



Call Center Statistics

December 2021

Report Code: DE23

February 2022



Summary Tables

Number of Call Center Employees

	Sept. 2021				Dec. 2021				
	Female	Male	Total	The average age	Female	Male	Total	The average age	Net change
The number of agents	6,073	2,260	8,333	27	6,142	2,201	8,343	27	10
The number of supporting service personnel	551	250	801	34	617	279	896	34	95
The number of managers	502	390	892	34	518	400	918	34	26
Total	7,126	2,900	10,026	-	7,277	2,880	10,157	-	131
Outsource	-	-	3,928	-	-	-	4,596	-	668

Distribution of Call Center Employees by City

	Sept. 2021		Dec. 2021	
	Total	(%)	Total	(%)
Istanbul and Izmit	4,970	50	5,005	49
Other	5,056	50	5,152	51
Total	10,026	100	10,157	100

Call Center Employee Profile

	Sept. 2021					Dec. 2021				
	High school	College	University graduate	Post-graduate	Total	High school	College	University graduate	Post-graduate	Total
The number of agents	794	2,296	5,134	109	8,333	747	2,290	5,190	116	8,343
The number of supporting service personnel	76	185	471	69	801	85	224	518	69	896
The number of managers	46	162	609	75	892	50	165	629	74	918
Total	916	2,643	6,214	253	10,026	882	2,679	6,337	259	10,157

Call Profile

	Sept. 2021	Dec. 2021
Inbound call		
Total number of incoming calls (million)	105.6	112.7
Number of incoming calls answered by agents (million)	48.7	52.4
Answered Calls (%)	97	97
Average talk time (second)	175	181
Outbound call		
The total number of outbound call customers (million)	21.9	27.4
Customers reached (%)	40	38
Average talk time (second)	159	163
Number of e-mails received (thousand)	276.9	299.2
Number of faxes received (thousand)	1.2	1.2
The number of chat calls (thousand)	1,955.7	2,268.5
The number of IVN calls (million)	28.5	37.2
The number of video calls	1,379,646	1,668,876
Other (chat / co-browsing ..etc.) (thousand)	196.0	219.3

Financial transactions

	Sept. 2021	Dec. 2021
Number of transactions (million)*	2.6	2.6
Volume of transactions (billion TRY)*	13	17

* The total number and volume of financial transactions was provided from 18 banks (out of 23).

The Banks Association of Turkey
Call Center Statistics*
(Consolidated, 23 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	
Dec. 2020	48	38	7,239	990	8,315	703	736	97	9,851
March 2021	67	32	7,481	1,062	8,642	726	759	110	10,237
June 2021	82	32	7,565	1,069	8,748	852	714	176	10,490
Sept. 2021	133	55	7,151	994	8,333	801	787	105	10,026
Dec. 2021	123	64	7,195	961	8,343	896	813	105	10,157

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	
432	82	73	12	7%
454	94	156	17	8%
611	75	152	28	10%
814	136	160	31	14%
661	99	203	27	12%

The number of agents working in the Outsource company on behalf of Bank's call center
3,252
3,240
3,253
3,928
4,596

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			
Dec. 2020	6,001	2,314	480	223	476	357	6,957	2,894	27	33	34
March 2021	6,319	2,323	501	225	503	366	7,323	2,914	28	33	35
June 2021	6,387	2,361	594	258	520	370	7,501	2,989	27	33	34
Sept. 2021	6,073	2,260	551	250	502	390	7,126	2,900	27	34	34
Dec. 2021	6,142	2,201	617	279	518	400	7,277	2,880	27	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
Dec. 2020	816	2,440	4,962	97	87	167	391	58	54	128	571	80	957	2,735	5,924	235
March 2021	814	2,481	5,232	115	96	156	414	60	51	156	579	83	961	2,793	6,225	258
June 2021	835	2,426	5,376	111	88	214	487	63	48	161	597	84	971	2,801	6,460	258
Sept. 2021	794	2,296	5,134	109	76	185	471	69	46	162	609	75	916	2,643	6,214	253
Dec. 2021	747	2,290	5,190	116	85	224	518	69	50	165	629	74	882	2,679	6,337	259

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
	İstanbul and izmit	Others	İstanbul and izmit	Others	İstanbul and izmit	Others	İstanbul and izmit	Others								
Dec. 2020	4,077	4,238	590	113	510	323	5,177	4,674	102	30	60	192	228	73	138	439
March 2021	4,098	4,544	602	124	519	350	5,219	5,018	133	27	61	221	250	69	142	461
June 2021	4,156	4,592	723	129	534	356	5,413	5,077	133	31	60	224	285	76	140	501
Sept. 2021	3,759	4,574	674	127	537	355	4,970	5,056	156	31	66	253	312	78	180	570
Dec. 2021	3,681	4,662	764	132	560	358	5,005	5,152	149	27	74	250	331	76	181	588

ith period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

The Banks Association of Turkey
Call Center Statistics*
(Consolidated, 23 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
Dec. 2020	63,742,912	52,049,424	115,792,336	1,833,871	96%	169	5	2	36	120	26,211,217
March 2021	54,768,494	50,626,928	105,395,422	1,269,639	97%	174	5	2	23	104	25,048,443
June 2021	51,550,873	47,152,810	98,703,683	1,280,427	97%	179	5	2	22	105	23,330,367
Sept. 2021	56,968,354	48,663,821	105,632,175	1,648,852	97%	175	5	2	27	110	23,976,133
Dec. 2021	60,268,300	52,435,062	112,703,362	1,716,338	97%	181	5	2	27	109	26,172,990

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
Dec. 2020	21	20	18	9	22	16	13	5	8	5	18	12	8	11	4	21
March 2021	19	20	18	9	22	16	11	5	7	5	18	11	7	9	4	21
June 2021	19	20	17	9	21	16	12	5	7	5	16	11	7	9	4	19
Sept. 2021	19	22	17	9	22	16	11	5	7	5	16	11	7	9	4	20
Dec. 2021	19	22	17	9	22	16	11	5	7	5	16	11	7	10	4	20

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
Dec. 2020	1	2	0	6	1	1	8	8	10	9	4	10	9	3	8	1
March 2021	1	2	0	7	1	1	8	7	12	8	4	9	8	4	6	1
June 2021	1	2	0	7	1	1	9	7	12	8	5	9	8	4	5	1
Sept. 2021	2	2	0	7	2	2	10	7	12	8	6	10	8	3	5	2
Dec. 2021	3	3	1	7	3	3	11	7	13	9	7	11	8	3	5	3

The Banks Association of Turkey
Call Center Statistics*
(Consolidated, 23 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
Dec. 2020	7,528,512	1,059,690	4,953	1,726,979	10,320,134	9,337,329	984,585	3,716	1,661,761	11,987,391	16,865,841	2,044,275	8,669	3,388,740	22,307,525
March 2021	7,050,082	2,277,697	3,025	1,448,938	10,779,742	9,430,274	1,850,451	1,802	1,433,326	12,715,853	16,480,356	4,128,148	4,827	2,882,264	23,495,595
June 2021	6,398,801	1,632,065	2,908	1,343,128	9,376,902	7,883,728	1,325,166	2,040	1,301,739	10,512,673	14,282,529	2,957,231	4,948	2,644,867	19,889,575
Sept. 2021	6,217,667	1,013,894	3,359	1,540,883	8,775,803	10,102,084	1,460,479	3,399	1,592,379	13,158,341	16,319,751	2,474,373	6,758	3,133,262	21,934,144
Dec. 2021	7,349,501	1,380,329	4,005	1,652,865	10,386,700	13,363,201	1,747,906	2,964	1,887,881	17,001,952	20,712,702	3,128,235	6,969	3,540,746	27,388,652

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
Dec. 2020	45%	52%	57%	51%	46%	160	144	40	140	155
March 2021	43%	55%	63%	50%	46%	160	123	37	136	149
June 2021	45%	55%	59%	51%	47%	155	111	43	124	143
Sept. 2021	38%	41%	50%	49%	40%	175	108	34	130	159
Dec. 2021	35%	44%	57%	47%	38%	178	104	40	141	163

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.)
344,138	2,337	1,606,134	17,875,894	229,704	221,986
267,025	1,830	1,732,429	30,373,806	581,766	190,748
250,914	1,149	1,767,082	30,935,434	822,037	175,048
276,854	1,208	1,955,718	28,456,763	1,379,646	195,964
299,218	1,243	2,268,503	37,211,494	1,668,876	219,252

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
Dec. 2020	7	7	14	8	10	11	5	11	8	7
March 2021	6	6	14	8	9	10	4	10	7	7
June 2021	5	5	14	7	9	10	4	10	7	5
Sept. 2021	6	6	14	7	9	10	4	10	7	5
Dec. 2021	5	5	14	7	9	10	4	11	8	6

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
Dec. 2020	10	12	15	9	12	8	7	12	9	7
March 2021	10	13	15	8	11	8	7	13	9	7
June 2021	9	12	15	10	12	8	7	12	8	7
Sept. 2021	10	12	16	11	12	8	7	12	8	7
Dec. 2021	10	12	16	11	12	8	8	12	8	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 Turkey
Call Center Statistics*
(Consolidated, 23 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)
Dec. 2020	7,534	19	18	247	40	48	1,395	22	18	114	41	49
March 2021	7,759	20	17	233	40	48	1,419	20	18	111	41	49
June 2021	7,423	20	18	193	40	49	1,136	23	18	113	41	49
Sept. 2021	7,326	20	17	170	40	50	1,102	21	16	108	41	49
Dec. 2021	7,243	21	17	199	40	50	976	24	18	116	41	49

E. Financial transactions

Period	Number of transactions** *	Volume of transactions (Thousand TRY)***
Dec. 2020	2,473,593	13,475,948
March 2021	2,300,834	11,562,252
June 2021	2,415,026	12,813,353
Sept. 2021	2,560,634	12,592,231
Dec. 2021	2,614,641	17,072,315

* 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 18 banks (out of 23).

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

The Banks Association of Turkey
Call Center Statistics*
(The number of agents ≥ 251) (Number of banks: 10)

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	
Dec. 2020	47	38	6,764	916	7,765	645	685	88	9,183
March 2021	66	32	6,982	984	8,064	668	708	96	9,536
June 2021	82	32	7,059	982	8,155	796	664	162	9,777
Sept. 2021	124	55	6,705	911	7,795	741	738	92	9,366
Dec. 2021	111	64	6,754	884	7,813	811	760	91	9,475

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	
393	79	59	11	7%
403	71	148	17	8%
580	73	147	25	10%
725	112	150	28	13%
615	95	195	21	12%

The number of agents working in the Outsource company on behalf of Bank's call center
2,860
2,789
2,768
3,287
3,999

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			
Dec. 2020	5,608	2,157	449	196	442	331	6,499	2,684	27	33	34
March 2021	5,903	2,161	470	198	470	334	6,843	2,693	27	33	34
June 2021	5,956	2,199	563	233	486	340	7,005	2,772	27	33	34
Sept. 2021	5,711	2,084	519	222	470	360	6,700	2,666	28	34	34
Dec. 2021	5,752	2,061	575	236	483	368	6,810	2,665	28	34	34

Period	Education															
	The number of agents															
	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
Dec. 2020	759	2,217	4,698	91	83	150	364	48	52	114	530	77	894	2,481	5,592	216
March 2021	767	2,258	4,931	108	94	141	386	47	49	141	535	79	910	2,540	5,852	234
June 2021	788	2,205	5,057	105	85	204	456	51	46	146	553	81	919	2,555	6,066	237
Sept. 2021	753	2,094	4,842	106	72	173	439	57	44	148	566	72	869	2,415	5,847	235
Dec. 2021	707	2,089	4,908	109	81	209	467	54	48	148	584	71	836	2,446	5,959	234

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
	İstanbul and İzmit	Others	İstanbul and İzmit	Others	İstanbul and İzmit	Others	İstanbul and İzmit	Others								
Dec. 2020	3,827	3,938	550	95	469	304	4,846	4,337	97	29	59	185	185	59	123	367
March 2021	3,800	4,264	562	106	475	329	4,837	4,699	128	27	60	215	204	55	127	386
June 2021	3,843	4,312	684	112	491	335	5,018	4,759	128	31	59	218	229	61	129	419
Sept. 2021	3,481	4,314	630	111	496	334	4,607	4,759	136	29	60	225	255	64	169	488
Dec. 2021	3,401	4,412	695	116	514	337	4,610	4,865	134	25	65	224	246	62	165	473

* 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 Turkey
Call Center Statistics*
(The number of agents ≥ 251) (Number of banks: 10)

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
Dec. 2020	60,456,989	48,851,567	109,308,556	1,761,258	96%	167	5	2	37	123	25,091,553
March 2021	51,677,011	47,357,059	99,034,070	1,191,219	97%	171	5	2	23	107	23,715,199
June 2021	48,381,765	43,921,946	92,303,711	1,203,337	97%	177	5	2	22	107	22,097,619
Sept. 2021	53,829,443	44,685,591	98,515,034	1,374,294	97%	169	6	2	25	96	22,500,869
Dec. 2021	57,164,779	48,564,435	105,729,214	1,519,143	97%	175	5	2	26	97	24,590,638

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
Dec. 2020	10	10	10	5	10	8	7	2	2	2	7	6	4	4	4	10
March 2021	10	10	10	5	10	8	7	2	2	2	7	5	4	4	4	10
June 2021	10	10	10	5	10	8	7	2	2	2	6	5	4	4	4	10
Sept. 2021	10	10	10	5	10	8	7	2	2	2	6	5	4	4	4	10
Dec. 2021	10	10	10	5	10	8	7	2	2	2	6	5	4	4	4	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
Dec. 2020	1	1	0	4	1	1	6	5	8	6	3	4	7	2	7	0
March 2021	1	1	0	4	1	1	6	5	8	6	3	5	6	3	6	0
June 2021	1	1	0	4	1	1	6	5	8	6	4	5	6	3	5	0
Sept. 2021	1	1	0	4	1	1	6	5	8	6	4	5	6	2	5	0
Dec. 2021	1	1	0	4	1	1	6	5	8	6	4	5	6	2	5	0

The Banks Association of Turkey
Call Center Statistics*
(The number of agents ≥ 251) (Number of banks: 10)

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
Dec. 2020	6,798,171	980,743	4,953	1,688,193	9,472,060	8,777,910	913,754	3,716	1,629,647	11,325,027	15,576,081	1,894,497	8,669	3,317,840	20,797,087
March 2021	6,342,412	2,207,224	3,025	1,418,238	9,970,899	8,884,638	1,816,271	1,802	1,411,539	12,114,250	15,227,050	4,023,495	4,827	2,829,777	22,085,149
June 2021	5,771,346	1,554,107	2,908	1,307,547	8,635,908	7,338,759	1,295,788	2,040	1,278,577	9,915,164	13,110,105	2,849,895	4,948	2,586,124	18,551,072
Sept. 2021	5,755,586	954,176	3,359	1,506,295	8,219,416	9,644,598	1,431,737	3,399	1,567,670	12,647,404	15,400,184	2,385,913	6,758	3,073,965	20,866,820
Dec. 2021	6,690,662	1,309,142	4,005	1,611,079	9,614,888	12,739,419	1,716,040	2,964	1,842,210	16,300,633	19,430,081	3,025,182	6,969	3,453,289	25,915,521

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
Dec. 2020	44%	52%	57%	51%	46%	168	151	40	141	162
March 2021	42%	55%	63%	50%	45%	168	125	37	137	154
June 2021	44%	55%	59%	51%	47%	163	113	43	124	148
Sept. 2021	37%	40%	50%	49%	39%	181	110	34	129	163
Dec. 2021	34%	43%	57%	47%	37%	187	106	40	142	168

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.)
211,858	955	1,538,645	15,973,882	226,825	0
147,293	723	1,672,269	28,430,131	578,154	0
149,121	731	1,717,588	28,931,980	796,460	0
143,904	673	1,917,287	27,732,098	1,327,640	1,067
182,392	638	2,232,131	36,482,672	1,569,344	663

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
Dec. 2020	4	4	7	4	6	5	3	5	3	3
March 2021	4	4	7	4	6	5	3	5	3	3
June 2021	3	3	7	3	6	5	3	5	3	3
Sept. 2021	3	3	7	3	6	5	3	5	3	3
Dec. 2021	3	3	7	3	6	5	3	6	4	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
Dec. 2020	7	7	9	5	7	3	5	7	4	5
March 2021	7	7	9	4	6	3	5	7	4	5
June 2021	6	6	9	6	7	3	5	7	4	5
Sept. 2021	6	6	9	6	7	3	5	7	4	5
Dec. 2021	6	6	9	6	7	3	6	7	4	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 Turkey
Call Center Statistics*
(The number of agents ≥ 251) (Number of banks: 10)

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)
Dec. 2020	6,792	19	18	399	41	51	1,160	23	19	103	44	47
March 2021	7,006	20	17	330	41	51	1,186	21	19	91	44	47
June 2021	6,670	20	18	228	41	51	898	24	18	92	44	47
Sept. 2021	6,571	21	18	189	41	50	863	22	17	81	44	47
Dec. 2021	6,496	22	17	267	41	50	741	25	19	100	44	47

E. Financial transactions

Period	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2020	2,164,599	11,045,135
March 2021	2,076,273	9,604,683
June 2021	2,188,009	10,821,711
Sept. 2021	2,293,538	10,673,753
Dec. 2021	2,369,572	14,340,347

* 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 Banks Association of Turkey

Call Center Statistics*

(51 ≤ The number of agents ≤ 250) (Number of banks: 5)

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	
Dec. 2020	0	0	331	44	375	36	28	2	441
March 2021	0	0	435	61	496	43	38	9	586
June 2021	0	0	440	68	508	41	39	9	597
Sept. 2021	9	0	330	59	398	37	32	7	474
Dec. 2021	12	0	378	61	451	69	39	9	568

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	
30	1	4	1	10%
45	23	8	0	15%
27	2	3	1	6%
71	22	7	1	25%
39	3	7	4	12%

The number of agents working in the Outsource company on behalf of Bank's call center
170
213
263
264
219

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			
Dec. 2020	291	84	17	19	20	10	328	113	27	33	33
March 2021	374	122	22	21	28	19	424	162	27	32	33
June 2021	385	123	22	19	28	20	435	162	27	33	33
Sept. 2021	276	122	18	19	22	17	316	158	27	32	33
Dec. 2021	344	107	32	37	28	20	404	164	27	32	33

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
Dec. 2020	31	189	152	3	1	16	13	6	1	11	18	0	33	216	183	9
March 2021	36	198	256	6	1	12	20	10	2	13	30	2	39	223	306	18
June 2021	35	194	273	6	3	7	22	9	2	13	31	2	40	214	326	17
Sept. 2021	32	175	189	2	4	10	16	7	2	13	23	1	38	198	228	10
Dec. 2021	32	178	234	7	4	13	40	12	2	13	31	2	38	204	305	21

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								
Dec. 2020	86	289	19	17	12	18	117	324	1	0	0	1	11	10	5	26
March 2021	228	268	26	17	27	20	281	305	5	0	1	6	31	13	8	52
June 2021	243	265	25	16	28	20	296	301	5	0	1	6	44	14	7	65
Sept. 2021	153	245	22	15	19	20	194	280	11	0	2	13	19	10	6	35
Dec. 2021	216	235	54	15	28	20	298	270	7	0	2	9	71	13	12	96

* 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 Turkey
Call Center Statistics*
(51 ≤ The number of agents ≤ 250) (Number of banks: 5)

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
Dec. 2020	2,782,718	2,018,756	4,801,474	31,206	98%	204	4	2	14	87	739,433
March 2021	2,785,746	2,185,939	4,971,685	46,400	98%	219	3	2	18	62	1,021,724
June 2021	2,861,996	2,302,484	5,164,480	52,634	98%	200	4	3	17	89	943,208
Sept. 2021	2,637,707	2,234,417	4,872,124	59,086	97%	207	6	2	27	155	944,798
Dec. 2021	2,617,591	2,082,092	4,699,683	58,546	97%	218	2	1	32	160	1,034,356

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
Dec. 2020	3	3	3	2	3	3	1	1	2	1	2	3	1	1	0	2
March 2021	5	5	5	2	5	5	2	1	3	2	3	5	1	2	0	4
June 2021	5	5	5	2	5	5	3	1	3	2	3	5	1	2	0	4
Sept. 2021	4	4	4	2	4	4	3	1	3	2	3	4	1	2	0	3
Dec. 2021	5	5	5	2	5	5	3	1	3	2	3	5	1	2	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
Dec. 2020	0	0	0	1	0	0	1	1	1	1	1	1	1	1	0	1
March 2021	0	0	0	2	0	0	2	1	1	1	1	2	1	1	0	1
June 2021	0	0	0	2	0	0	3	1	1	1	1	2	1	1	0	1
Sept. 2021	0	0	0	2	0	0	2	1	1	1	1	2	1	1	0	1
Dec. 2021	1	1	1	2	1	1	4	1	2	2	2	3	1	1	0	2

The Banks Association of Turkey
Call Center Statistics*
(51 ≤ The number of agents ≤ 250) (Number of banks: 5)

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
Dec. 2020	595,877	0	0	0	595,877	419,395	0	0	0	419,395	1,015,272	0	0	0	1,015,272
March 2021	629,659	0	0	2,235	631,894	475,756	0	0	675	476,431	1,105,415	0	0	2,910	1,108,325
June 2021	561,381	0	0	1,991	563,372	457,385	0	0	592	457,977	1,018,766	0	0	2,583	1,021,349
Sept. 2021	394,774	0	0	2,557	397,331	360,367	0	0	1,150	361,517	755,141	0	0	3,707	758,848
Dec. 2021	626,475	0	0	4,074	630,549	595,795	0	0	3,037	598,832	1,222,270	0	0	7,111	1,229,381

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
Dec. 2020	59%	-	-	-	59%	73	-	-	-	73
March 2021	57%	-	-	77%	57%	81	-	-	153	81
June 2021	55%	-	-	77%	55%	75	-	-	159	75
Sept. 2021	52%	-	-	69%	52%	87	-	-	-	87
Dec. 2021	51%	-	-	57%	51%	87	-	-	#DIV/0!	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.)
0	0	62,469	413,147	0	0
228	0	56,708	775,253	3,612	0
126	0	48,198	621,180	25,577	0
105	0	37,243	363,069	42,464	0
110	0	34,650	312,835	96,034	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
Dec. 2020	1	1	3	2	2	2	1	3	2	2
March 2021	2	2	5	3	3	4	1	4	3	2
June 2021	2	2	5	3	3	4	1	4	3	2
Sept. 2021	1	1	4	3	2	3	1	4	3	2
Dec. 2021	1	1	5	3	3	4	1	4	3	2

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
Dec. 2020	0	0	2	1	2	2	0	2	1	1
March 2021	0	1	4	2	3	3	0	3	2	1
June 2021	0	1	4	2	3	3	0	2	1	1
Sept. 2021	0	1	3	2	2	3	0	2	1	1
Dec. 2021	0	1	4	2	3	3	0	2	1	1

* 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 Turkey
Call Center Statistics*
(51 ≤ The number of agents ≤ 250) (Number of banks: 5)

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)
Dec. 2020	449	5	18	161	38	48	64	7	11	45	38	53
March 2021	600	8	16	210	38	49	92	11	9	60	34	56
June 2021	601	9	16	174	38	48	95	10	9	60	34	56
Sept. 2021	479	4	15	155	38	51	81	6	10	45	38	53
Dec. 2021	594	4	15	157	38	51	95	5	10	45	38	53

E. Financial transactions

Period	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2020	155,671	1,595,543
March 2021	189,593	1,559,533
June 2021	191,593	1,648,659
Sept. 2021	162,223	1,583,534
Dec. 2021	190,597	2,318,042

* 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 Banks Association of Turkey
Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 8)

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	
Dec. 2020	1	0	144	30	175	22	23	7	227
March 2021	1	0	64	17	82	15	13	5	115
June 2021	0	0	66	19	85	15	11	5	116
Sept. 2021	0	0	116	24	140	23	17	6	186
Dec. 2021	0	0	63	16	79	16	14	5	114

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	
9	2	10	0	12%
6	0	0	0	7%
4	0	2	2	9%
18	2	3	2	18%
7	1	1	2	14%

The number of agents working in the Outsource company on behalf of Bank's call center
222
238
222
377
378

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			
Dec. 2020	102	73	14	8	14	16	130	97	27	35	36
March 2021	42	40	9	6	5	13	56	59	28	38	39
June 2021	46	39	9	6	6	10	61	55	27	34	35
Sept. 2021	86	54	14	9	10	13	110	76	26	36	35
Dec. 2021	46	33	10	6	7	12	63	51	25	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
Dec. 2020	26	34	112	3	3	1	14	4	1	3	23	3	30	38	149	10
March 2021	11	25	45	1	1	3	8	3	0	2	14	2	12	30	67	6
June 2021	12	27	46	0	0	3	9	3	0	2	13	1	12	32	68	4
Sept. 2021	9	27	103	1	0	2	16	5	0	1	20	2	9	30	139	8
Dec. 2021	8	23	48	0	0	2	11	3	0	4	14	1	8	29	73	4

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
	İstanbul and İzmit	Others	İstanbul and İzmit	Others	İstanbul and İzmit	Others	İstanbul and İzmit	Others								
Dec. 2020	164	11	21	1	29	1	214	13	4	1	1	6	32	4	10	46
March 2021	70	12	14	1	17	1	101	14	0	0	0	0	15	1	7	23
June 2021	70	15	14	1	15	1	99	17	0	0	0	0	12	1	4	17
Sept. 2021	125	15	22	1	22	1	169	17	9	2	4	15	38	4	5	47
Dec. 2021	64	15	15	1	18	1	97	17	8	2	7	17	14	1	4	19

* 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 Turkey
Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 8)

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
Dec. 2020	503,205	1,179,101	1,682,306	41,407	96%	192	4	3	18	55	380,231
March 2021	305,737	1,083,930	1,389,667	32,020	97%	213	3	3	18	54	311,520
June 2021	307,112	928,380	1,235,492	24,456	97%	205	2	7	18	47	289,540
Sept. 2021	501,204	1,743,813	2,245,017	215,472	88%	206	4	3	53	279	530,466
Dec. 2021	485,930	1,788,535	2,274,465	138,649	92%	207	4	4	36	224	547,996

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
Dec. 2020	8	7	5	2	9	5	5	2	4	2	9	3	3	6	0	9
March 2021	4	5	3	2	7	3	2	2	2	1	8	1	2	3	0	7
June 2021	4	5	2	2	6	3	2	2	2	1	7	1	2	3	0	5
Sept. 2021	5	8	3	2	8	4	1	2	2	1	7	2	2	3	0	7
Dec. 2021	4	7	2	2	7	3	1	2	2	1	7	1	2	4	0	6

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
Dec. 2020	0	1	0	1	0	0	1	2	1	2	0	5	1	0	1	0
March 2021	0	1	0	1	0	0	0	1	3	1	0	2	1	0	0	0
June 2021	0	1	0	1	0	0	0	1	3	1	0	2	1	0	0	0
Sept. 2021	1	1	0	1	1	1	2	1	3	1	1	3	1	0	0	1
Dec. 2021	1	1	0	1	1	1	1	1	3	1	1	3	1	0	0	1

The Banks Association of Turkey
Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 8)

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
Dec. 2020	134,464	78,947	0	38,786	252,197	140,024	70,831	0	32,114	242,969	274,488	149,778	0	70,900	495,166
March 2021	78,011	70,473	0	28,465	176,949	69,880	34,180	0	21,112	125,172	147,891	104,653	0	49,577	302,121
June 2021	66,074	77,958	0	33,590	177,622	87,584	29,378	0	22,570	139,532	153,658	107,336	0	56,160	317,154
Sept. 2021	67,307	59,718	0	32,031	159,056	97,119	28,742	0	23,559	149,420	164,426	88,460	0	55,590	308,476
Dec. 2021	32,364	71,187	0	37,712	141,263	27,987	31,866	0	42,634	102,487	60,351	103,053	0	80,346	243,750

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
Dec. 2020	49%	53%	-	55%	51%	141	60	-	125	113
March 2021	53%	67%	-	57%	59%	128	66	-	98	99
June 2021	43%	73%	-	60%	56%	131	68	-	146	106
Sept. 2021	41%	68%	-	58%	52%	141	66	-	168	121
Dec. 2021	54%	69%	-	47%	58%	138	64	-	112	110

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.)
132,280	1,382	5,020	1,488,865	2,879	221,986
119,504	1,107	3,452	1,168,422	0	190,748
101,667	418	1,296	1,382,274	0	175,048
132,845	535	1,188	361,596	9,542	194,897
116,716	605	1,722	415,987	3,498	218,589

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
Dec. 2020	2	2	4	2	2	4	1	3	3	2
March 2021	0	0	2	1	0	1	0	1	1	2
June 2021	0	0	2	1	0	1	0	1	1	0
Sept. 2021	2	2	3	1	1	2	0	1	1	0
Dec. 2021	1	1	2	1	0	1	0	1	1	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
Dec. 2020	3	5	4	3	3	3	2	3	4	1
March 2021	3	5	2	2	2	2	2	3	3	1
June 2021	3	5	2	2	2	2	2	3	3	1
Sept. 2021	4	5	4	3	3	2	2	3	3	1
Dec. 2021	4	5	3	3	2	2	2	3	3	1

* 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.

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Call Center Statistics*
(The number of agents ≤ 50) (Number of banks: 8)

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)
Dec. 2020	293	49	12	131	40	45	171	16	6	159	39	51
March 2021	153	42	11	138	39	45	141	9	4	208	45	45
June 2021	152	40	13	157	40	47	143	8	4	208	45	45
Sept. 2021	276	42	13	159	40	49	158	32	6	178	39	51
Dec. 2021	153	30	12	155	40	49	140	19	5	178	39	51

E. Financial transactions

	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2020	153,323	835,269
March 2021	34,968	398,036
June 2021	35,424	342,983
Sept. 2021	104,873	334,943
Dec. 2021	54,472	413,926

* 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.

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 Citibank A.Ş.
- 7 Denizbank A.Ş.
- 8 Fibabanka A.Ş.
- 9 HSBC Bank A.Ş.
- 10 ICBC Turkey Bank A.Ş.
- 11 ING Bank A.Ş.
- 12 Nurol Yatırım Bankası A.Ş.
- 13 Odea Bank A.Ş.
- 14 QNB Finansbank A.Ş.
- 15 Şekerbank T.A.Ş.
- 16 Turkish Bank A.Ş.
- 17 Türk Ekonomi Bankası A.Ş.
- 18 Türkiye Cumhuriyeti Ziraat Bankası A.Ş.
- 19 Türkiye Garanti Bankası A.Ş.
- 20 Türkiye Halk Bankası A.Ş.
- 21 Türkiye İş Bankası A.Ş.
- 22 Türkiye Vakıflar Bankası A.Ş.
- 23 Yapı ve Kredi Bankası A.Ş.

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 be half of bank's call center, outside of the banks 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.

This report is prepared from the related statistics of banks that give call center service to the customers. Whilst every effort has been made to ensure that the information contained in this book is correct, the Banks Association of Turkey can not accept any responsibility for any errors or omissions or for any consequences resulting therefrom.

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