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REVIEWER'S REPORT

Manuscript No.: IJAR-59659

Title: Risk-Based HSE Governance Framework for Enhancing the Resilience of Critical Industrial Infrastructure in Saudi Arabia.

Recommendation:

Accept as it is .....

Accept after minor revision.....

Accept after major revision .....

Do not accept (*Reasons below*) .....

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity			✓	
Significance		✓		

Reviewer Id: JPR-384

Reviewer's Comment for Publication.

The manuscript addresses an important and relevant topic concerning risk-based Health, Safety, and Environment (HSE) governance and the resilience of critical industrial infrastructure in Saudi Arabia. The study provides a comprehensive conceptual review of recent literature and proposes an integrated governance framework consisting of six interdependent functions: strategic accountability, system-wide risk intelligence, verified safety barriers, workforce participation, adaptive emergency capability, and independent learning. The proposed framework is a valuable contribution because it connects occupational safety, process safety, environmental protection, and infrastructure resilience within a unified governance approach. The manuscript is logically organized and supported by relevant recent references. The inclusion of governance tables, lifecycle considerations, digital assurance, and practical disruption scenarios further strengthens its relevance to industrial operators and policymakers.

However, some minor revisions are recommended before publication. The authors should improve the methodological transparency of the literature review by providing clearer information about the databases searched, search strategy, and criteria used to select the 30 publications. The practical applicability of the proposed framework should also be explained more clearly, particularly in relation to Saudi Arabia's industrial and regulatory environment. Furthermore, Figures 1 and 2 should be checked for clarity, completeness, and consistency with the discussion. The authors should carefully review the manuscript for grammatical errors, awkward expressions, spacing issues, and inconsistent terminology. Some lengthy sentences could also be simplified to improve readability.

Overall, the manuscript presents a meaningful conceptual contribution to HSE governance and critical infrastructure resilience. The proposed framework has potential practical and academic value. The above minor revisions would improve its methodological clarity, presentation, and overall quality. The manuscript is recommended for acceptance after minor revision.