



Assore Holdings Proprietary Ltd uses Diligent Boards & GovernAI to scale international growth

Company Overview

Assore Holdings Proprietary Limited (the Group), headquartered in South Africa, is a fast-growing mining company that has expanded its global footprint. Tasked with modernizing the governance process at the company to prepare for growth, Janine Govender, the Group Company Secretary, and her team led this governance transformation.

**Company:**

Assore Holdings Proprietary Limited

Industry:

Mining

Location:

Headquarters South Africa

The challenge: Modernize board operations to support global growth without sacrificing efficiency or usability

When Janine joined the Group in 2019, she inherited a paper-heavy board process that couldn't scale. Seeing the need for modernization, she led a digital transformation centered on Diligent Boards. Governance challenges prior to digital transformation included:

Manual, paper-based board administration

Before adopting Diligent, the Group managed governance manually with paper-based board materials. This error-prone process made updates, compliance and auditing difficult across 30 meetings per quarter. Board books ranged from 100–300 pages and had to be distributed to up to 15 directors each time. Keeping stakeholders aligned with current information was a constant challenge.

Time-management difficulties

The process of preparing, printing and distributing board materials required a significant amount of coordination and consumed a considerable amount of time. Whenever updates or edits were necessary, changes had to be made across all affected pages, triggering a lengthy update cycle. Approval of board resolutions was particularly time-consuming, often taking three to four weeks, which created ongoing delays and hindered timely business decision-making.

Scalability and growth limitations

As the company pursued ambitious global expansion plans, these challenges were increasingly magnified. With up to 30 meetings each quarter spread across locations in the UK, Singapore, India, Monaco and beyond, keeping all stakeholders informed became even more complex. Despite the organization's growth, the reliance on a workflow designed for smaller operations limited its ability to scale effectively and support its international ambitions.

Janine characterizes the previous environment, "When I started this role in 2019, managing our paper-based board packs was time-consuming and cumbersome."

“ Diligent was selected by our leadership due to its established reputation for effectiveness. My experience with the products has validated these expectations; they are intuitive to use, and customer support has been outstanding.”

Janine Govender
Group Company Secretary

The solution: Modernize board operations to support global growth without sacrificing efficiency or usability

Driven by a mandate to modernize, Janine and her team evaluated various board platforms before selecting Diligent. They looked for a partner that wouldn't just digitize their paperwork – they would help unlock the agility, capacity and transparency needed to fuel global expansion plans.

As the leader in AI-powered governance software, Diligent's board management solution provided them with the features they needed, helping to move from paper to digital and offering user-friendly interfaces.

Diligent was chosen not only for its robust multinational capabilities but also for its reputation as an intuitive and efficient tool. Its user-friendly interface makes it accessible and practical for the entire board, simplifying adoption and day-to-day use.

As the company has grown, they have now integrated GovernAI to unlock smarter, faster governance across jurisdictions. This strategic shift places Diligent Boards and GovernAI at the core of the Group's journey toward more efficient, transparent and scalable governance.

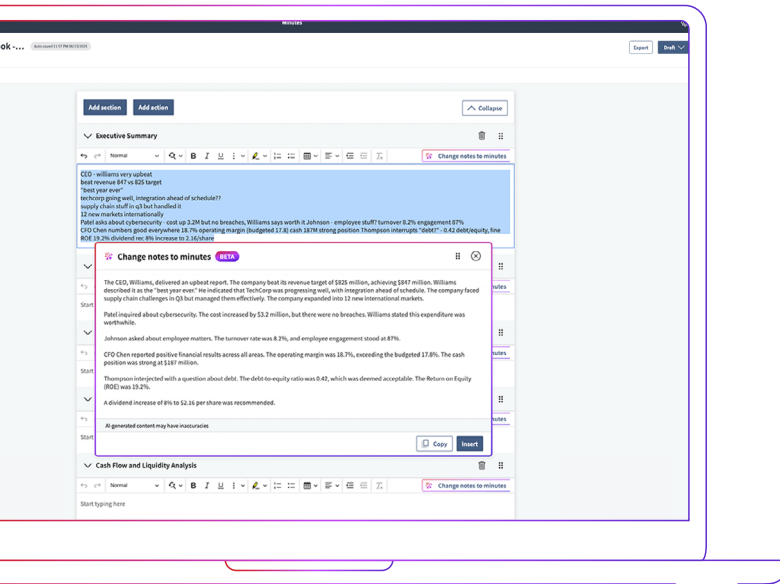


The results:

AI-powered governance unlocks time savings, strategic growth and smarter decision-making across borders

Transitioning from paper-based to digital board processes has dramatically improved efficiency. Tasks that previously required several days to prepare for each meeting can now be completed in just minutes. This significant reduction in preparation time effectively now saves Janine approximately two weeks each year. Additionally, the back-and-forth on board resolutions that used to take 3–4 weeks now only takes 2–3 days.

Five years into the Group's adoption of Diligent Boards, Janine affirms that Diligent continues to lead in innovation. The company's recent upgrade to the suite of AI-powered features, known as GovernAI, has enabled both her team and the board of directors to discover new efficiencies, focus on critical matters, and pursue innovative strategies for organizational growth.



Some of their favorite GovernAI features include:

AI Smart Summary

The Group uses **Smart Summary** to break down bulk board books, sometimes hundreds of pages, into concise and actionable summaries. For a governance team with dozens of meetings per quarter across multiple jurisdictions, this ensured directors prepare effectively and are ready for the unique challenges affecting each area of growth they're focusing on.

AI Smart Risk Scanner

In a multinational setting, regulations and legal contexts shift rapidly between jurisdictions. The Group uses **Smart Risk Scanner** to identify business risks and legal red flags embedded in their board materials before meetings. Janine calls this feature a “massive milestone” in supporting the growth of their organization by surfacing compliance concerns from countries around the world. This has helped leadership avoid costly oversights in cross-board expansions.

AI Smart Minutes

With the expansion of meetings and responsibilities, manual minute-taking was a major time sink for the Group's team. By integrating meeting recordings into the platform, substantial time is saved compared to what they were doing previously. While still early in implementation, Janine estimates this could be reclaiming hours of time per meeting.

“GovernAI in Diligent has been extremely valuable, offering AI tools that help our directors save time and prepare more efficiently for board meetings.”

Results at a glance



Up to **60% time saved** in board meeting prep



Transformative shift in board decision-making



New innovative strategies for **organizational growth**

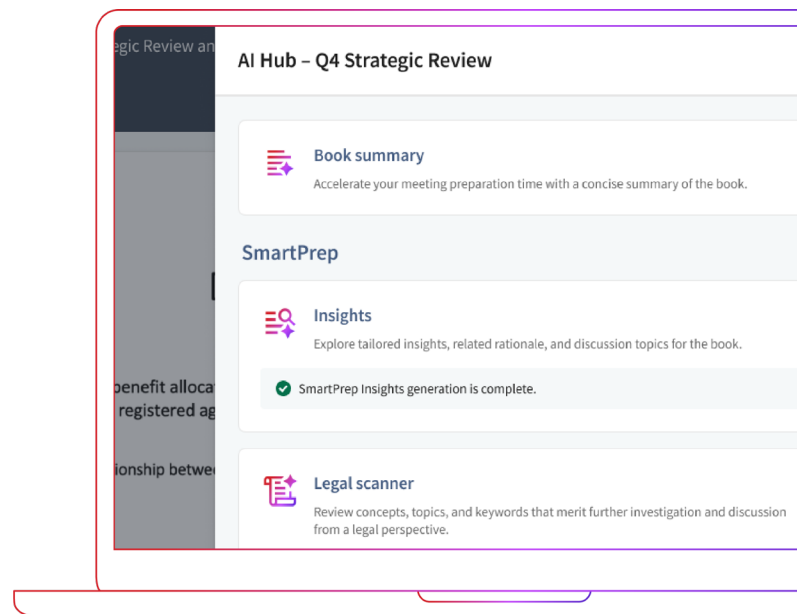


Improved risk management and global compliance

Another significant change from previous practices is the ability for directors to comment on resolutions, rather than simply vetoing them. This represents a transformative shift in the decision-making process, as directors can now articulate their reasons for disagreement, fostering real-time discussion and greater transparency during meetings.

Janine also emphasizes the outstanding support and training provided by Diligent. She notes that the customer support team has consistently delivered excellent service, making the transition and ongoing use of the platform seamless for the organization. This high level of support has been a key factor in her willingness to recommend Diligent to other organizations seeking to modernize their board operations.

“As a Company Secretary, my objective is to facilitate efficiency for both directors and the organisation. The capabilities provided by Diligent’s GovernAI have contributed substantially to achieving this aim.”





Janine says that moving to Diligent has helped her recover up to 60% of her time by streamlining the administrative burden of the board pack distribution process, bringing resolutions directly into the platform and using GovernAI to make decisions much faster than before. The time savings have gotten even larger as the company grows and the number of meetings grows with it.

With the extra time available, Janine has supported new ways in which the company is able to grow. Her team is now able to take on more strategic responsibilities in the company's governance practices across other jurisdictions, including supporting new subsidiaries in U.K, Singapore, India and Monaco (backed by Diligent's global support team). Digitizing their board operations helps them ensure compliance with proper governance strategies and make quicker decisions that help them scale. seeking to modernize their board operations.

“ Diligent has greatly streamlined my work and driven modernization.”



About Diligent

Diligent is the global leader in modern governance, providing SaaS solutions across governance, risk, compliance, audit and ESG. Empowering more than 1 million users and 700,000 board members and leaders with a holistic view of their organization's GRC practices so they can make better decisions, faster. No matter the challenge.

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