings with Tate. A controlling interest may consist of 5% of the shares in the company or a loan to the company.

11. Do you, your family or associates have any controlling interest or shares or securities and which could be involved in the supply of goods or have business dealings with Tate? *

Yes

No

CONNECTIONS

This is to declare a personal relationship with a company which supplies goods or services to Tate, or if you are related to a member of Tate staff, or another member of the non-executive.

Companies which supply goods could include galleries and dealers, Tate's lawyers (Withers; Linklaters; Brachers; Farr & Co; Stephenson Harwood Matrix Chambers), Tate's auditors (National Audit Office, RSMUK, and Moore Kingston Smith); investment managers (Rathbones Investment Management) and suppliers connected with Tate (such as Little Fish).

12. Do you hold any connections with Tate staff or others connected with Tate? *

Yes

No

ANYTHING ELSE

Trustees and Committee members are advised to declare anything else that a member of the public, knowing the facts, might reasonably think is significant and relevant or perceive as a conflict of interest.

13. Please declare anything which a member of the public, knowing the facts, might reasonably think is significant and relevant.

No answer provided.

DECLARATION

14. I confirm that: *

- The information provided represents full details of any potentially relevant interests in connection with my role with Tate Gallery.
- I do not take or hold any interest in any property held or used by Tate Gallery.
- I have not been a party to any decision by Tate to contract with any of the parties with whom I have an interest.

15. I understand and acknowledge that: *

Please select 2 options.

- Undeclared gifts and hospitality may increase the Gallery's risk of committing a corporate offence under the Bribery Act 2010.
- Undeclared interests resulting from inadequate management and monitoring of potential conflicts pose a reputational risk and may lead to non-compliance with statutory requirements.

16. Signature *

Howard Shore

17. Date: *

28/04/2026 

RELATED THIRD PARTY TRANSACTIONS 2025/26

Please declare any business dealings which have occurred in the year in question between a family member or friend or any entities in which you have a controlling interest and Tate or any of its subsidiaries or related entities.

This is a compliance requirement. Disclosures are then evaluated to decide whether they may need to be disclosed within Tate's consolidated accounts.

It is better to include a transaction even if you are in doubt as to whether it is material. Disclosure may be required in the accounts of any transaction that is material. Materiality is evaluated both in the context of Tate and the individual, making even small transactions potentially relevant.

18. Do you have any related third-party transactions to declare? These are for transactions entered into by you or a related party for the period 1 April 2025 to 31 March 2026. *

Yes

No

DECLARATION OF RELATED THIRD PARTY TRANSACTIONS 2025/26

19. I hereby declare that: *

the information provided in this declaration is true, complete, and accurate to the best of my knowledge.

20. Signature *

Howard Shore

21. Date *

28/04/2026

