

Adam Ross

CALL: 2013

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Overview

Adam focuses on disputes in the workplace involving statutory employment law, contract law and employee competition. He also assists with internal processes, such as disciplinary and grievance investigations, disciplinary hearings, and appeal hearings.

Adam draws on his regular trial experience to advise on merits, quantum and litigation strategy. His advice, whether in writing or in person, is clear, practical and commercial. He provides a modern, efficient service and works collaboratively with his solicitors.

Before joining Chambers, Adam worked full-time at the Free Representation Unit. He advised on and appeared in a wide range of hearings in the Employment Tribunal and Employment Appeal Tribunal.

Before coming to the Bar, Adam read Politics, Philosophy and Economics at New College, Oxford and worked at a global management consulting firm. During his training, he was awarded a Hardwicke Entrance Award, Lord Denning Scholarship, Buchanan Prize and Hubert Greenland Scholarship by Lincoln's Inn.

Employment & Discrimination

Adam advises on and appears in civil and Employment Tribunal cases.

In the civil courts, Adam deals with employee competition matters, such as the enforcement of non-compete covenants. He can advise on merits at an early stage and assist with pre-action / without-prejudice correspondence and evidence-gathering, where he is able to draw upon his commercial background. Adam also appears in cases involving alleged discrimination in the provision of services.

In the Employment Tribunal, Adam regularly appears in trials involving allegations of discrimination, whistleblowing detriment and unfair dismissal. He can draft clear pleadings and advise on litigation strategy, whatever stage the matter has already reached.

Adam is experienced in managing expert evidence in the Employment Tribunal and draws upon several years of personal injury practice when doing so. He recently cross-examined a consultant psychiatrist during a complex two-day remedy hearing. He is well-versed in the legal principles and calculation methods in cases involving defined-benefit pension schemes, the "grossing up" of compensation to reflect the incidence of taxation, and holiday pay. He is often instructed to prepare schedules and counter-schedules of loss in high-value claims.

Adam represented the claimant in [PA Finlay & Co v Finlay](#) - the leading case on "grossing up" to reflect the incidence of taxation. Adam has also appeared in appeals concerning the employer's duty to consider alternative employment in redundancy situations, Section 15 of the Equality Act 2010, and "last straws" in constructive unfair dismissal claims.

Adam was led by [Eleena Misra](#) in [Kamath v Blackpool Teaching Hospitals NHS Foundation Trust](#) in the High Court and by [Giles Powell](#) in [Agarwal v Cardiff University and Cardiff & Vale University Health Board](#) in the Court of Appeal.

Adam can accept instructions on a public access basis where appropriate -

Expertise

- Commercial Law
- Education & Safeguarding
- Employment & Discrimination
- Health & Safety & Environmental Law
- Investigations
- Professional Regulatory & Discipline
- Public Law
- SHE & Criminal Regulatory

Recommendations

"Adam Ross is a brilliant barrister with exceptional advocacy skills. His drafting is also of an incredibly high quality." Chambers & Partners 2026

"His style of advocacy is particularly impressive - he is commanding yet polite, and his cross-examination is a joy to watch." Legal 500 2026

"Adam is a brilliant lawyer and advocate." Legal 500 2026

"His attention to detail and ability to understand and feedback on complex claims is highly impressive." Legal 500 2026

Key contacts

Joe Kallas

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usually when the work required is advice or drafting. He regularly drafts and advises on settlement agreements.

Investigations and Internal Processes

Adam accepts instructions to assist with all types of internal workplace processes. He has conducted sensitive investigations, both as sole investigator and as a member of a multi-investigator team. He understands the need to ensure that internal processes are thorough but proportionate.

Commercial

Adam is regularly instructed to appear in and advise on cases involving breach of contract, both within and outside of the employment setting. He drafts particulars of claim and defences; advises on merits, quantum and litigation strategy; and appears in costs and case management hearings, interim application hearings and trials. He has had cases involving bonus claims within the Employment Tribunal and the County Court. Adam has also been led on cases involving the Commercial Agents Regulations 1993 in the Circuit Commercial Court.

Adam can accept instructions on a public access basis, where appropriate.

Professional Regulatory & Discipline

Adam acts for both regulators and registrants. He spent six months working for Kingsley Napley LLP, presenting cases on behalf of the Health and Care Professions Council. He appeared in a variety of final hearings, up to two weeks in length. He also appeared in preliminary hearings, interim order applications and interim order reviews. Since then, Adam has prosecuted and defended registrants at the Health and Care Professions Tribunal Service and defended registrants at the Nursing and Midwifery Council.

Professional Recommendations



“Adam is exceptionally thorough and detailed, leaving no stone unturned. His knowledge of the relevant legislation is immense and he has a fantastic ability to explain this to clients with legal ease. His advocacy is formidable.”

The Legal 500 2025

“Adam is a go-to for our firm on complex matters.”

Chambers & Partners 2025

“Adam is excellent on all fronts.”

Chambers & Partners 2025

“Adam is superb, practical and responsive.”

Chambers & Partners 2025

“Adam has excellent attention to detail, and is methodical and very focused. He is an excellent advocate to have in your cases, particularly the trickier ones.”

Chambers & Partners 2024

“Adam is an excellent advocate. His careful and thorough approach to his work is incredibly reassuring to clients, and his ability to grasp technical matters and complex claims in a limited amount of time is very impressive. He provides high-quality advice and is a real pleasure to work with.”

Chambers & Partners 2024

“Adam is a ferocious advocate with exceptional knowledge and ability.”

Chambers & Partners 2024

“His technical knowledge is extremely good, and he has very clear analytical skills.”

The Legal 500 2024