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 statutory employment law cases.

In the civil courts, Adam deals with the contractual procedures regulating doctors' and dentists' contracts of employment (MHPS), contractual disputes and employee competition. As well as appearing in hearings, he advises on strategy and merits and assists with pre-action correspondence and evidence gathering.

Adam (led by **Betsan Criddle KC**) represented the Defendant in an MHPS interim injunction hearing in *Bhatti v County Durham and Darlington NHS Foundation Trust* [2026] EWHC 1079 (KB) and appeared for a surgeon (led by **Eleena Misra KC**) in an MHPS trial in the Birmingham District Registry. His experience of representing both sides in internal MHPS proceedings assists with this High Court work.

In the Employment Tribunal, Adam regularly appears in trials involving allegations of discrimination, whistleblowing detriment, unfair dismissal, unlawful deduction from wages and breaches of the TUPE Regulations. Adam has extensive experience of dealing with complex remedy issues, including managing expert evidence. He has cross-examined psychiatry and psychology expert witnesses, assisted with letters of instruction (single joint expert and sole expert) and drafted Part 35 questions. 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.

In the Employment Appeal Tribunal, Adam appeared for the Appellant in *London Ambulance Service NHS Trust v Sodola* [2026] IRLR 282 and the Respondent in *Adeyanju v Barts Health NHS Trust* EA-2024-000122. While working at the Free Representation Unit, Adam represented the claimant in *PA Finlay & Co v Finlay* UKEAT/0260/14 – the leading case on "grossing up". He 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.

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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In the Court of Appeal, Adam appeared for the Respondent (led by **Betsan Criddle KC**) in *Bicknell v NHS Nottingham and Nottinghamshire ICB* [2026] ICR 643 and for the Health Board (led by Giles Powell) in *Agarwal v Cardiff University and Cardiff and Vale University Local Health Board* [2019] ICR 433.

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

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2027 Chambers Top Ranked UK Bar

Old Square Chambers

“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