



Call Center Statistics

March 2026

Report Code: DE23

May 2026



Summary Tables

Number of Call Center Employees

	Dec. 2025				March 2026				
	Female	Male	Total	The average age	Female	Male	Total	The average age	Net change
The number of agents	7.014	2.375	9.389	28	6.867	2.256	9.123	28	-266
The number of supporting service personnel	813	367	1.180	36	806	380	1.186	35	6
The number of managers	633	487	1.120	36	659	463	1.122	37	2
Total	8.460	3.229	11.689	-	8.332	3.099	11.431	-	-258
Outsource	-	-	7.803	-	-	-	7.856	-	53

Distribution of Call Center Employees by City

	Dec. 2025		March 2026	
	Total	(%)	Total	(%)
Istanbul and Izmit	4.069	35	4.164	36
Other	7.620	65	7.267	64
Total	11.689	100	11.431	100

Call Center Employee Profile

	Dec. 2025					March 2026				
	High school	College	University graduate	Post-graduate	Total	High school	College	University graduate	Post-graduate	Total
The number of agents	529	2.892	5.808	160	9.389	524	2.748	5.682	169	9.123
The number of supporting service personnel	57	213	830	80	1.180	57	213	836	80	1.186
The number of managers	38	181	793	108	1.120	40	185	782	115	1.122
Total	624	3.286	7.431	348	11.689	621	3.146	7.300	364	11.431

Call Profile

	Dec. 2025	March 2026
Inbound call		
Total number of incoming calls (million)	109,1	108,9
Number of incoming calls answered by agents (million)	61,4	62,4
Answered Calls (%)	98	97
Average talk time (second)	196	198
Outbound call		
The total number of outbound call customers (million)	37,8	67,6
Customers reached (%)	44	52
Average talk time (second)	142	137
Number of e-mails received (thousand)	102,3	126,6
Number of faxes received (thousand)	0,6	0,3
The number of chat calls (thousand)	5.771,1	5.871,1
The number of IVN calls (million)	93,7	79,8
The number of video calls (thousand)	3.560	3.737
Other (chat / co-browsing ..etc.) (thousand)	130,3	126,0

Financial transactions

	Dec. 2025	March 2026
Number of transactions (million)*	2,2	2,2
Volume of transactions (billion TRY)*	72	73

* The total number and volume of financial transactions was provided from 22 banks (out of 28).

Statistics in this report consist of data from banks that are members of the Banks Association of Türkiye (deposit banks, development and investment banks) providing call center services. Participation banks are not included. While the data of the banks were aggregated, the data was not singularized.

The Banks Association of Türkiye
Call Center Statistics*
(Consolidated, 28 banks)

A. Number of Call Center Employees

Period	The number of part-time agents		The number of full-time agents		Total number of agents	The number of supporting service personnel	The number of managers		Total
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
March 2025	278	58	7.676	1.040	9.052	1.122	1.006	116	11.296
June 2025	280	52	7.453	1.060	8.845	1.116	982	118	11.061
Sept. 2025	280	48	7.862	1.115	9.305	1.134	1.033	119	11.591
Dec. 2025	272	53	7.836	1.228	9.389	1.180	993	127	11.689
March 2026	280	45	7.670	1.128	9.123	1.186	1.002	120	11.431

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)**	The number of agents working in the Outsource company on behalf of Bank's call center
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls		
456	41	338	9	9%	7.457
457	58	144	13	8%	7.254
497	58	107	16	7%	7.515
483	43	170	22	8%	7.803
435	34	239	30	8%	7.856

B. Call Center Employee Profile

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
March 2025	6.640	2.412	762	360	638	484	8.040	3.256	28	35	35
June 2025	6.523	2.322	756	360	632	468	7.911	3.150	28	35	37
Sept. 2025	6.945	2.360	772	362	670	482	8.387	3.204	28	35	36
Dec. 2025	7.014	2.375	813	367	633	487	8.460	3.229	28	36	36
March 2026	6.867	2.256	806	380	659	463	8.332	3.099	28	35	37

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate
March 2025	656	2.805	5.434	157	66	243	736	77	36	193	752	141	758	3.241	6.922	375
June 2025	609	2.743	5.337	156	61	240	739	76	37	196	768	99	607	3.179	6.844	331
Sept. 2025	573	2.892	5.680	160	55	219	780	80	39	187	820	106	667	3.298	7.280	346
Dec. 2025	529	2.892	5.808	160	57	213	830	80	38	181	793	108	624	3.286	7.431	348
March 2026	524	2.748	5.682	169	57	213	836	80	40	185	782	115	621	3.146	7.300	364

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	Istanbul and izmit	Others	Istanbul and izmit	Others	Istanbul and izmit	Others	Istanbul and izmit	Others								
March 2025	2.527	6.525	829	293	557	565	3.913	7.383	101	24	69	194	398	118	143	659
June 2025	2.463	6.382	812	304	544	556	3.819	7.242	111	24	69	204	361	122	132	615
Sept. 2025	2.915	6.390	834	300	584	568	4.333	7.258	118	26	69	213	321	115	124	560
Dec. 2025	2.680	6.709	868	312	521	599	4.069	7.620	126	23	73	222	313	103	127	543
March 2026	2.735	6.388	870	316	559	563	4.164	7.267	140	24	73	237	301	101	124	526

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

The Banks Association of Türkiye
Call Center Statistics*
(Consolidated, 28 banks)

C. Call Profile

Period	Inbound call profile										
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered calls (%)	Average talk time (second)	Average after call work time (second)	Average ringing time (second)	Average speed of answer (second)	Average time to abandonment (second)	Number of active customers
March 2025	45.469.738	57.053.592	102.523.330	1.303.340	98%	197	3	2	22	110	32.406.072
June 2025	44.622.636	56.549.132	101.171.768	1.623.171	97%	194	3	2	23	96	31.727.002
Sept. 2025	47.792.046	61.480.589	109.272.635	1.956.940	97%	193	4	2	25	99	31.190.018
Dec. 2025	47.686.907	61.380.336	109.067.243	1.392.777	98%	196	4	2	22	104	32.743.942
March 2026	46.546.978	62.400.346	108.947.324	1.835.791	97%	198	3	2	24	114	31.626.307

Period	Inbound call services (Number of banks)															
	From the same line															
Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line	
March 2025	21	22	18	10	19	15	10	7	8	6	18	9	8	10	3	21
June 2025	23	23	18	10	21	15	10	7	8	6	21	9	11	12	3	23
Sept. 2025	24	24	19	10	21	15	11	8	9	6	22	9	11	14	3	25
Dec. 2025	25	24	19	9	21	15	11	8	8	6	23	10	10	13	3	25
March 2026	26	25	20	9	21	15	11	8	10	7	24	10	10	13	3	25

Period	Inbound call services (Number of banks)															
	From the another line															
Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line	
March 2025	2	2	0	8	3	1	14	6	12	9	6	11	8	3	4	1
June 2025	2	2	0	8	3	1	14	6	12	9	6	11	8	4	4	1
Sept. 2025	2	2	0	8	3	1	14	6	12	9	6	11	8	4	4	1
Dec. 2025	2	2	0	8	3	1	14	6	12	9	6	11	9	5	4	1
March 2026	2	2	0	8	3	1	14	6	13	9	6	11	9	5	4	1

The Banks Association of Türkiye
Call Center Statistics*
(Consolidated, 28 banks)

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	10.325.618	1.085.320	16.405	2.386.041	13.813.384	13.611.842	1.475.025	9.699	2.341.285	17.437.851	23.937.460	2.560.345	26.104	4.727.326	31.251.235
June 2025	10.068.686	1.149.644	17.405	2.024.693	13.260.428	12.189.377	1.671.550	10.676	2.141.424	16.013.027	22.258.063	2.821.194	28.081	4.166.117	29.273.455
Sept. 2025	10.576.807	1.527.598	13.235	2.391.217	14.508.857	12.053.087	5.067.995	7.657	2.500.244	19.628.983	22.629.894	6.595.593	20.892	4.891.461	34.137.840
Dec. 2025	12.207.979	1.673.312	13.176	2.712.063	16.606.530	13.729.851	4.951.085	5.258	2.528.461	21.214.655	25.937.830	6.624.397	18.434	5.240.524	37.821.185
March 2026	30.081.590	3.094.190	10.163	2.175.509	35.361.452	23.697.696	6.158.404	4.988	2.353.190	32.214.278	53.779.286	9.252.594	15.151	4.528.699	67.575.730

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	43%	42%	86%	51%	44%	164	102	185	142	155
June 2025	45%	41%	62%	49%	45%	156	99	83	142	149
Sept. 2025	47%	23%	63%	49%	43%	165	89	79	156	155
Dec. 2025	47%	25%	71%	52%	44%	148	88	81	150	142
March 2026	56%	33%	67%	48%	52%	143	84	79	134	137

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls*	The number of IVN calls	The number of video calls	Others (chat / co-browsing ..etc.)
278.506	576	4.009.261	87.294.003	3.275.332	114.684
113.194	437	3.789.062	80.722.006	3.284.445	114.461
93.987	546	4.185.701	95.943.932	3.454.948	142.067
102.272	598	5.771.114	93.726.542	3.559.709	130.271
126.613	264	5.871.060	79.786.668	3.737.406	126.016

*Data for March 2025, June 2025, September 2025 and December 2025 have been revised.

Period	Outbound services (Number of banks)									
	Inhouse									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	9	9	15	12	10	12	9	12	9	6
June 2025	9	9	15	12	9	12	9	12	9	6
Sept. 2025	9	9	15	12	9	13	10	13	10	6
Dec. 2025	7	7	15	13	10	13	10	14	11	7
March 2026	7	8	15	12	10	13	10	14	10	7

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	10	11	14	9	10	8	9	12	10	6
June 2025	10	11	14	9	10	8	10	12	10	6
Sept. 2025	10	11	15	9	10	9	10	12	11	6
Dec. 2025	11	12	15	9	10	8	9	12	11	7
March 2026	10	11	16	8	9	8	11	14	12	7

*Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. *Weighted average* formula is used in average formulas as of December 2012 period.

The Banks Association of Türkiye
Call Center Statistics*
(Consolidated, 28 banks)

D. Other Statistics

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
March 2025	7.332	25	16	221	40	50	1.324	33	18	129	41	50
June 2025	7.306	25	16	211	40	51	1.350	36	19	139	41	50
Sept. 2025	7.858	24	16	216	39	51	1.377	36	18	146	41	50
Dec. 2025	7.856	27	16	215	39	51	1.412	40	20	140	41	50
March 2026	7.447	28	16	264	39	51	1.173	43	15	131	41	50

E. Financial transactions

Period	Number of transactions**	Volume of transactions (Thousand TRY)***
March 2025	2.295.986	61.503.770
June 2025	2.337.581	68.725.671
Sept. 2025	2.259.795	70.530.915
Dec. 2025	2.200.305	71.558.213
March 2026	2.200.182	72.535.776

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

**Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

* The total number and volume of financial transactions was provided from 22 banks (out of 28).

Statistics in this report consist of data from banks that are members of the Banks Association of Türkiye (deposit banks, development and investment banks) providing call center services. Participation banks are not included. While the data of the banks were aggregated, the data was not singularized.

The Banks Association of Türkiye
Call Center Statistics*
 (The number of agents ≥ 251) (Number of banks: 11)

A. Number of Call Center Employees

Period	The number of part-time agents		The number of full-time agents		Total number of agents	The number of supporting service personnel	The number of managers		Total
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
March 2025	272	58	7.246	928	8.504	1.019	954	99	10.576
June 2025	274	52	7.040	951	8.317	1.010	928	101	10.356
Sept. 2025	274	48	7.465	1.014	8.801	1.044	980	104	10.929
Dec. 2025	266	53	7.444	1.132	8.895	1.087	936	112	11.030
March 2026	276	45	7.190	1.034	8.545	1.094	944	106	10.689

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)**
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
381	29	334	8	9%
395	42	135	12	7%
462	45	101	15	7%
451	40	164	22	8%
389	31	223	30	8%

The number of agents working in the Outsource company on behalf of Bank's call center
6.840
6.619
6.892
7.188
7.249

B. Call Center Employee Profile

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
March 2025	6.224	2.280	703	316	607	446	7.534	3.042	28	35	33
June 2025	6.128	2.189	696	314	595	434	7.419	2.937	28	35	35
Sept. 2025	6.568	2.233	719	325	636	448	7.923	3.006	28	35	34
Dec. 2025	6.636	2.259	757	330	598	450	7.991	3.039	28	36	35
March 2026	6.431	2.114	751	343	622	428	7.804	2.885	28	36	35

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate
March 2025	631	2.668	5.058	147	60	230	663	66	34	182	702	135	725	3.080	6.423	348
June 2025	582	2.593	4.991	151	56	226	663	65	34	186	717	92	672	3.005	6.371	308
Sept. 2025	546	2.754	5.346	155	50	207	715	72	35	178	773	98	631	3.139	6.834	325
Dec. 2025	499	2.750	5.490	156	51	201	762	73	34	172	743	99	584	3.123	6.995	328
March 2026	481	2.587	5.317	160	50	198	771	75	36	177	731	106	567	2.962	6.819	341

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others								
March 2025	2.326	6.178	760	259	517	536	3.603	6.973	94	22	60	176	320	100	124	544
June 2025	2.254	6.063	742	268	503	526	3.499	6.857	99	21	60	180	312	102	119	533
Sept. 2025	2.725	6.076	780	264	547	537	4.052	6.877	102	22	59	183	277	94	111	482
Dec. 2025	2.502	6.393	810	277	487	561	3.799	7.231	108	20	63	191	269	83	113	465
March 2026	2.513	6.032	814	280	526	524	3.853	6.836	123	22	63	208	257	82	110	449

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≥ 251) (Number of banks: 11)

C. Call Profile

Period	Inbound call profile										
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered calls (%)	Average talk time (second)	Average after call work time (second)	Average ringing time (second)	Average speed of answer (second)	Average time to abandonment (second)	Number of active customers
March 2025	43.611.682	54.603.743	98.215.425	1.231.490	98%	195	3	2	22	109	29.885.044
June 2025	42.809.218	54.452.327	97.261.545	1.560.530	97%	192	3	2	23	95	29.349.977
Sept. 2025	45.908.584	59.377.112	105.285.696	1.888.830	97%	192	4	2	25	97	28.768.037
Dec. 2025	45.896.171	59.401.177	105.297.348	1.334.332	98%	195	4	2	22	102	30.293.088
March 2026	44.870.976	60.453.169	105.324.145	1.782.602	97%	196	3	2	24	113	29.211.031

Period	Inbound call services (Number of banks)															
	From the same line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
March 2025	10	10	10	6	9	8	6	3	2	2	7	4	3	3	3	10
June 2025	10	10	10	6	9	8	6	3	2	2	7	4	3	3	3	10
Sept. 2025	11	11	11	6	9	8	6	3	3	2	8	4	4	3	3	11
Dec. 2025	11	11	11	6	9	8	6	3	3	2	8	4	4	3	3	11
March 2026	11	11	11	6	9	8	6	3	3	3	8	4	4	3	3	11

Period	Inbound call services (Number of banks)															
	From the another line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
March 2025	1	1	0	4	2	0	8	5	9	6	4	6	7	3	4	0
June 2025	1	1	0	4	2	0	8	5	9	6	4	6	7	3	4	0
Sept. 2025	1	1	0	4	2	0	8	5	9	6	4	6	7	3	4	0
Dec. 2025	1	1	0	4	2	0	8	5	9	6	4	6	7	3	4	0
March 2026	1	1	0	4	2	0	8	5	9	5	4	6	7	3	4	0

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≥ 251) (Number of banks: 11)

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	9.662.073	969.985	16.405	2.329.081	12.977.544	12.829.007	1.430.116	9.699	2.268.277	16.537.099	22.491.080	2.400.101	26.104	4.597.358	29.514.643
June 2025	9.312.958	1.009.852	17.405	1.971.240	12.311.455	11.480.465	1.610.259	10.676	2.056.781	15.158.181	20.793.423	2.620.111	28.081	4.028.021	27.469.636
Sept. 2025	9.680.736	1.380.489	13.235	2.329.071	13.403.531	11.127.936	5.006.417	7.657	2.420.508	18.562.518	20.808.672	6.386.906	20.892	4.749.579	31.966.049
Dec. 2025	11.407.673	1.534.320	13.176	2.630.552	15.585.721	12.748.013	4.887.172	5.258	2.447.973	20.088.416	24.155.686	6.421.492	18.434	5.078.525	35.674.137
March 2026	29.277.759	2.971.420	10.163	2.128.263	34.387.605	22.632.014	6.098.880	4.988	2.314.190	31.050.072	51.909.773	9.070.300	15.151	4.442.453	65.437.677

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	43%	40%	86%	51%	44%	161	101	185	143	153
June 2025	45%	39%	62%	49%	45%	156	99	83	143	149
Sept. 2025	47%	22%	63%	49%	42%	166	89	79	157	156
Dec. 2025	47%	24%	71%	52%	44%	147	87	81	151	142
March 2026	56%	33%	67%	48%	53%	143	83	79	135	137

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls*	The number of IVN calls	The number of video calls	Others (chat / co-browsing ..etc.)
201.195	574	3.448.801	86.346.248	2.676.683	461
112.328	436	3.460.324	79.579.287	2.684.715	453
92.619	546	3.770.801	94.325.959	2.893.386	370
100.599	595	5.452.265	92.053.640	2.805.817	387
120.523	262	5.542.973	78.003.645	2.930.716	1.913

*Data for March 2025, June 2025, September 2025 and December 2025 have been revised.

Period	Outbound services (Number of banks)									
	Inhouse									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	4	4	7	6	6	6	4	6	4	2
June 2025	4	4	7	5	6	6	4	6	3	2
Sept. 2025	5	5	7	5	6	7	5	6	5	2
Dec. 2025	3	3	7	6	7	7	5	7	5	3
March 2026	3	3	7	6	7	7	5	7	5	3

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	7	7	9	5	8	5	6	7	5	5
June 2025	7	7	9	5	8	5	6	7	5	5
Sept. 2025	7	7	9	5	8	6	6	7	6	5
Dec. 2025	7	7	9	5	8	5	5	7	6	5
March 2026	7	7	9	5	7	5	6	7	6	5

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. "Weighted average" formula is used in average formulas as of December 2012 period.

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≥ 251) (Number of banks: 11)

D. Other Statistics

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
March 2025	6.722	25	16	238	40	51	1.123	35	18	88	42	49
June 2025	6.691	25	16	248	40	51	1.143	38	19	98	42	49
Sept. 2025	7.279	24	16	266	39	51	1.176	38	19	107	42	49
Dec. 2025	7.311	27	16	304	39	51	1.215	41	20	96	42	49
March 2026	6.772	28	16	392	39	51	1.062	46	16	107	44	49

E. Financial transactions

Period	Number of transactions	Volume of transactions (Thousand TRY)
March 2025	2.063.938	50.153.124
June 2025	2.126.324	56.396.433
Sept. 2025	2.063.087	59.133.660
Dec. 2025	2.023.542	60.439.421
March 2026	2.029.857	60.823.400

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

**Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

Statistics in this report consist of data from banks that are members of the Banks Association of Türkiye (deposit banks, development and investment banks) providing call center services. Participation banks are not included. While the data of the banks were aggregated, the data was not singularized.

The Banks Association of Türkiye

Call Center Statistics*

(51 ≤ The number of agents ≤ 250) (Number of banks: 4)

A. Number of Call Center Employees

Period	The number of part-time agents		The number of full-time agents		Total number of agents	The number of supporting service personnel	The number of managers		Total
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
March 2025	6	0	340	85	431	74	32	12	549
June 2025	6	0	244	81	331	61	21	10	423
Sept. 2025	0	0	246	76	322	58	26	10	416
Dec. 2025	0	0	225	71	296	61	27	10	394
March 2026	0	0	307	68	375	64	31	9	479

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
64	12	4	1	19%
43	11	6	1	18%
24	9	1	0	11%
17	3	6	0	9%
26	3	10	0	10%

The number of agents working in the Outsource company on behalf of Bank's call center
310
299
278
282
257

B. Call Center Employee Profile

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
March 2025	325	106	43	31	21	23	389	160	28	35	35
June 2025	252	79	33	28	16	15	301	122	28	36	36
Sept. 2025	237	85	34	24	19	17	290	126	27	35	34
Dec. 2025	221	75	37	24	19	18	277	117	28	35	34
March 2026	281	94	40	24	22	18	343	136	28	34	34

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate
March 2025	15	99	309	8	5	11	51	7	1	8	31	4	21	118	391	19
June 2025	14	95	218	4	3	12	40	6	1	7	21	2	18	114	279	12
Sept. 2025	11	76	231	4	2	8	41	7	1	6	24	5	14	90	296	16
Dec. 2025	10	74	209	3	3	8	44	6	1	6	25	5	14	88	278	14
March 2026	12	95	260	8	5	10	45	4	1	7	26	6	18	112	331	18

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others								
March 2025	123	308	42	32	19	25	184	365	1	0	3	4	60	18	13	91
June 2025	87	244	29	32	10	21	126	297	4	0	2	6	21	18	7	46
Sept. 2025	121	201	32	26	18	18	171	245	1	1	4	6	15	16	7	38
Dec. 2025	106	190	36	25	16	21	158	236	2	0	4	6	12	15	7	34
March 2026	137	238	37	27	17	23	191	288	2	0	4	6	11	14	7	32

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

The Banks Association of Türkiye
Call Center Statistics*
(51 ≤ The number of agents ≤ 250) (Number of banks: 4)

C. Call Profile

Period	Inbound call profile										
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered calls (%)	Average talk time (second)	Average after call work time (second)	Average ringing time (second)	Average speed of answer (second)	Average time to abandonment (second)	Number of active customers
March 2025	1.173.092	1.294.809	2.467.901	25.138	98%	254	4	2	15	108	2.062.325
June 2025	1.240.378	1.067.311	2.307.689	25.185	98%	242	4	2	16	123	1.960.054
Sept. 2025	1.224.415	1.039.126	2.263.541	22.452	98%	243	5	2	17	115	1.974.159
Dec. 2025	1.213.980	977.785	2.191.765	26.073	97%	236	6	2	19	130	2.000.090
March 2026	1.117.111	956.124	2.073.235	23.201	98%	230	5	2	20	134	1.971.055

Period	Inbound call services (Number of banks)															
	From the same line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
March 2025	5	5	5	2	5	4	2	1	3	3	4	4	2	3	0	5
June 2025	4	4	4	2	4	3	2	1	3	2	4	3	2	3	0	4
Sept. 2025	4	4	4	1	4	4	2	1	2	3	3	3	2	3	0	4
Dec. 2025	4	4	4	1	4	4	2	1	2	3	3	3	2	3	0	4
March 2026	4	4	4	1	4	4	2	2	2	3	3	3	2	3	0	4

Period	Inbound call services (Number of banks)															
	From the another line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
March 2025	0	0	0	2	0	0	3	0	0	2	1	2	0	0	0	0
June 2025	0	0	0	2	0	0	2	0	0	2	1	2	0	1	0	0
Sept. 2025	0	0	0	1	0	0	2	0	0	1	0	1	0	1	0	0
Dec. 2025	0	0	0	1	0	0	2	0	0	1	0	1	0	1	0	0
March 2026	0	0	0	1	0	0	2	0	0	1	0	1	0	1	0	0

The Banks Association of Türkiye
Call Center Statistics*
(51 ≤ The number of agents ≤ 250) (Number of banks: 4)

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	583.664	88.927	0	11.054	683.645	708.294	28.796	0	21.354	758.444	1.291.958	117.723	0	32.408	1.442.089
June 2025	558.411	87.432	0	10.495	656.338	501.940	32.114	0	28.378	562.432	1.060.351	119.546	0	38.873	1.218.770
Sept. 2025	826.766	84.141	0	6.932	917.839	872.382	34.178	0	5.096	911.656	1.699.148	118.319	0	12.028	1.829.495
Dec. 2025	731.266	77.985	0	0	809.251	915.552	37.180	0	0	952.732	1.646.818	115.165	0	0	1.761.983
March 2026	710.386	62.719	0	8.731	781.836	944.040	34.438	0	8.321	986.799	1.654.426	97.157	0	17.052	1.768.635

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	45%	76%	-	34%	47%	216	119	-	72	201
June 2025	53%	73%	-	27%	54%	179	107	-	72	168
Sept. 2025	49%	71%	-	58%	50%	161	105	-	0	155
Dec. 2025	44%	68%	-	-	46%	160	108	-	-	155
March 2026	43%	65%	-	51%	44%	161	123	#DIV/0!	0	157

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls	The number of IVN calls	The number of video calls	Others (chat / co-browsing ..etc.)
436	0	107.148	659.821	509.325	0
414	0	91.767	418.001	485.823	0
411	0	109.407	797.780	381.943	0
462	0	23.340	993.229	515.310	0
569	0	64.307	1.077.811	551.985	0

Period	Outbound services (Number of banks)									
	Inhouse									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	2	2	5	4	3	4	3	4	2	2
June 2025	2	2	4	3	2	3	3	3	2	2
Sept. 2025	1	1	4	3	1	3	3	3	2	1
Dec. 2025	1	1	4	3	1	3	3	3	2	1
March 2026	1	1	4	2	1	3	3	3	2	1

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	1	2	3	2	1	2	1	3	2	0
June 2025	1	2	3	2	1	2	2	2	2	0
Sept. 2025	1	2	4	2	1	2	2	3	2	0
Dec. 2025	1	2	4	2	1	2	2	3	2	0
March 2026	0	1	4	1	1	2	3	3	2	0

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. *Weighted average* formula is used in average formulas as of December 2012 period.

The Banks Association of Türkiye
Call Center Statistics*
(51 ≤ The number of agents ≤ 250) (Number of banks: 4)

D. Other Statistics

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
March 2025	429	14	16	237	40	48	74	16	12	150	40	53
June 2025	332	16	16	266	40	49	77	16	14	172	38	55
Sept. 2025	323	20	14	242	40	49	74	19	13	258	38	55
Dec. 2025	269	20	13	176	40	49	69	17	12	251	38	55
March 2026	408	21	16	279	40	49	70	16	12	168	38	55

E. Financial transactions

Period	Number of transactions	Volume of transactions (Thousand TRY)
March 2025	157.600	8.193.039
June 2025	88.057	6.965.241
Sept. 2025	114.744	7.035.630
Dec. 2025	102.638	7.321.519
March 2026	92.725	7.431.705

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

**Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

Statistics in this report consist of data from banks that are members of the Banks Association of Türkiye (deposit banks, development and investment banks) providing call center services. Participation banks are not included. While the data of the banks were aggregated, the data was not singularized.

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 13)

A. Number of Call Center Employees

Period	The number of part-time agents		The number of full-time agents		Total number of agents	The number of supporting service personnel	The number of managers		Total
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
March 2025	0	0	90	27	117	29	20	5	171
June 2025	0	0	169	28	197	45	33	7	282
Sept. 2025	6	0	151	25	182	32	27	5	246
Dec. 2025	6	0	167	25	198	32	30	5	265
March 2026	4	0	173	26	203	28	27	5	263

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
11	0	0	0	9%
19	5	3	0	14%
11	4	5	1	12%
15	0	0	0	8%
20	0	6	0	13%

The number of agents working in the Outsource company on behalf of Bank's call center
307
336
345
333
350

B. Call Center Employee Profile

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
March 2025	91	26	16	13	10	15	117	54	28	35	39
June 2025	143	54	27	18	21	19	191	91	28	36	39
Sept. 2025	140	42	19	13	15	17	174	72	28	36	39
Dec. 2025	157	41	19	13	16	19	192	73	28	36	38
March 2026	155	48	15	13	15	17	185	78	28	36	39

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate	High school	College	University graduate	Post-graduate
March 2025	10	38	67	2	1	2	22	4	1	3	19	2	12	43	108	8
June 2025	13	55	128	1	2	2	36	5	2	3	30	5	17	60	194	11
Sept. 2025	16	62	103	1	3	4	24	1	3	3	23	3	22	69	150	5
Dec. 2025	20	68	109	1	3	4	24	1	3	3	25	4	26	75	158	6
March 2026	31	66	105	1	2	5	20	1	3	1	25	3	36	72	150	5

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	Istanbul and izmit	Others	Istanbul and izmit	Others	Istanbul and izmit	Others	Istanbul and izmit	Others								
March 2025	78	39	27	2	21	4	126	45	6	2	6	14	18	0	6	24
June 2025	122	75	41	4	31	9	194	88	8	3	7	18	28	2	6	36
Sept. 2025	69	113	22	10	19	13	110	136	15	3	6	24	29	5	6	40
Dec. 2025	72	126	22	10	18	17	112	153	16	3	6	25	32	5	7	44
March 2026	85	118	19	9	16	16	120	143	15	2	6	23	33	5	7	45

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 13)

C. Call Profile

Period	Inbound call profile										
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered calls (%)	Average talk time (second)	Average after call work time (second)	Average ringing time (second)	Average speed of answer (second)	Average time to abandonment (second)	Number of active customers
March 2025	684.964	1.155.040	1.840.004	46.712	96%	221	4	3	29	132	458.703
June 2025	573.040	1.029.494	1.602.534	37.456	96%	221	4	3	31	134	416.971
Sept. 2025	659.047	1.064.351	1.723.398	45.658	96%	217	4	3	28	186	447.822
Dec. 2025	576.756	1.001.374	1.578.130	32.372	97%	233	4	3	33	160	450.764
March 2026	558.891	991.053	1.549.944	29.988	97%	253	4	3	23	146	444.221

Period	Inbound call services (Number of banks)															
	From the same line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
March 2025	6	7	3	2	5	3	2	3	3	1	7	1	3	4	0	6
June 2025	9	9	4	2	8	4	2	3	3	2	10	2	6	6	0	9
Sept. 2025	9	9	4	3	8	3	3	4	4	1	11	2	5	8	0	10
Dec. 2025	10	9	4	2	8	3	3	4	3	1	12	3	4	7	0	10
March 2026	11	10	5	2	8	3	3	3	5	1	13	3	4	7	0	10

Period	Inbound call services (Number of banks)															
	From the another line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private banking line	Insurance / Individual pension system line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
March 2025	1	1	0	2	1	1	3	1	3	1	1	3	1	0	0	1
June 2025	1	1	0	2	1	1	4	1	3	1	3	1	0	0	1	
Sept. 2025	1	1	0	3	1	1	4	1	3	2	4	1	0	0	1	
Dec. 2025	1	1	0	3	1	1	4	1	3	2	4	2	1	0	1	
March 2026	1	1	0	3	1	1	4	1	4	3	4	2	1	0	1	

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 13)

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	79.881	26.408	0	45.906	152.195	74.541	16.113	0	51.654	142.308	154.422	42.521	0	97.560	294.503
June 2025	197.317	52.360	0	42.958	292.635	206.972	29.177	0	56.265	292.414	404.289	81.537	0	99.223	585.049
Sept. 2025	69.305	62.968	0	55.214	187.487	52.769	27.400	0	74.640	154.809	122.074	90.368	0	129.854	342.296
Dec. 2025	69.040	61.007	0	81.511	211.558	66.286	26.733	0	80.488	173.507	135.326	87.740	0	161.999	385.065
March 2026	93.445	60.051	0	38.515	192.011	121.642	25.086	0	30.679	177.407	215.087	85.137	0	69.194	369.418

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
March 2025	52%	62%	-	47%	52%	142	74	-	150	133
June 2025	49%	64%	-	43%	50%	122	78	-	141	117
Sept. 2025	57%	70%	-	43%	55%	108	66	-	147	105
Dec. 2025	51%	70%	-	50%	55%	104	72	-	109	97
March 2026	43%	71%	-	56%	52%	92	78	#DIV/0!	90	87

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls	The number of IVN calls	The number of video calls	Others (chat / co-browsing ..etc.)
76.875	2	453.312	287.934	89.324	114.223
452	1	236.971	724.718	113.907	114.008
957	0	305.493	820.193	179.619	141.697
1.211	3	295.509	679.673	238.582	129.884
5.521	2	263.780	705.212	254.705	124.103

Period	Outbound services (Number of banks)									
	Inhouse									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	3	3	3	2	1	2	2	2	3	2
June 2025	3	3	4	4	1	3	2	3	4	2
Sept. 2025	3	3	4	4	2	3	2	4	3	3
Dec. 2025	3	3	4	4	2	3	2	4	4	3
March 2026	3	4	4	4	2	3	2	4	3	3

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
March 2025	2	2	2	2	1	1	2	2	3	1
June 2025	2	2	2	2	1	1	2	3	3	1
Sept. 2025	2	2	2	2	1	1	2	2	3	1
Dec. 2025	3	3	2	2	1	1	2	2	3	2
March 2026	3	3	3	2	1	1	2	4	4	2

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. "Weighted average" formula is used in average formulas as of December 2012 period.

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 13)

D. Other Statistics

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
March 2025	181	70	14	185	40	51	127	23	10	186	41	49
June 2025	283	36	12	151	40	52	130	22	9	186	42	48
Sept. 2025	256	43	15	151	39	52	127	23	10	157	42	48
Dec. 2025	276	36	12	140	38	53	128	22	10	157	42	48
March 2026	267	38	16	141	39	51	41	20	5	145	38	50

E. Financial transactions

	Number of transactions	Volume of transactions (Thousand TRY)
March 2025	74.448	3.157.607
June 2025	123.200	5.363.997
Sept. 2025	81.964	4.361.625
Dec. 2025	74.125	3.797.273
March 2026	77.600	4.280.672

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

**Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

Statistics in this report consist of data from banks that are members of the Banks Association of Türkiye (deposit banks, development and investment banks) providing call center services. Participation banks are not included. While the data of the banks were aggregated, the data was not singularized.

List of participating banks

- 1 Akbank T.A.Ş.
- 2 Aktif Yatırım Bankası A.Ş.
- 3 Alternatifbank A.Ş.
- 4 Anadolubank A.Ş.
- 5 Burgan Bank A.Ş.
- 6 Colendi Bank A.Ş.
- 7 Denizbank A.Ş.
- 8 Enpara Bank A.Ş.
- 9 Fibabanka A.Ş.
- 10 FUPS Bank A.Ş.
- 11 Golden Global Yatırım Bankası A.Ş.
- 12 HSBC Bank A.Ş.
- 13 ICBC Turkey Bank A.Ş.
- 14 ING Bank A.Ş.
- 15 Misyon Yatırım Bankası A.Ş.
- 16 Odea Bank A.Ş.
- 17 QNB Bank A.Ş.
- 18 Şekerbank T.A.Ş.
- 19 Turkish Bank A.Ş.
- 20 Türk Ekonomi Bankası A.Ş.
- 21 Türk Ticaret Bankası A.Ş.
- 22 Türkiye Cumhuriyeti Ziraat Bankası A.Ş.
- 23 Türkiye Garanti Bankası A.Ş.
- 24 Türkiye Halk Bankası A.Ş.
- 25 Türkiye İş Bankası A.Ş.
- 26 Türkiye Vakıflar Bankası A.Ş.
- 27 Yapı ve Kredi Bankası A.Ş.
- 28 Ziraat Dinamik Banka A.Ş.

Glossary

A. Total Number of Call Center Personnel*

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

* Entry 1 to 6 include the number of agents working in the bank's call center.

* Entry 7 includes the number of agents working on behalf of bank's call center, outside of the bank's location.

- 1. The number of part-time agents :** Total number of part-time agents that worked in the related three-month period.
- 2. The number of full-time agents:** Total number of full-time agents that worked in the related three-month period.
- 3. The number of supporting service staff :** Total number of employees who do not take calls in the call center in the related three-month period.
- 4. The number of managers :** Number of management team members who do not take calls in the related three-month period. ie. Team leaders, supervisors, call center manager
- 5. The number of agents that resigned and fired :** Total number of agents that resigned and laid off in the related three-month period.
- 6. The number of agents that transferred to another department :** Total number of agents that transferred to another department in the related three-month period.
- 7. The number of agents working in the Outsource company on behalf of Bank's call center:** Number of Agents working in the outsource company and giving the service of inbound and outbound calls on behalf of bank's call center.

B. Call Center Employee Profile*

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. The data A-7 is not included in this category.

* Arithmetic mean (for data "greater than zero") is used in calculating the average ratios.

- 1. Gender :** The distribution by gender of the total number agents, supporting service staff and managers in the related three-month period.
 - 2. Academic background :** The distribution by education of the total number of agents, supporting service staff and managers in the related three-month period. Last school graduation was considered for students.
 - 3. Geographical location :** The distribution by geographical location of the total number of agents, supporting service staff and managers in the related three-month period.
 - 4. Average age :** The average age of agents, supporting service staff and managers in the related three-month period.
- Availability of SPK License :** Total number of agents, supporting service staff and managers where SPK license is available in the related three-month period.
- Foreign language speaking :** Total number of agents, supporting service staff and managers who speak foreign language in the related three-month period.

C. Call Profile*

* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

* Weighted average is used in average formulas.

Inbound

- 1. Number of incoming calls received calls by IVR :** All calls answered or ceased in the IVR system. Calls incoming to agents or abandoned by the agents are not included.
- 2. Number of incoming calls answered by agents :** Number of incoming calls answered and abandoned by the agents.
Total number of incoming calls = Number of calls answered by the agents + Number of calls abandoned by the agents.
- 3. Number of abandoned calls from agents**

Answered calls (%) = (Number of incoming calls to agents-Number of agent abandoned calls) / Number of incoming calls to agents

- 4. Average talk time (second)**
- 5. Average after call work time (second)**
- 6. Average ringing time (second)**
- 7. Average speed of answer (second)**
- 8. Average time to abandonment (second)**
- 9. Number of active customers:** Number of customers that has called at least once in the past 3 months

Inbound call services - From the same line / another line

Glossary

Outbound

10. **Number of reached customers** : Not number of calls, the number of customers will be used.

11. **Number of customers not reached**: Not number of calls, the number of customers will be used.

Customers reached (%) = Number of reached customers / Total number of customers

12. **E-mail - Fax - Other** : Number of mails, faxes or others.

Outbound call services - From the same line / another line

Outbound call profile

13. **Number of e-mails received**

14. **Number of faxes received**

15. **The number of chat calls**

16. **The number of IVN calls**

17. **The number of video calls**

18. **Others (chat / co-browsing ..etc.)**

D. Other Statistics* - Both inbound calls and outbound calls

** Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.*

** Weighted average is used in items 2 and 3.*

** Arithmetic mean (for data "greater than zero") is used for items 4, 5 and 6.*

1. **Number of seats** : Number of seats occupied.

2. **Number of calls evaluated per agent** : Inbound and outbound calls evaluated per agent will be used.

3. **Number of agents per first manager**

4. **Training time per agent (hour)** : For a full time agent who works 9 hours in a day.

5. **Daily break time per agent (minute)** : For a full time agent who works 9 hours in a day. Standard legal break time will be given.

6. **Daily lunch time per agent (minute)** : For a full time agent who works 9 hours in a day. Standard legal lunch time will be given.

E. Financial Transactions*

** Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.*

1. **Number of transactions** : Total number of financial transactions in the related three-month period.

2. **Volume of transactions (TL)**: Total volume of financial transactions in the related three-month period.

*Publication Periods of the Report:

March: May 1.Week

June: August 1.Week

September: November 1.Week

December: February 1.Week

This report is prepared from the related statistics of member banks that give call center service to the customers. The data of participation banks is not included.

While the data of the banks were aggregated, the data was not singularized.

Whilst every effort has been made to ensure that the information contained in this book is correct, the Banks Association of Türkiye can not accept any responsibility for any errors or omissions or for any consequences resulting therefrom.

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