

Call Center Statistics

June 2025

Report Code: DE23

July 2025



Summary Tables

Number of Call Center Employees

	March 2025				June 2025				
	Female	Male	Total	The average age	Female	Male	Total	The average age	Net change
The number of agents	6,640	2,412	9,052	28	6,523	2,322	8,845	28	-207
The number of supporting service personnel	762	360	1,122	35	756	360	1,116	35	-6
The number of managers	638	484	1,122	35	632	468	1,100	37	-22
Total	8,040	3,256	11,296	-	7,911	3,150	11,061	-	-235
Outsource	-	-	7,457	-	-	-	7,254	-	-203

Distribution of Call Center Employees by City

	March 2025		June 2025	
	Total	(%)	Total	(%)
Istanbul and Izmit	3,913	35	3,819	35
Other	7,383	65	7,242	65
Total	11,296	100	11,061	100

Call Center Employee Profile

	March 2025					June 2025				
	High school	College	University graduate	Post-graduate	Total	High school	College	University graduate	Post-graduate	Total
The number of agents	656	2,805	5,434	157	9,052	609	2,743	5,337	156	8,845
The number of supporting service personnel	66	243	736	77	1,122	61	240	739	76	1,116
The number of managers	36	193	752	141	1,122	37	196	768	99	1,100
Total	758	3,241	6,922	375	11,296	707	3,179	6,844	331	11,061

Call Profile

	March 2025	June 2025
Inbound call		
Total number of incoming calls (million)	102.5	101.2
Number of incoming calls answered by agents (million)	57.1	56.5
Answered Calls (%)	98	97
Average talk time (second)	197	194
Outbound call		
The total number of outbound call customers (million)	31.3	29.3
Customers reached (%)	44	45
Average talk time (second)	155	149
Number of e-mails received (thousand)	278.5	113.2
Number of faxes received (thousand)	0.6	0.4
The number of chat calls (thousand)	4,009.3	3,789.1
The number of IVN calls (million)	87.3	80.7
The number of video calls (thousand)	3,275	3,284
Other (chat / co-browsing ..etc.) (thousand)	114.7	114.5

Financial transactions

	March 2025	June 2025
Number of transactions (million)*	2.3	2.3
Volume of transactions (billion TRY)*	62	69

* The total number and volume of financial transactions was provided from 20 banks (out of 25).

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: 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	
June 2024	216	51	7,102	776	8,145	836	892	89	9,962
Sept. 2024	205	47	7,070	833	8,155	847	892	84	9,978
Dec. 2024	240	55	6,997	865	8,157	1,022	918	96	10,193
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

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	
523	64	290	13	11%
580	82	191	25	11%
405	29	128	11	7%
381	29	336	8	9%
426	43	174	14	8%

The number of agents working in the Outsource company on behalf of Bank's call center
5,671
6,296
6,753
6,840
6,619

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			
June 2024	5,975	2,170	589	247	561	420	7,125	2,837	28	34	34
Sept. 2024	5,975	2,180	587	260	563	413	7,125	2,853	28	34	34
Dec. 2024	5,968	2,189	709	313	580	434	7,257	2,936	28	35	34
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

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
June 2024	700	2,402	4,896	147	62	187	536	51	39	164	696	82	801	2,753	6,128	280
Sept. 2024	697	2,430	4,881	147	65	192	540	50	35	160	694	87	797	2,782	6,115	284
Dec. 2024	663	2,481	4,870	143	61	232	675	54	36	166	722	90	760	2,879	6,267	287
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

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								
June 2024	2,667	5,478	703	133	540	441	3,910	6,052	95	24	60	179	289	101	140	530
Sept. 2024	2,558	5,597	702	145	528	448	3,788	6,190	90	23	57	170	295	101	136	532
Dec. 2024	2,340	5,817	779	243	511	503	3,630	6,563	82	23	58	163	289	103	135	527
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

* 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: 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
June 2024	46,173,496	53,728,230	99,901,726	2,283,015	96%	191	3	2	35	130	28,104,162
Sept. 2024	48,001,966	56,081,288	104,083,254	1,345,848	98%	191	3	2	24	105	30,622,020
Dec. 2024	49,245,750	57,010,345	106,256,095	1,619,166	97%	194	3	2	28	124	31,399,237
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

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
June 2024	10	10	10	6	9	8	6	3	2	2	7	4	3	3	3	10
Sept. 2024	10	10	10	6	9	8	6	3	2	2	7	4	3	3	3	10
Dec. 2024	10	10	10	6	9	8	6	3	2	2	7	4	3	3	3	10
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

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
June 2024	1	1	0	4	2	0	8	5	9	6	4	6	7	3	4	0
Sept. 2024	1	1	0	4	2	0	8	5	9	6	4	6	7	3	4	0
Dec. 2024	1	1	0	4	2	0	8	5	9	6	4	6	7	3	4	0
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

The Banks Association of Türkiye
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
June 2024	7,737,979	736,495	16,351	2,095,825	10,586,650	8,862,866	953,996	8,438	1,433,223	11,258,523	16,600,845	1,690,491	24,789	3,529,048	21,845,173
Sept. 2024	9,201,324	807,781	9,078	2,631,878	12,650,061	11,394,685	1,159,529	4,778	2,191,818	14,750,810	20,596,009	1,967,310	13,856	4,823,696	27,400,871
Dec. 2024	10,945,036	952,397	22,518	2,975,215	14,895,166	12,508,503	1,604,783	13,770	2,546,288	16,673,344	23,453,539	2,557,180	36,288	5,521,503	31,568,510
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

* Data for the periods of June 2024, September 2024, December 2024 and March 2025 were revised by a bank.

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
June 2024	47%	44%	63%	59%	48%	168	188	175	240	183
Sept. 2024	45%	41%	56%	55%	46%	158	202	139	213	172
Dec. 2024	47%	37%	63%	54%	47%	161	102	146	145	154
March 2025	43%	40%	86%	51%	44%	161	101	185	143	153
June 2025	45%	39%	62%	49%	45%	156	99	83	143	149

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.)
88,921	442	3,060,690	71,431,846	2,706,865	302
89,766	537	3,237,551	80,516,251	2,944,452	263
136,556	486	3,893,139	84,461,053	2,569,933	494
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

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
June 2024	4	4	7	5	7	6	3	6	3	3
Sept. 2024	4	4	7	5	7	7	3	6	3	3
Dec. 2024	4	4	7	5	7	6	3	6	3	2
March 2025	4	4	7	6	6	6	4	6	4	2
June 2025	4	4	7	5	6	6	4	6	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
June 2024	7	7	9	5	8	6	6	7	5	5
Sept. 2024	7	7	9	5	8	5	5	7	5	5
Dec. 2024	7	7	9	5	8	5	6	7	5	5
March 2025	7	7	9	5	8	5	6	7	5	5
June 2025	7	7	9	5	8	5	6	7	5	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: 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)
June 2024	6,896	25	16	229	42	48	1,164	32	16	121	52	40
Sept. 2024	6,729	25	17	217	41	50	1,155	39	13	85	44	47
Dec. 2024	6,808	26	15	264	40	51	1,157	36	17	102	42	49
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

E. Financial transactions

Period	Number of transactions	Volume of transactions (Thousand TRY)
June 2024	2,035,921	32,503,629
Sept. 2024	1,960,137	39,956,023
Dec. 2024	1,894,536	43,680,727
March 2025	2,063,938	50,153,124
June 2025	2,126,324	56,396,433

* 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	
June 2024	0	0	265	46	311	55	31	9	406
Sept. 2024	7	0	326	57	390	63	34	11	498
Dec. 2024	5	0	413	53	471	69	34	11	585
March 2025	6	0	340	85	431	74	32	12	549
June 2025	6	0	244	81	331	61	21	10	423

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	3	1	0	11%
47	8	15	0	18%
54	9	5	0	14%
64	12	4	1	19%
43	11	6	1	18%

The number of agents working in the Outsource company on behalf of Bank's call center
289
362
371
310
299

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			
June 2024	221	90	31	24	22	18	274	132	28	34	33
Sept. 2024	293	97	36	27	20	25	349	149	29	35	34
Dec. 2024	366	105	41	28	21	24	428	157	28	35	35
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

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
June 2024	16	85	205	5	6	7	36	6	2	5	28	5	24	97	269	16
Sept. 2024	18	99	266	7	4	10	44	5	0	5	35	5	22	114	345	17
Dec. 2024	20	120	320	11	4	10	49	6	1	6	33	5	25	136	402	22
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

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								
June 2024	163	148	28	27	24	16	215	191	4	0	4	8	21	7	7	35
Sept. 2024	159	231	36	27	24	21	219	279	4	0	3	7	28	10	8	46
Dec. 2024	156	315	42	27	23	22	221	364	2	0	3	5	59	18	11	88
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

* 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
June 2024	794,779	1,283,507	2,078,286	47,787	96%	248	4	2	24	116	2,019,725
Sept. 2024	1,192,066	1,456,818	2,648,884	40,603	97%	238	4	2	22	123	2,115,041
Dec. 2024	1,160,956	1,416,810	2,577,766	33,437	98%	248	4	2	19	118	2,121,063
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

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
June 2024	4	4	4	1	4	4	3	1	2	3	3	4	1	2	0	4
Sept. 2024	5	5	5	2	5	4	2	1	3	3	4	4	2	3	0	5
Dec. 2024	5	5	5	2	5	4	2	1	3	3	4	4	2	3	0	5
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

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
June 2024	1	1	1	1	1	1	3	0	1	2	1	2	0	0	0	1
Sept. 2024	0	0	0	2	0	0	3	0	0	2	1	2	0	0	0	0
Dec. 2024	0	0	0	2	0	0	3	0	0	2	1	2	0	0	0	0
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

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
June 2024	468,154	0	0	0	468,154	410,182	0	0	0	410,182	878,336	0	0	0	878,336
Sept. 2024	570,066	53,346	0	0	623,412	580,360	38,704	0	0	619,064	1,150,426	92,050	0	0	1,242,476
Dec. 2024	647,227	68,131	0	0	715,358	680,032	40,012	0	0	720,044	1,327,259	108,143	0	0	1,435,402
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

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
June 2024	53%	-	-	-	53%	144	-	-	-	164
Sept. 2024	50%	58%	-	-	50%	151	121	-	-	149
Dec. 2024	49%	63%	-	-	50%	155	136	-	-	153
March 2025	45%	76%	-	34%	47%	216	119	-	72	201
June 2025	53%	73%	-	27%	54%	179	107	-	72	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.)
299	0	59,281	469,662	367,375	0
360	0	87,072	528,549	479,740	0
316	0	113,482	589,559	699,758	0
436	0	107,148	659,821	509,325	0
414	0	91,767	418,001	485,823	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
June 2024	1	1	4	2	1	3	2	4	3	1
Sept. 2024	2	2	5	3	2	4	3	4	2	2
Dec. 2024	2	2	5	4	2	4	3	4	2	2
March 2025	2	2	5	4	3	4	3	4	2	2
June 2025	2	2	4	3	2	3	3	3	2	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
June 2024	0	1	3	1	1	2	0	4	2	0
Sept. 2024	0	1	3	2	2	3	1	3	2	1
Dec. 2024	1	2	3	2	2	3	1	3	2	1
March 2025	1	2	3	2	1	2	1	3	2	0
June 2025	1	2	3	2	1	2	2	2	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)
June 2024	329	17	13	168	38	49	34	20	11	69	34	60
Sept. 2024	389	15	14	217	40	48	46	16	9	140	36	56
Dec. 2024	471	13	18	211	40	48	48	17	9	118	40	53
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

E. Financial transactions

Period	Number of transactions	Volume of transactions (Thousand TRY)
June 2024	115,356	4,517,131
Sept. 2024	161,567	6,978,046
Dec. 2024	170,827	7,578,909
March 2025	157,600	8,193,039
June 2025	88,057	6,965,241

* 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: 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	
June 2024	6	0	106	32	144	33	16	6	199
Sept. 2024	0	0	72	29	101	16	14	5	136
Dec. 2024	0	0	80	27	107	16	14	6	143
March 2025	0	0	90	27	117	29	20	5	171
June 2025	0	0	169	28	197	45	33	7	282

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	
7	0	5	4	11%
7	0	2	0	9%
6	0	2	0	7%
11	0	0	0	9%
19	5	3	0	14%

The number of agents working in the Outsource company on behalf of Bank's call center
373
356
377
307
336

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			
June 2024	113	31	16	17	7	15	136	63	28	36	41
Sept. 2024	72	29	7	9	9	10	88	48	28	36	41
Dec. 2024	81	26	10	6	6	14	97	46	27	36	41
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

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
June 2024	17	30	94	3	1	6	26	0	0	2	19	1	18	38	139	4
Sept. 2024	13	25	59	4	1	2	13	0	1	1	16	1	15	28	88	5
Dec. 2024	11	29	65	2	1	2	13	0	2	1	16	1	14	32	94	3
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

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								
June 2024	50	94	26	7	13	9	89	110	6	3	5	14	24	4	6	34
Sept. 2024	53	48	14	2	15	4	82	54	7	2	5	14	18	0	6	24
Dec. 2024	63	44	14	2	15	5	92	51	7	2	6	15	19	0	6	25
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

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The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≤ 50) (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
June 2024	867,083	1,313,492	2,180,575	67,800	95%	235	3	3	28	174	471,902
Sept. 2024	813,296	1,382,791	2,196,087	88,185	94%	232	3	3	37	231	510,785
Dec. 2024	690,138	1,148,357	1,838,495	45,355	96%	222	4	3	29	135	455,260
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

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
June 2024	5	7	3	3	6	3	2	3	3	1	7	2	2	4	0	6
Sept. 2024	5	6	2	2	5	3	2	3	2	1	6	1	2	4	0	5
Dec. 2024	5	6	2	2	5	3	2	3	2	1	6	1	2	4	0	5
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

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
June 2024	1	1	0	3	1	1	4	1	3	2	2	4	1	0	0	1
Sept. 2024	1	1	0	2	1	1	3	1	3	1	1	3	1	0	0	1
Dec. 2024	1	1	0	2	1	1	3	1	3	1	1	3	1	0	0	1
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	1	3	1	0	0	1

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≤ 50) (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
June 2024	64,950	31,876	0	85,745	182,571	64,617	17,737	0	49,034	131,388	129,567	49,613	0	134,779	313,959
Sept. 2024	71,956	33,322	0	76,911	182,189	56,260	18,669	0	42,621	117,550	128,216	51,991	0	119,532	299,739
Dec. 2024	60,124	30,297	0	51,958	142,379	46,936	33,572	0	41,649	122,157	107,060	63,869	0	93,607	264,536
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

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
June 2024	50%	64%	-	64%	58%	129	81	-	118	327
Sept. 2024	56%	64%	-	64%	61%	147	85	-	117	123
Dec. 2024	56%	47%	-	56%	54%	115	78	-	135	114
March 2025	52%	62%	-	47%	52%	142	74	-	150	133
June 2025	49%	64%	-	43%	50%	122	78	-	141	117

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.)
80,182	79	296,884	266,651	61,650	121,068
54,687	63	634,150	328,893	72,665	92,454
80,250	11	627,284	270,878	131,192	116,674
76,875	2	453,312	287,934	89,324	114,223
452	1	236,971	724,718	113,907	114,008

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
June 2024	2	2	3	2	1	2	1	2	1	2
Sept. 2024	2	2	3	2	1	2	1	2	2	2
Dec. 2024	2	2	3	2	1	2	1	2	2	2
March 2025	3	3	3	2	1	2	2	2	3	2
June 2025	3	3	4	4	1	3	2	3	4	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
June 2024	3	3	2	3	2	2	2	2	2	2
Sept. 2024	2	2	2	2	1	1	2	2	2	1
Dec. 2024	2	2	2	2	1	1	2	2	3	1
March 2025	2	2	2	2	1	1	2	2	3	1
June 2025	2	2	2	2	1	1	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.

The Banks Association of Türkiye
Call Center Statistics*
(The number of agents ≤ 50) (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)
June 2024	214	40	11	197	43	48	135	17	8	146	40	32
Sept. 2024	154	64	12	180	42	50	129	21	10	186	41	49
Dec. 2024	172	74	15	180	42	50	129	23	10	186	41	49
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

E. Financial transactions

	Number of transactions	Volume of transactions (Thousand TRY)
June 2024	106,933	3,097,358
Sept. 2024	85,080	2,827,720
Dec. 2024	79,301	2,606,919
March 2025	74,448	3,157,607
June 2025	123,200	5,363,997

* 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 HSBC Bank A.Ş.
- 12 ICBC Turkey Bank A.Ş.
- 13 ING Bank A.Ş.
- 14 Odea Bank A.Ş.
- 15 QNB Bank A.Ş.
- 16 Şekerbank T.A.Ş.
- 17 Turkish Bank A.Ş.
- 18 Türk Ekonomi Bankası A.Ş.
- 19 Türk Ticaret Bankası A.Ş.
- 20 Türkiye Cumhuriyeti Ziraat Bankası A.Ş.
- 21 Türkiye Garanti Bankası A.Ş.
- 22 Türkiye Halk Bankası A.Ş.
- 23 Türkiye İş Bankası A.Ş.
- 24 Türkiye Vakıflar Bankası A.Ş.
- 25 Yapı ve Kredi Bankası 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 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.

*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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