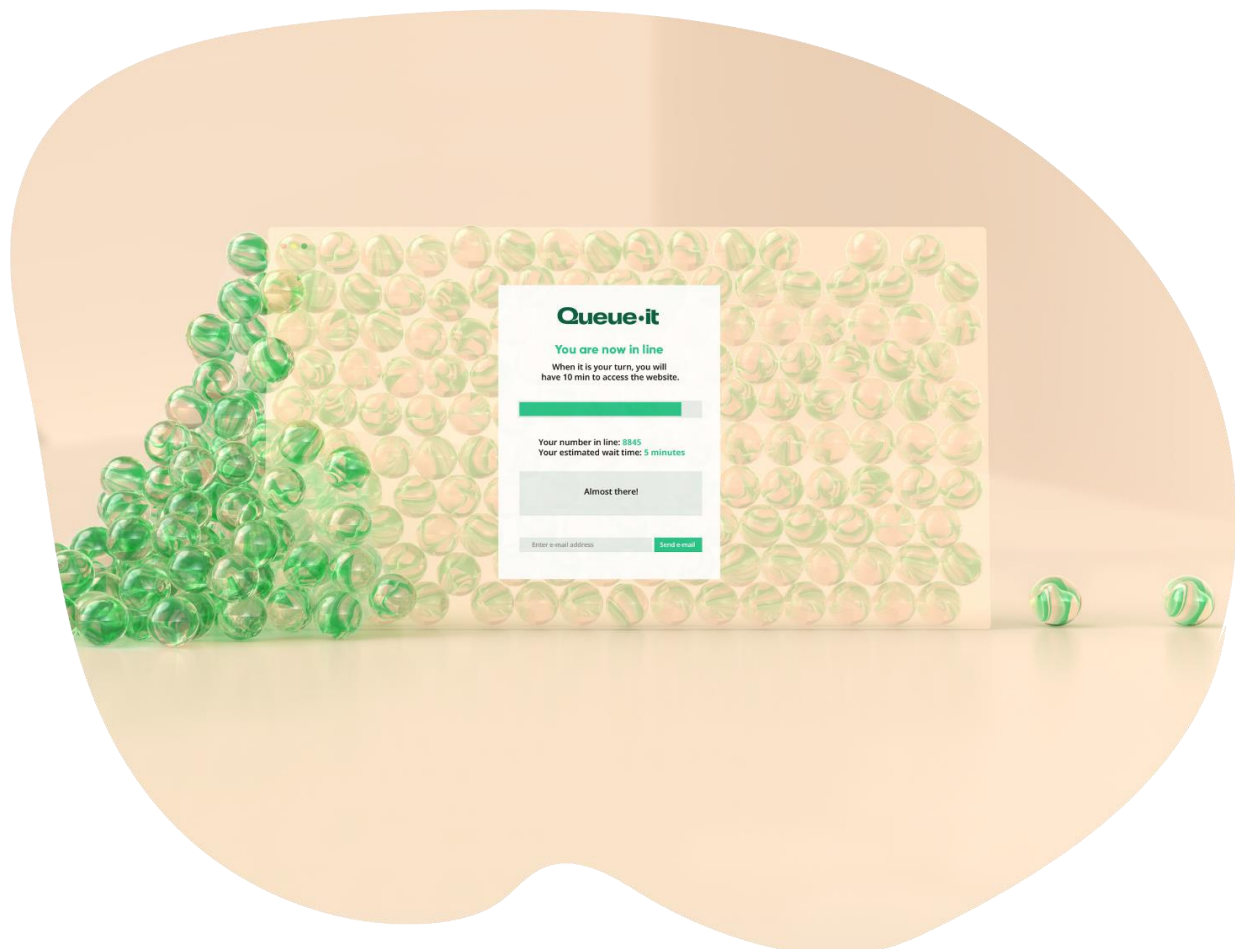


**G-Cloud 15**  
**Service Definition**  
**Virtual Waiting Room**  
**Queue-it ApS**  
**Lot 2b: Software as a Service (SaaS)**



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# 1 Introduction

## Company Overview

Queue-it is the leading developer of virtual waiting room services to control website and app traffic surges by offloading visitors to a waiting room. Its powerful SaaS platform empowers 900+ organizations worldwide to build and nurture trust with 25+ billion visitors annually by delivering reliable, fair, and transparent online experiences—no matter the demand. The virtual waiting room gives teams at public sector organizations, online ticket vendors, ecommerce companies, and educational institutions the power to manage load and protect their critical infrastructure—without over-scaling or re-architecting their stack.

Our vibrant, international team works with a true startup ethos, where each member can propose initiatives, develop professionally, and impact the company's success. With office locations in Copenhagen, Minneapolis, Sydney, Tokyo, and Seoul, we're able to follow through on a 24/7 dedication to our worldwide customer base.

## Value Proposition

Peak situations—when online traffic surges 2-25x or more, sometimes in a few seconds — are notoriously difficult to manage. For teams responsible for service reliability, these high-visibility moments create significant operational pressure.

In the public sector, these peaks often occur around time-limited or limited-inventory services such as tax filing deadlines, visa and immigration appointments, parks and recreation bookings, social services enrolment, or access to government relief programmes. Whether planned events or sudden surges triggered by policy changes or news coverage, these spikes regularly exceed the capacity of even well-architected systems.

Despite preparation, systems still hit limits: load tests rarely replicate unpredictable real-world behaviour; bottlenecks emerge at hard-to-scale components like databases, identity systems, and payment gateways; and pre-scaling infrastructure for short bursts drives up operational costs. Limited-inventory registrations—for example, applications for a fixed pool of funding—also introduce fairness challenges, as access becomes a race of milliseconds where tech savvy citizens with faster internet and automated scripts have an unfair advantage.

To manage these peak moments, many organisations introduce a control layer in front of their services: a virtual waiting room that regulates the flow of users into critical systems. Adding a virtual waiting room protects downstream services like authentication and payment gateways, controls scaling costs, and ensures a consistent customer experience. It also supports fairness mechanisms such as first-in-first-out or randomised-draw (live raffle) queues, ensuring equitable access when demand exceeds supply.

## **What the Service Provides**

Queue-it's virtual waiting room keeps systems functional and operations efficient by preventing website crashes, slowdowns, and errors caused by high traffic. This helps public sector organisations deliver a superior citizen experience even when faced with overwhelming online demand.

A virtual waiting room is a cloud-based solution for websites and apps to manage surges in online traffic. When website traffic exceeds the capacity of a public sector organisation's site or app, citizens are redirected to a virtual waiting room using a standard HTTP 302 redirect. They're then redirected back to the public sector website in a controlled order using another HTTP 302 redirect. The service compliments scaling to ensure infrastructure stays online. In addition, our team is available 24/7 to help support the set up and operations of your waiting room to give you the peace of mind that everything will go as expected.

## **Overview of the G-Cloud Service**

When you add Queue-it's virtual waiting room to your website or app, visitors exceeding capacity limits of your website or app are offloaded to a waiting room on Queue-it's infrastructure. Queue-it then redirects the visitors who waited in line back to your website at the throughput rate you configure in a fair, controlled order.

A Queue-it waiting room is simply a waiting page that is inserted between two web pages. Our interaction with your system is as if the visitor entered your URL, then the Queue-it URL in the browser, waited, and entered the URL for your website again. Because the virtual waiting room is not implemented as a reverse proxy, no sensitive data is exposed to Queue-it.

Queue-it creates a reliable, predictable flow of traffic that keeps systems online 24/7.

The features available through our Virtual Waiting Room service are as follows:

### **BASE SUBSCRIPTION**

- **Virtual waiting room subscription**

- A base subscription that includes the "Scheduled" waiting room type. The "Scheduled" waiting room is ideal for sales or registrations that start at a specific time and/or have limited inventory, such as product drops, ticket on sales, government applications, or university course selection. Early visitors are placed on a branded pre-queue page hosted by Queue-it, where they see a countdown to the event start. When the event begins, they are randomized like a raffle and placed in line. Late arrivals are added to the end of the queue in a first-in-first-out order. This waiting room type manages the buildup of demand before your event starts and gives every customer a fair chance to

access the product. Includes client-side, server-side, and edge computing integrations (for “Native app Connectors” see Features).

- **24/7 visitor peak protection**

- A base subscription that includes the “24/7 Peak Protected” waiting room type. The “24/7 Peak Protected” waiting room is ideal for ongoing coverage from unexpected traffic spikes caused by marketing campaigns, press mentions, or seasonal spikes. The waiting room acts as a safety net, monitoring traffic inflow and only activating the waiting room when traffic exceeds the thresholds you configure. Visitors only see the waiting room when needed and are given access in a first-in-first-out order during high-traffic moments. This waiting room type protects your critical infrastructure around-the-clock without overprovisioning and gives visitors transparent access during peak moments. Includes client-side, server-side, and edge computing integrations (for “Native app Connectors” see Features).

## FEATURES

- **Native app Connectors**

- A set of SDKs you can use to get the benefits of the virtual waiting room subscription for visitors using your mobile app. You can integrate with mobile applications including iOS, Android, React Native, and Cordova.

- **Invite-only waiting room**

- A waiting room type that lets you gate your offering and only allow verified end-users to enter the invite-only event. Choose which end-users to grant with early or exclusive access so you can ensure the right visitor groups (students, citizens, etc.) get priority. For example, at risk groups can register early for vaccinations. Generate unique links or upload your end-user email list, allowing verified end-users to enter your event while controlling traffic flow. Only visitors with a valid link, and successful verification will get access.

- **Custom Theme**

- A waiting room customization feature that allows you to design the look and feel of the waiting room pages your visitors see when in your waiting rooms. This lets you control your visitors’ visual experience and incorporate your brand’s identity, giving your visitors a seamless user experience from waiting

room to checkout. You can edit the background image, progress bar, and wait information; add your logo, font, and colours; embed content; and show the language selector. The Queue-it logo and "What is this?" link will not be removed or changed.

- **White Label**

- A feature that allows you to fully rebrand and customize the waiting room page. By matching your branding, you provide a seamless, consistent brand experience and ensure customer trust. You can remove Queue-it's logo, set the waiting room page title and favicon, and/or modify the "your turn" sound. You can also switch the default Queue-it domain name (e.g. <https://ticketania.queueit.net>) with your brand's fully qualified domain name (e.g. <https://queue.ticketania.net>). You can do it by creating a DNS CNAME record in the company's DNS. To support HTTPS (SSL/TLS over port 443) when using a CNAME, a special agreement can be made with Queue-it to upload a custom SSL/TLS certificate.

- **E-mail Notifications**

- A customer experience feature that lets visitors enter their email address to get a personalised queue link when it's their turn in line. Visitors can do other things while they wait and gain the flexibility to reclaim their place in line from any device.

- **Bots & Abuse – Basic**

- A set of features designed to mitigate low-to-mid sophistication bots so you can reduce load and operational costs. The features include 24/7 bot protection designed to keep scrapers and simple bots off the website; basic networking rules that segment suspicious traffic based on key parameters like IP address or user agent; and the ability to challenge suspicious traffic with GDPR-compliant CAPTCHAs and Proof-of-Work challenges. In addition, the package lets you specify IP addresses to bypass the waiting room so your IT support staff can more easily troubleshoot issues and monitor your site while the waiting room is active.

- **Bots & Abuse – Premium**

- A set of features designed to mitigate advanced bot activity so you can get products to loyal customers instead of bots, prevent crashes from extreme bot load, and increase efficiency of your other bot tools. The features include the ability to hard block sophisticated bots; tokenized Visitor Identification Keys that make waiting room access subject to validation of a unique identifier like email address, user ID, or promo code; and a set of traffic access rules that enable granular management of incoming traffic, among other features.

- **Hype Event Protection**

- A waiting room type that works together with Akamai's Bot Manager to deliver best-in-class bot protection during high-demand sales, drops, and signups. Akamai's bot detection assigns bot scores to waiting visitors before the sale begins. When Queue-it randomizes visitors at the start time, suspicious visitors are mitigated while genuine visitors get a fair place in line. This approach improves bot detection accuracy, conceals detection from bot operators until it's too late to re-tool, and ensures fairer sales with shorter waits.

- **Traffic Insights & reporting - Premium**

- An analytics tool that shows a visual and actionable overview of your waiting room traffic with accurate server-side analytics. The real-time and historical data help you understand what's behind (unusual) traffic patterns, detect bots and abuse, and use this data to improve your waiting room performance in the future. You can customise the dashboards, get real-time traffic alerts, and share the monitoring screen across organisation.

- **Notifications & Logs**

- A set of features that give you an audit trail and notifications to ensure transparency and meet compliance needs. Notifications alert selected user groups via email about waiting room or account changes. The customizable notifications are organised into groups for easy use for different waiting rooms. The log feature creates a detailed changelog, recording all user logins and changes to user accounts and waiting rooms.

- **API**

- A feature that allows you programmatically manage your waiting rooms. It enables efficient, scalable, and real-time control. Through the Queue-it REST-based APIs, you can manage the entire lifecycle of waiting rooms, retrieve and post updates to your integration configuration, receive waiting room statistics, securely share read-only analytics, and access individual queue information.

- **Load test**

- A feature that allows you to move your waiting room or the entire account into a sandbox environment while you do the load testing. The normal scripting protection filters are removed so your load scripts can run uninterrupted. The sandbox environment is running on an isolated set of servers so you don't accidentally crash your own account. Load tests are booked via a self-service tool in the GO Queue-it Platform.

- **Single sign-on (SSO)**

- Queue-it's single sign-on (SSO) integrates with your existing identity provider using Open ID Connect (OIDC) so you can manage user access alongside your other tools. Users get a simplified Queue-it login experience using their personal, existing credentials, helping them focus on the work that matters.

## 2 Data Protection

### **Information Assurance**

Queue-it delivers a scalable cloud computing SaaS (Software as a Service) queuing platform with high availability and dependability. Helping to protect the confidentiality, integrity, and availability of our customers' systems and data is of the utmost importance to Queue-it, as is maintaining customer trust and confidence.

Queue-it is GDPR compliant and ISO27001 certified, which means that it maintains a fully operational ISMS composed of multiple security policies that can be distributed to interested parties upon request (e.g. information security policy, backup policy, disaster recovery plan). Key security policies are acknowledged by employees on onboarding and once a year afterwards.

We have weekly reoccurring tests to identify vulnerability in our external systems. The patches are deployed into production after careful testing. The patches are released based on a pre-defined SLAs. Penetration tests are conducted twice a year and the vulnerability management policy in place is in compliance with the ISO27001 standard.

### **Data Back-Up and Restoration**

We have processes in place to restore a potential data loss by implementing daily automated back-ups of our source code, customer data, cloud formation scripts (infrastructure as code) and technical documentation on to a secure AWS account.

### **Business continuity statement/plan**

Queue-it SaaS has been designed from the outset with a fault tolerant high availability architecture. We have tracked uptime since Q4 2012 and can provide documentation and historic reports upon request. Outages will be reported on our public status page here: <http://status.queue-it.com/>. As well as in the notifications in the GO platform.

A more detailed plan can be provided to the buyer on request.



## **Privacy by Design**

Queue-it customers can choose if their servers should reside in the European Union, the United States, Brazil, Japan or South Korea, based on your requirements. Your data may however in certain situations be transferred to and processed in other regions by a supplier or subcontractor. As Queue-it is committed to always protecting your data, Queue-it will take all reasonable legal, technical, and organisational measures to ensure that your data is treated securely and with an adequate level of protection compared to and in line with at least the level of protection offered within the EU/EEA.

## **3 Using the service**

### **Ordering and Invoicing**

To get in touch with us, please use the contact information provided. We will get back to you as soon as possible to understand your needs and provide support to fill out the call-off contract. In addition, we have technical support staff that is assigned to all new cases to support with technical questions, integration support, testing, and execution of projects.

### **Pricing Overview**

Our subscription is based on the volume of traffic passing through Queue-it's platform, the frequency of system use, and what features are required. Key metrics that are helpful in preparing a pricing estimate are: the number of website visitors during traffic peaks, the number of waiting rooms you plan to run annually, and the features you implement.

In addition, we provide Professional Services in relation to Onboarding (a one-off fee), Event Support Packages for extra event support, and Professional Service Hours when dedicated Solutions Engineer/Architect work is required post Onboarding (please refer to Level 2 support below).

Please refer to the pricing document for a full breakdown of services and associated costs. A Queue-it subscription does not require long-term commitment.

### **Availability of Trial Service**

We offer a free trial that allows you to explore the functionality of Queue-it and test integration. The trial period is indefinite but only offers limited functionality as you will not be able to run a production-level event with the free trial. To run a production event, you will need to sign a contract with Queue-it.

## **Onboarding, Offboarding, Service Migration, Scope etc.**

Each customer has a dedicated Solutions Engineer or Architect during the onboarding period to help with the initial integration of Queue-it and set up of your initial events. After the onboarding is complete, they have an assigned Account Manager or Customer Success Manager who will serve as the point of contact for the customer and support ongoing operations of the virtual waiting room service.

For offboarding, customers should remove Queue-it integration from their website or mobile application and end all the active waiting rooms before the contract expiration date. When the contract ends, their account will be deactivated or switched to a limited-access mode.

We have two levels of support that are accessible to all our customers.

- Level 1: email support provided by the support team.
- Level 2: involve a Solutions Engineer/ Architect for complex troubleshooting or project-based involvements.

## **Training**

Each customer has an assigned Solutions Engineer or Architect to assist them with onboarding. We provide online training, documentation, and ad hoc assistance and advisory required for successful integration and setup.

## **Implementation Plan**

Each customer has an assigned Solutions Engineer or Architect to assist them with onboarding. To start each customer engagement, we meet with the customer to discuss technical and business requirements to provide a tailored implementation plan and the support needed to get ready for their first event. In addition, we provide online training, documentation, and ad hoc assistance required for successful integration and setup as needed. A detailed implementation plan will be provided to the buyer as part of the implementation Kick-off.

## **Service Management**

Queue-it is a SaaS solution hosted in AWS. Therefore, no hardware constraints apply. Customers will get a notice about any planned maintenance arrangements that require the suspension of access to the Services in advance.

## **Service Constraints**

Our virtual waiting room is designed to work on desktop, mobile, and mobile applications. Our control panel can be accessed via mobile but is not optimised.

We provide Mon-Fri 24h support. The response time depends on the Subscription Level: <4h for Standard and <2h for Pro. 24/7 tech support is available for an extra cost.

### Service Levels

Queue-it can customise an optional Enterprise SLA agreement with availability, uptime, and response guaranties. The SLA will refund on monthly fees upon agreement.

### Outage and Maintenance Management

We have built the system for fault tolerance and malfunctioning servers are automatically pulled off load balancers and many functions have backup functions. In addition, our customers are hosted in logical segments and hosted on unique hostnames. We can move single customers from one segment to another. For example, it is possible for us to move a customer's account to a separate segment, if informed about an extremely large-scale event.

Queue-it defines an incident as an event that causes disruption to or a reduction in the quality of a service which requires an immediate emergency response. An incident can, for example, be caused by a bug in our own software, an infrastructure issue, or hacker attacks, etc.

- Queue-it has pre-defined processes for incidents
- Users report incidents via Queue-it's support system
- Queue-it provides incident reports in accordance with its "Queue-it Incident Response Plan"

### Financial Recompense Model for not Meeting Service Levels

There is no financial recompense model available in our standard contract. For our Enterprise level contracts, the following SLA can be added:

| Activity                              | Service Levels                                                           | Service Credits       | Maximum                |
|---------------------------------------|--------------------------------------------------------------------------|-----------------------|------------------------|
| Daily Queue-it backend service uptime | 99.0% per day from 0:00:00 to 23:59:59 Co-ordinated Universal Time (UTC) | 5% of the monthly fee | 15% of the monthly fee |
| GO Queue-it administrative tool       | 98.0% per day from 0:00:00 to 23:59:59 UTC                               | 2% of the monthly fee | 6% of the monthly fee  |

## 4 Provision of the service

### **Customer Responsibilities**

The customer can use the SaaS solution as needed through the self-service portal to, for example, create and manage queues/events, custom layouts, etc. The customer is responsible for keeping access credentials safe and not to give access to the account or documentation to unauthorised third parties. Refer to terms and conditions for full details.

<https://queue-it.com/terms/>

### **Technical Requirements and Client-Side Requirements**

Queue-it is a SaaS solution hosted in AWS. Therefore, no hardware constraints apply. Customers will get a notice about any planned maintenance arrangements that require the suspension of access to the Services in advance.

### **Development life cycle of the solution**

We use a Lean Software Development process. Lean Software Development (LSD) is an agile framework based on optimising development time and resources, eliminating waste, and ultimately delivering only what the product needs. The Lean approach is also often referred to as the Minimum Viable Product (MVP) strategy, in which a team releases a bare-minimum version of its product to the market, learns from users what they like, don't like, and want to be added. Queue-it then iterates based on this feedback.

### **Post-sales Account Management**

All active customers have a Customer Success representative assigned to them who can help address questions and will proactively reach out to help ensure the customer is supported and satisfied with the product and support.

### **Termination Process**

The subscriptions run from the date specified in the Formal Quote. The subscriptions can have monthly, quarterly, and yearly renewal term. At the end of the period, the subscription will automatically renew for another period unless terminated by the Customer. The minimum subscription period for monthly and quarterly subscriptions is six (6) months and twelve (12) months for annual subscriptions.

Subscriptions may be terminated by email to [ar@queue-it.com](mailto:ar@queue-it.com), one month before the expiry of the subscription (i.e. for subscriptions with yearly renewal term running from April

to March, the termination notice must be received before the end of February). The agreement cannot be terminated for a period of subscription already initiated and the Customer will not be entitled to a refund for that subscription period.

The Customer may terminate any subscription free of charge within two weeks from date of signature of the Agreement, provided that the Customer did not start using the Services. Queue-it shall (without prejudice to any other rights or remedies it may have) be allowed to terminate the subscription immediately without giving the Customer prior notice if the Services or subscription is misused (including, but not limited to, use by other people or organizations).

In the event of any of the Parties filing for bankruptcy, the Agreement will be terminated, and all Services will be terminated immediately, unless otherwise specifically agreed in writing between the Parties.

## 5 Our experience

Public sector organisations trust Queue-it to ensure their digital services remain reliable, fair, and cost-effective during high-demand periods. Our virtual waiting room is used across U.K. government, higher education, and international public sector agencies to protect digital public services, control scaling costs, and provide transparent access for citizens during peak traffic events. Below is a selection of relevant case studies.

### Case Studies

#### Home Office: His Majesty's Passport Office (HMPO)

Home Office uses Queue-it to keep their passport service online 24/7 and detect and block suspicious traffic. HMPO first deployed Queue-it during the surge in passport demand following the end of COVID-19 lockdowns, and continues to use the service to protect against sudden spikes caused by media attention, public announcements, seasonal demand, or malicious activity.

"Passports is one of the biggest digital services in the U.K. and we don't collapse under pressure," says Kevin Lewis, Product Manager at HMPO. "Since we've had Queue-it we haven't even come close. To be able to say we've had zero outages in the face of what was at least triple the amount of demand that we would expect is amazing."

HMPO uses Queue-it's 24/7 Peak Protection and Traffic Insights to get visibility and control over their traffic, ensuring reliable access to digital public services and detecting and blocking malicious activity on their site.

"Queue-it really gives us and the business the confidence we need. When the CEO asks 'are you ready for a surge in demand?' We can confidently answer yes," says Salveta.

You can read the [full Home Office story](#) and other success stories on the Queue-it website.

### **King's College London**

King's College London uses Queue-it to stabilise its residential management system (RMS) during peak housing registrations—a key moment in the student journey. Before Queue-it, surges of students logging in simultaneously caused crashes, slowdowns, and high volumes of support tickets.

With Queue-it managing inflow to the system, King's delivered 100% uptime for thousands of students and reduced support requests by 80%, easing pressure on IT and customer service teams.

"If you have a website resource that struggles to handle peak traffic, then Queue-it is a must-have. You can manage the traffic, you can manage the expectations, you can manage the overall experience," says Steve Barlow, Physical Environments Systems Manager.

You can read the [full King's College London story](#) and other success stories on the Queue-it website.

### **A European National Tax Authority (anonymized)**

Queue-it supports a European national tax authority during the annual tax-filing rush, when over 2 million citizens log in across two days. Despite expensive pre-planned scaling, the authority previously experienced crashes, slowdowns, and system bugs during this peak.

With Queue-it, the authority now:

- Protects infrastructure from load-induced failures
- Maintains fairness by preventing queue jumping
- Syncs traffic with call-centre capacity and system load
- Uses multiple waiting rooms to safeguard downstream bottlenecks

The authority also adjusts flow rates throughout the day to align with staff availability—lower during working hours for operational efficiency, higher during evenings and weekends to accelerate access for citizens. With effective resource planning and minimized scaling cost, the tax authority has seen significant annual savings throughout their partnership with Queue-it.

You can read the [full National Tax Authority story](#) and other success stories on the Queue-it website.

## **Catalonian Government (CTTI)**

The Catalonian Government (CTTI) uses Queue-it to ensure reliability during high-demand digital services, including vaccine registrations, tax filing, university enrolment, and health appointments. Despite previously quadrupling capacity, the organisation still faced outages and public criticism during traffic spikes.

After integrating Queue-it, CTTI maintained availability during peaks of more than 4,000 visitors per minute and improved fairness and transparency for citizens. The SaaS model also reduced internal workload and removed the need to build and maintain a custom queuing solution.

“Queue-it helped us deploy controlled digital services that kept us out of the news, brought a sense of calm to our organization, and ensured we worked as efficiently as possible,” says Santiago Aguilera Moreno, IT Systems Architect at CTTI.

Using a SaaS solution like Queue-it helped save costs on several fronts, says Aguilera Moreno. “Queue-it saves us on scaling costs. But also, relative to building our own solution, it saves us immeasurable hours of work... With Queue-it, I don’t have to manage the infrastructure, the platform, or the communications. All I need to manage is the subscription.”

CTTI has expanded Queue-it to support over 10 services across its digital portfolio. “The virtual waiting room is a key tool on our digital transformation journey and gives us the control we need to deliver reliable services well into the future,” says Aguilera Moreno.

You can read the [full Catalonian Government story](#) and other success stories on our website.

## **Tokyo Metropolitan Government**

Tokyo Metropolitan Government deployed Queue-it on its vaccine booking site within days to handle extreme demand. During peak periods—up to 300,000 residents attempting to access appointments—the site remained stable. The team used Queue-it’s monitoring and communication tools to regulate inflow and keep citizens informed about appointment availability.

You can read the [full Tokyo Metropolitan Government story](#) and other success stories on the Queue-it website.

## **Akamai & Queue-it Partnership**

Queue-it has a global commercial partnership with Akamai Technologies, enabling customers to deploy virtual waiting rooms across Akamai's Intelligent Edge Platform. The partnership provides organisations with a scalable and security-aware approach to managing traffic surges, ensuring fair access and protecting downstream systems. You can find an [announcement of the Akamai—Queue-it partnership](#) on the Queue-it website.

## Clients

U.K. Government Clients who allowed marketing use:

- NHS Blood & Transplant
- Driver & Vehicle Standards Agency (DVSA)
- Home Office (HM Passport Office)

## Contact Details

Please write to [info@queue-it.com](mailto:info@queue-it.com) and we will respond to your inquiry as soon as possible.

## Malou Toft

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