#### WHAT BELONGS IN



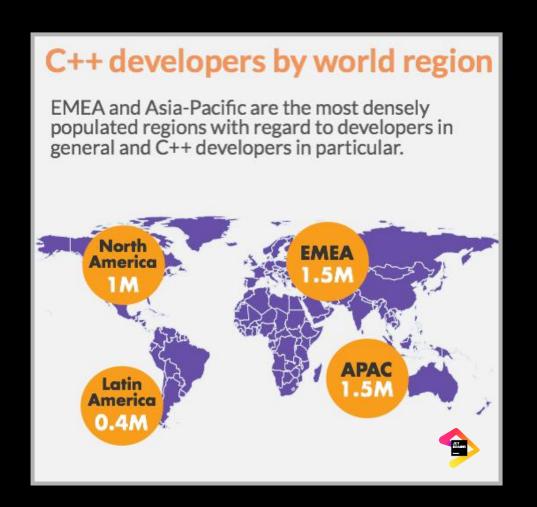
#### Bryce Adelstein Lelbach

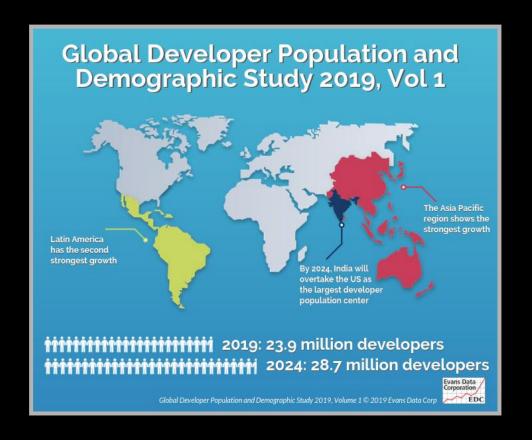
**>** @blelbach

**INVIDIA.** HPC Programming Models Architect
Standard C++ Library Evolution Chair, US Programming Languages Chair



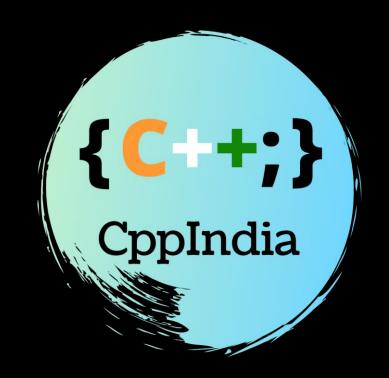
#### India's Potential In The C++ Community





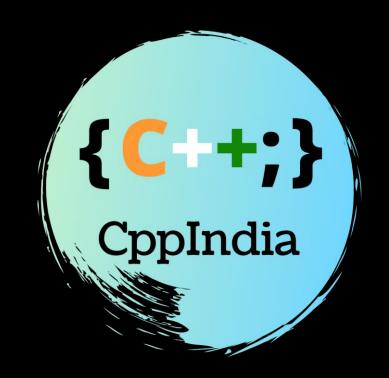


## India's Potential In The C++ Community





## India's Potential In The C++ Community

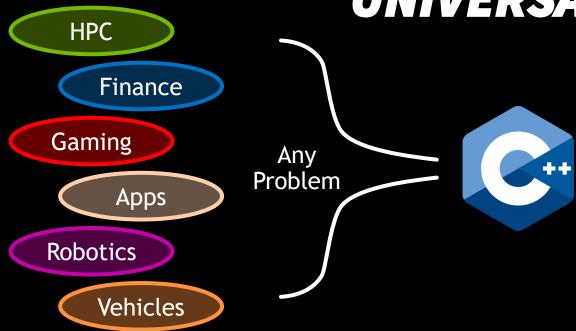




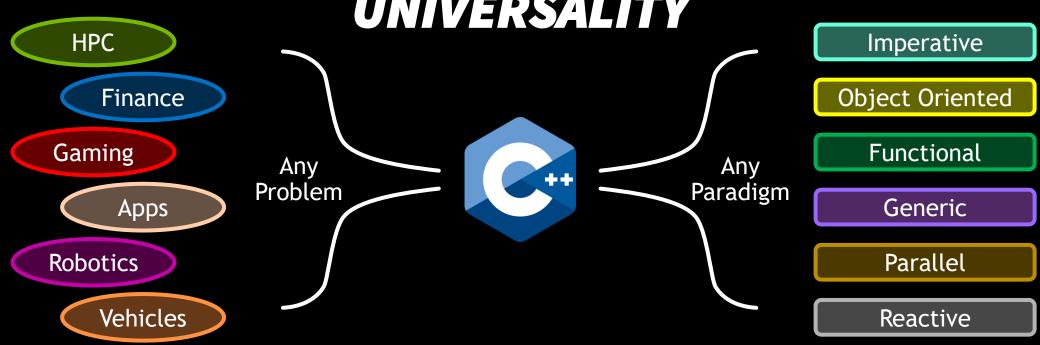
### What Has Made C++ Successful?



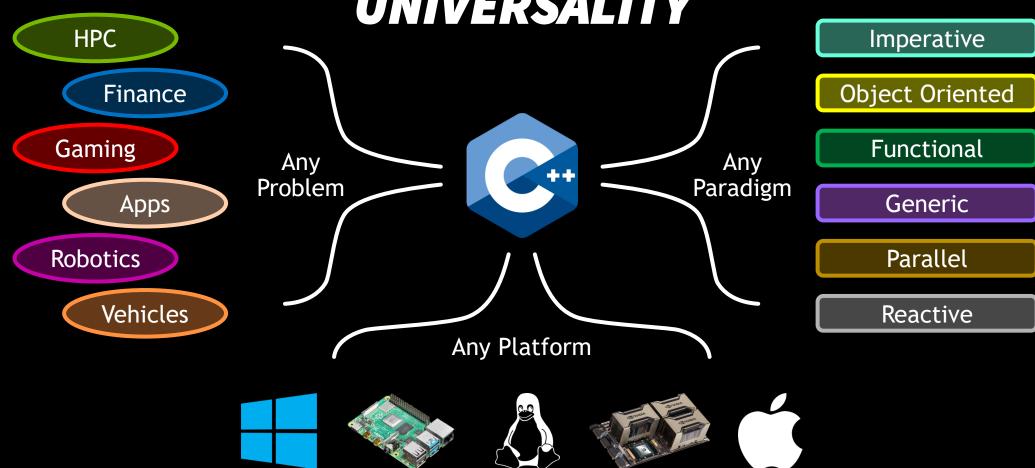






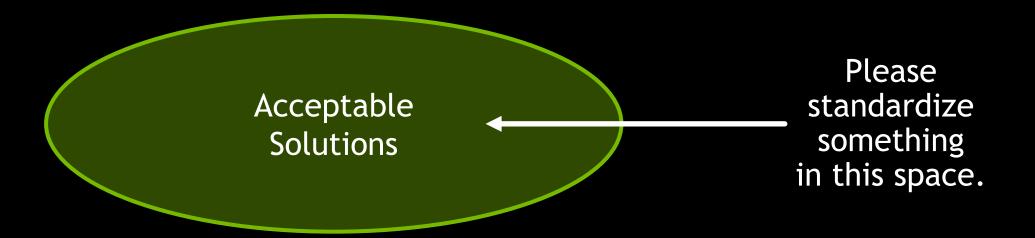








# Our Individual Perception





### Reality

Acceptable Solutions (for Domain B)

Acceptable Solutions (for Domain A)

Acceptable Solutions (for Domain D)

Acceptable Solutions (for Domain C)



# Use Case Sympathy (noun)

use case sym·pa·thy | yüz kās sim-pə-thē

Accepting the importance and validity of use cases that you are not personally familiar with or believe in.



### Reality

Acceptable Solutions (for Domain B)

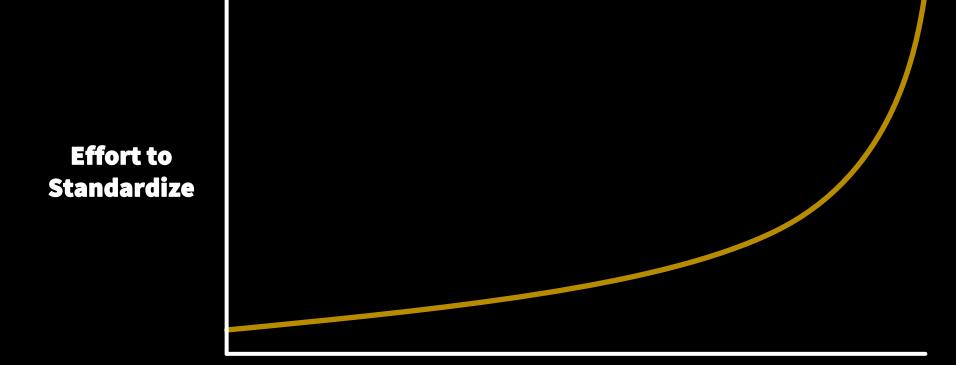
What we can actually standardize

Acceptable
Solutions
(for Domain A)

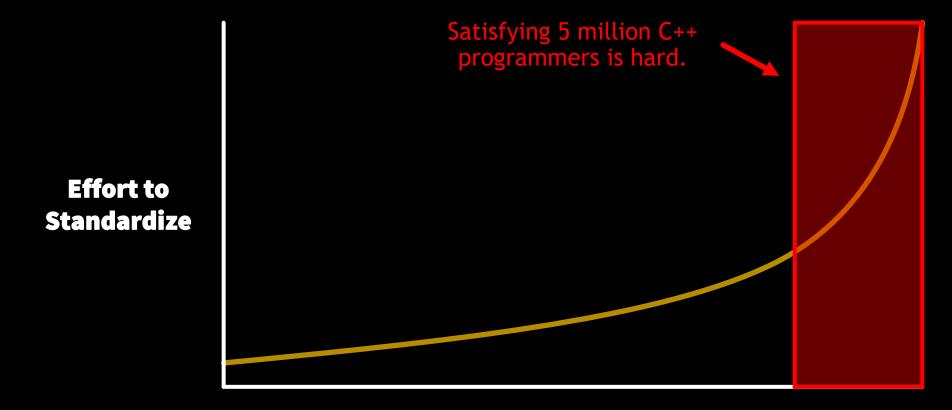
Acceptable Solutions (for Domain D)

Acceptable Solutions (for Domain C)

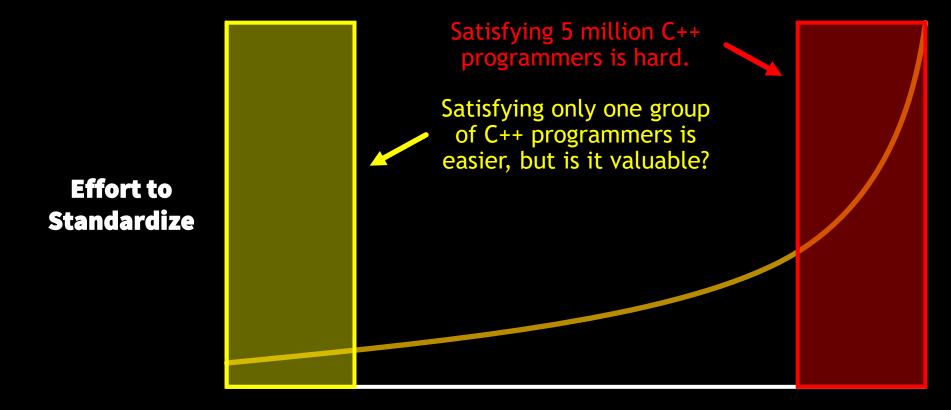




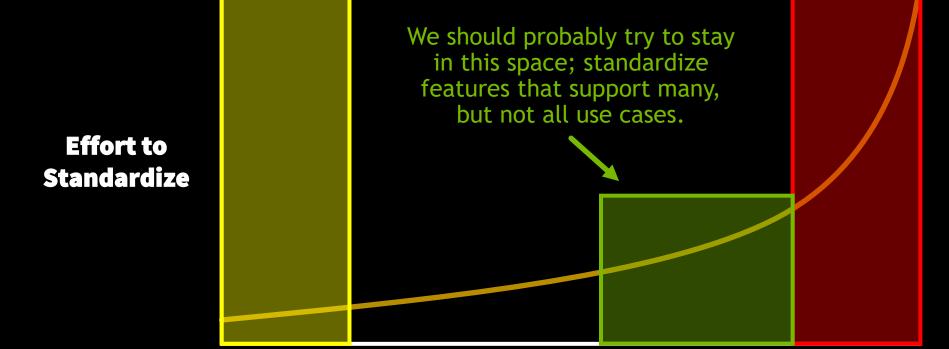






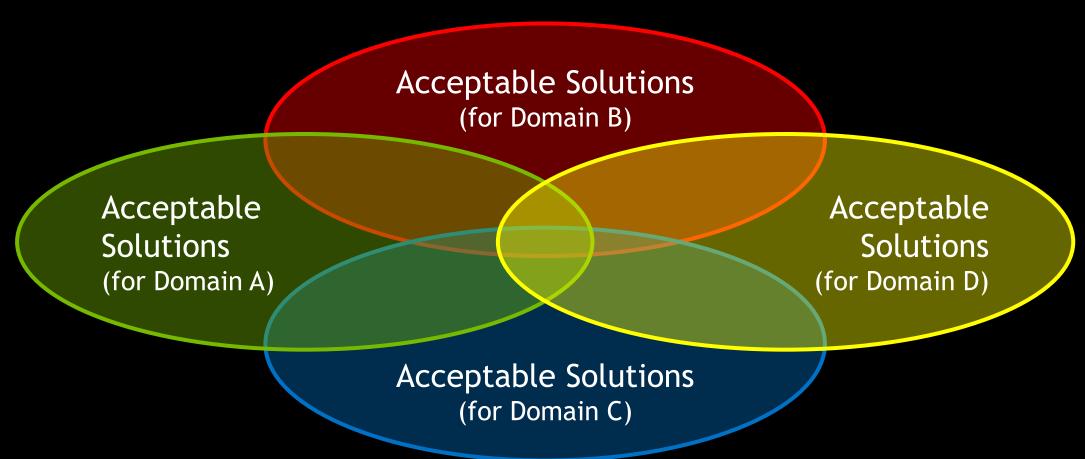






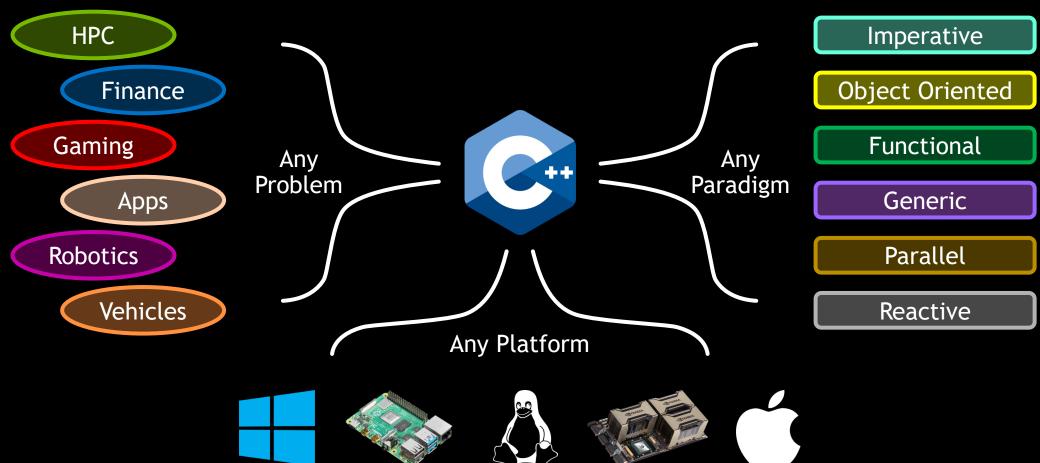


# Universality Is A Double Edged Sword





## Universality Is A Double Edged Sword





# The C++ Standard Library is a specification.



# The C++ Standard Library is a *specification*.

That makes it an inefficient vehicle for delivering features.



Platform Agnostic Implementation

**Other C++ Libraries** 



Platform Specific Code

Platform Agnostic Implementation

**Other C++ Libraries** 



Platform Specific Code

Platform Agnostic Implementation

LLVM Implementation

**Other C++ Libraries** 

**The C++ Standard Library** 



**GCC** Implementation

Platform Specific Code

Platform Agnostic Implementation

LLVM Implementation

**Other C++ Libraries** 

**The C++ Standard Library** 



**MSVC Implementation** 

**GCC** Implementation

Platform Specific Code

**LLVM Implementation** 

Other C++ Libraries

Platform Agnostic

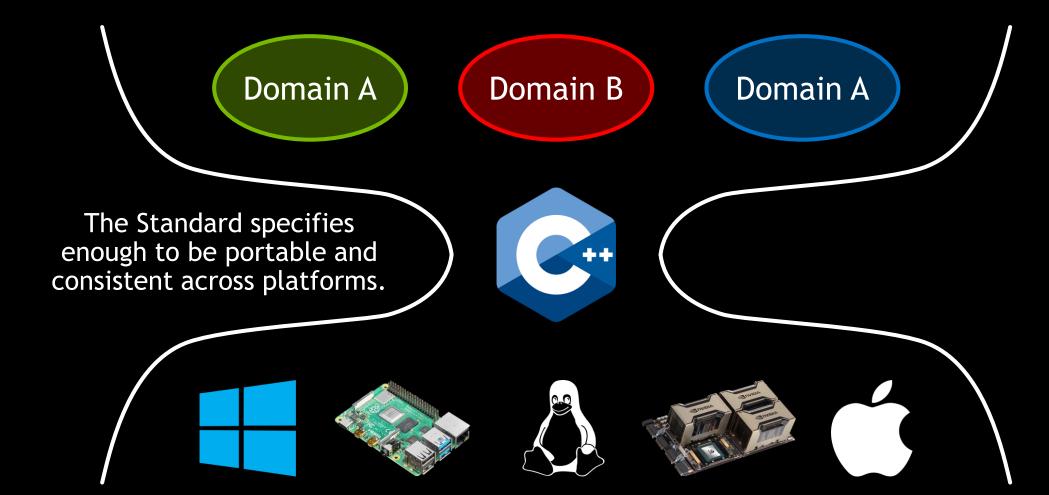
**Implementation** 

**The C++ Standard Library** 

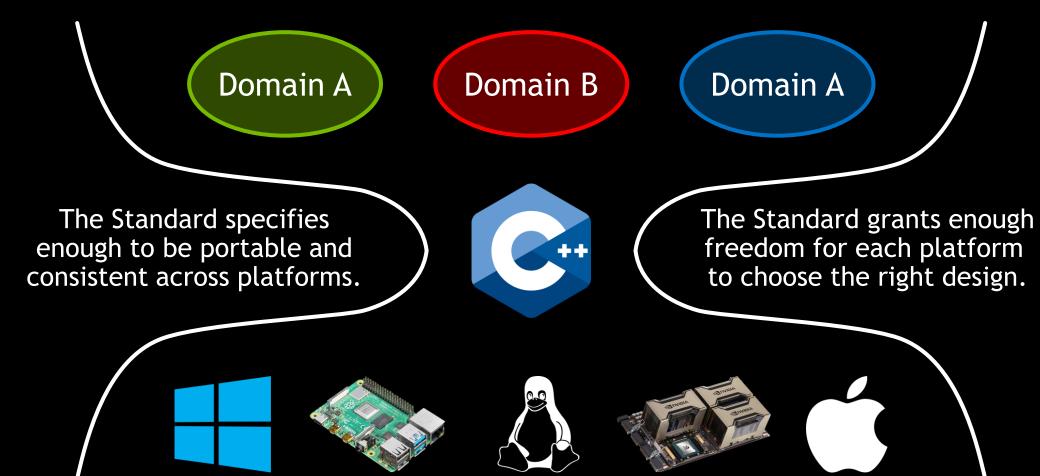


# The C++ Standard is descriptive, not prescriptive.











### Implementation Freedom

Domain A

Domain B

Domain A

The Standard specifies enough to be portable and consistent across platforms.



The Standard grants enough freedom for each platform to choose the right design.













Implementation-defined and undefined behavior are often a feature, not a bug.

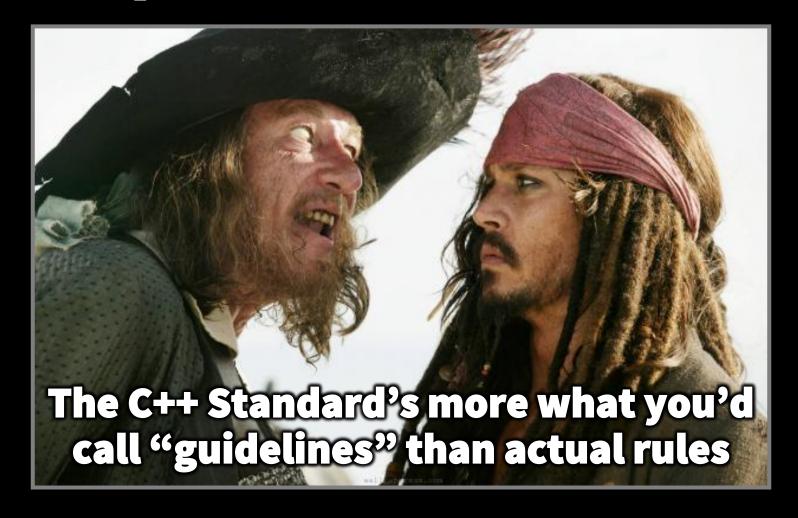


#### std::mutex

Implementation	Supported On	Pros	Cons
OS kernel mutexes	Older and newer operating systems.	Fair. Good perf under contention.	Higher latency.
Futexes	Newer operating systems.	Fair. Lower latency.	
Spinlocks	Bare metal.	Much lower latency. Never yields. Doesn't need an OS.	Unfair. Less energy efficient.
No synchronization	Single core platforms.	No overhead. Doesn't need an OS.	



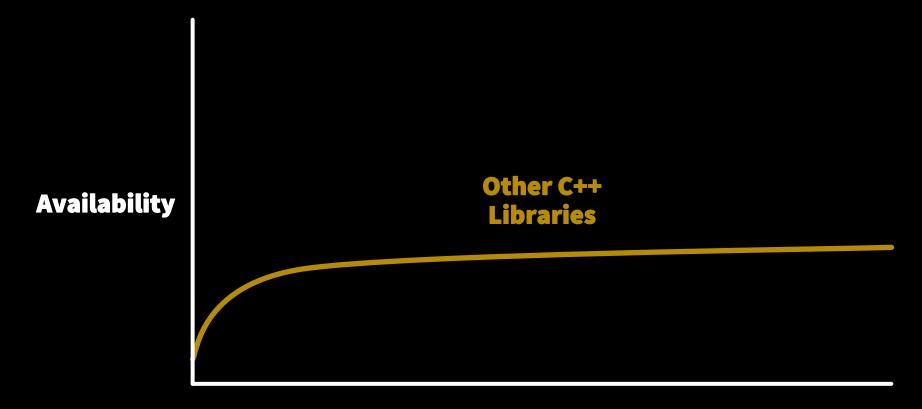
### **Implementation Freedom**





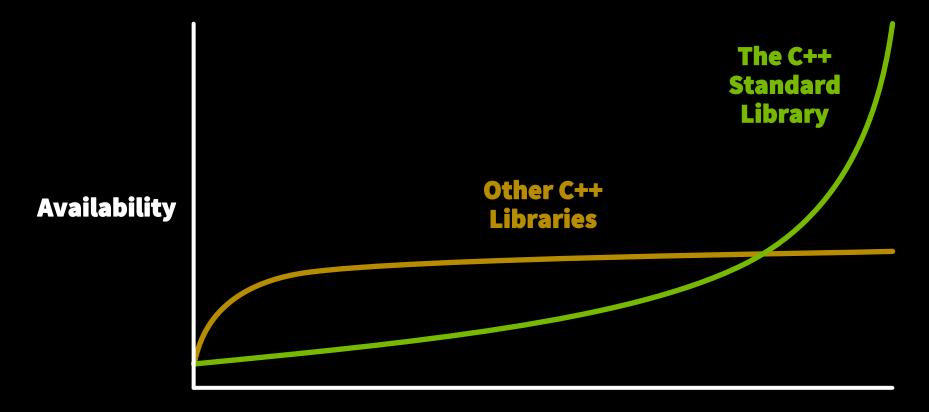
### Standardization takes time.





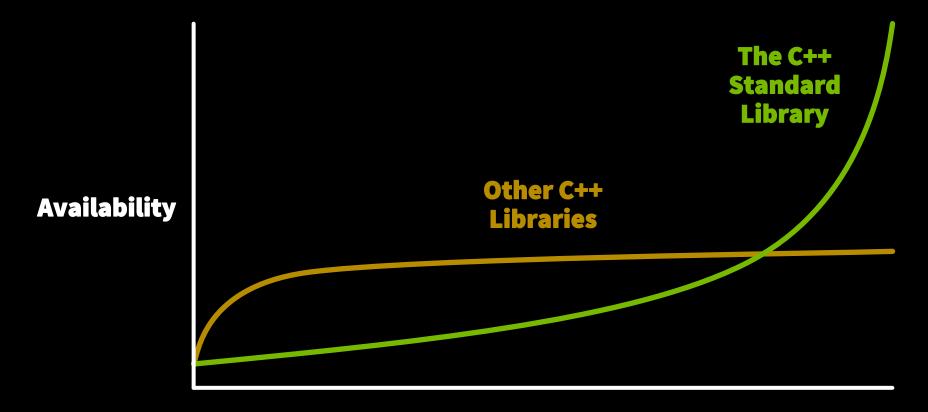
#### **Time to Deployment**





**Time to Deployment** 





**Time to Deployment** 



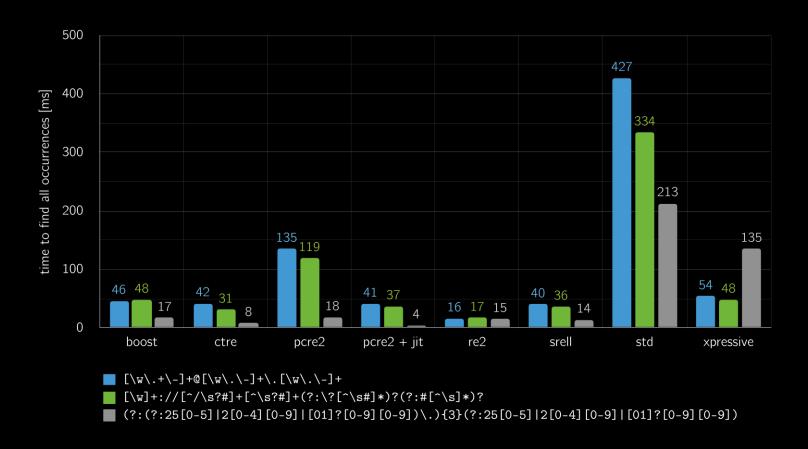
## std:: Implementors Aren't Domain Experts

People with the skills to build and maintain C++ Standard Library implementations

People with the specialized expertise to implement things for your domain



## std::regex Performance





## Implementers are experts at:

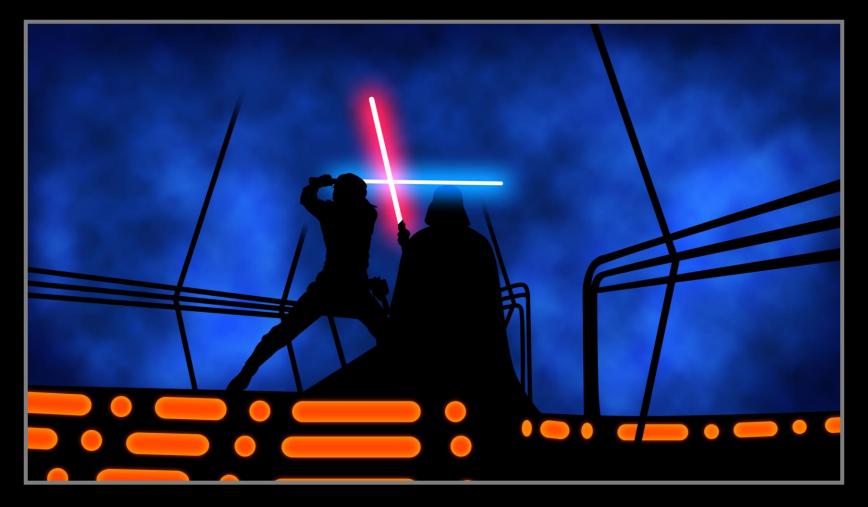
- > Their specific platform.
- Balancing tradeoffs.
- Handling corner cases.

## Implementers are less good at:

- Domain specific work:
  - > Math special functions
  - > std::regex
  - > <charconv>
  - **>** ...



## Stability vs Velocity





API: Syntax & semantics.

Source code. In the C++ Standard.

ABI: Binary representation & conventions.

Compiled code. Platform specific.



Binary representation & conventions for language facilities.

- Function calling conventions.
- Name mangling.
- Layout and size of types.
- Layout of virtual tables.
- Exception handling.
- Floating point mathematics.
- **>** ...

#### C++ Standard Library ABI:



Binary representation & conventions for language facilities.

- Function calling conventions.
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#### C++ Standard Library ABI:



Binary representation & conventions for language facilities.

- Function calling conventions.
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- **>** ...

#### C++ Standard Library ABI:

- Linkage of std:: functions.
- > std:: name mangling.
- Layout and size of std:: types.
- std:: virtual tables.
- std:: constexpr values and functions.
- <type\_traits> and std:: concepts.
- **>** ...



Binary representation & conventions for language facilities.

- Function calling conventions.
- Name mangling.
- Layout and size of types.
- Layout of virtual tables.
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- Floating point mathematics.
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#### C++ Standard Library ABI:

- Linkage of std:: functions.
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- Layout and size of std:: types.
- std:: virtual tables.
- std:: constexpr values and functions.
- <type\_traits> and std:: concepts.
- **>** ...



# API Stability: Existing syntax and semantics should rarely change.



# API Stability: Existing syntax and semantics should rarely change.

ABI Stability: Binary representations of existing facilities should rarely change.



## Backward Compatibility: Newer Builds, Older Code



## Backward Compatibility: Newer Builds, Older Code

Forward Compatibility: Older Builds, Newer Code



## **Backward Compatibility** Forward Compatibility

Written as C++11

Compiled as C++23



Written as C++11

Compiled as C++23

Written as C++23

Compiled as C++23



Written as C++11

Compiled as C++11



## Dependencies Support All Versions

X

Written as C++11

Compiled as C++23



std:: (v2)

Written as C++23

Compiled as C++23



Written as C++11

Compiled as C++11



std:: (v1)

Written as C++11

Compiled as C++11



## Dependencies Support All Versions

X

Written as C++11

Compiled as C++23



objects

Y

Written as C++11

Compiled as C++11



std:: (v2)

Written as C++23

Compiled as C++23

std:: (v1)

Written as C++11

Compiled as C++11



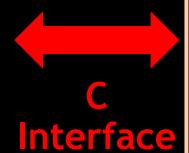
## Write Your ABI Stable Interfaces In C

X

Written as C++11

Compiled as C++23







Written as C++11

Compiled as C++11



Z (v2)

Written as C++23

Compiled as C++23

Z (v1)

Written as C++11

Compiled as C++11



## You Build All Dependencies

X

Written as C++11

Compiled as C++23



Y

Written as C++11

Compiled as C++23





Z

Written as C++23

Compiled as C++23



## The Don't Upgrade Solution:

If you can't get newer dependency builds, don't upgrade to a new C++ dialect.



Builds from different C++ dialects can't be mixed.



Builds from different C++ dialects can't be mixed.



A project takes longer to move to new C++ dialects.



Builds from different C++ dialects can't be mixed.

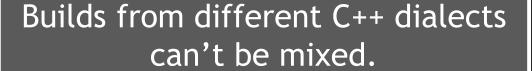


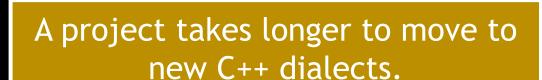
A project takes longer to move to new C++ dialects.



Things that depend on it take longer to move to new C++ dialects







Things that depend on it take longer to move to new C++ dialects



## How does a breaking change manifest?



## How does a breaking change manifest?

- Build Time?
  - Compile Time?
    Graceful?
  - ► Link Time?

- Run Time?

  - Catastrophic?
- ► Undefined Behavior?



### std:: Parameters Exposes You To ABI Breaks

```
A Compiled as C++11

void f(std::string& s) { /* ... */ }

B Compiled as C++23

void g() {
 f(std::string("BAL"));
}
```



### std:: Parameters Exposes You To ABI Breaks

```
A Compiled as C++11

void f(std::string& s) { /* ... */ }

B Compiled as C++23

void g() {
  f(std::string("BAL"));
}
```



#### std:: Return Types Exposes You To ABI Breaks

```
A Compiled as C++11

std::string f() { /* ... */ }
```



### std:: Data Members Exposes You To ABI Breaks

```
A Compiled as C++11

struct X {
   std::string s;
};
X make_x();
```



## Inlining Of std:: Exposes You To ABI Breaks

```
void f() {
   std::string s;
   s.reserve(42);
   s += "adelstein";
}
```



## Inlining Of std:: Exposes You To ABI Breaks

```
void f() {
  std::string s;
  s.reserve(42);  // What if this is inlined,
  s += "adelstein"; // but this isn't?
}
```



## std:: Default Params Expose You To ABI Breaks

```
namespace std {

template <class T, std::size_t E = std::dynamic_extent>
class span;
}
```



## std:: Default Params Expose You To ABI Breaks

```
namespace std {

template <class T, std::size_t E = std::dynamic_extent>
class span;
}

void f(std::span<int>);
```



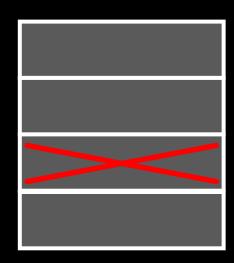
### std:: Concepts Expose You To ABI Breaks

```
template <typename InputIt, typename OutputIt>
using intermediate_type = std::conditional_t<
    std::input_iterator<OutputIt>,
    typename std::iterator_traits<OutputIt>::value_type,
    typename std::iterator_traits<InputIt>::value_type
>;
```



## Polymorphism In std:: Exposes You To ABI Breaks

Removing virtual functions causes layout changes.

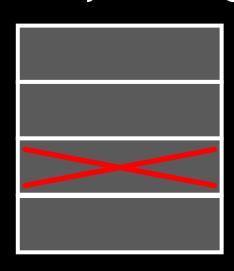


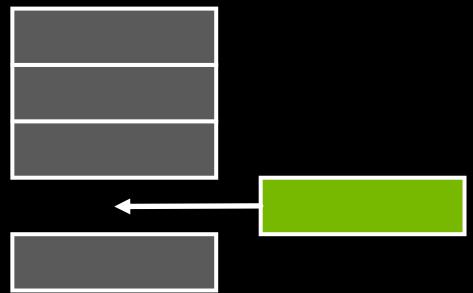


#### Polymorphism In std:: Exposes You To ABI Breaks

Removing virtual functions causes layout changes.









# In most cases, we can add functionality to facilities while preserving ABI.

For polymorphism, type erasure, and named concepts, adding functionality usually breaks ABI.



C++ Standard Library polymorphism, type erasure, and named concepts are fixed forever.



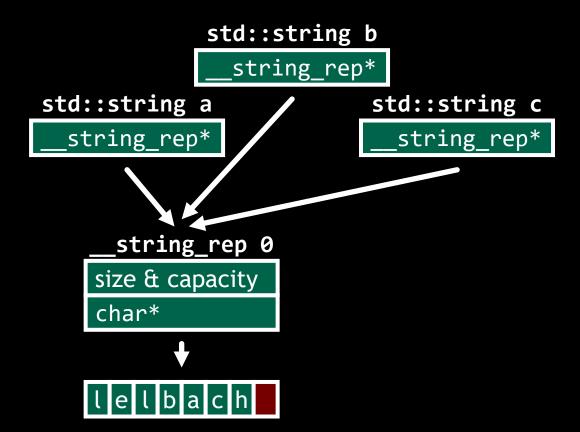
C++ Standard Library polymorphism, type erasure, and named concepts are fixed forever.



C++ Standard Library polymorphism, type erasure, and named concepts are fixed forever.

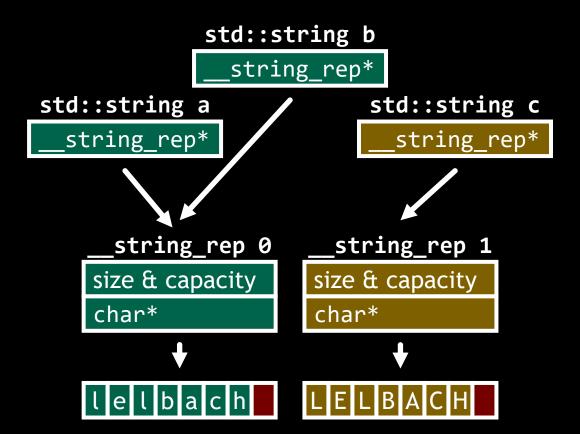


In C++03 copy-on-write was allowed.



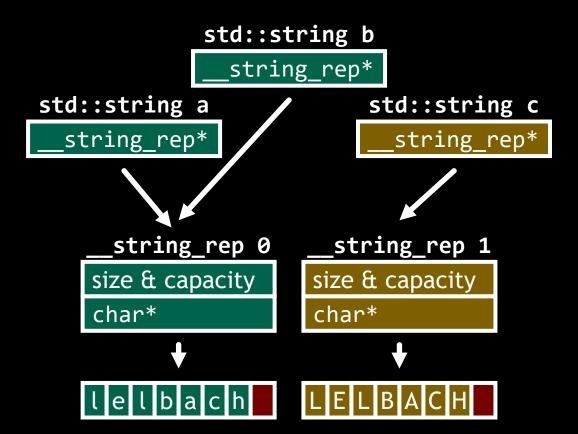


In C++03 copy-on-write was allowed.





In C++03 copy-on-write was allowed.

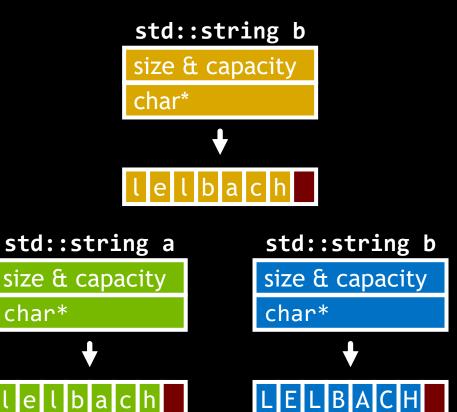




In C++03 copy-on-write was allowed.

std::string b string rep\* std::string a std::string c string\_rep\* string rep\* string\_rep 0 string\_rep 1 size & capacity size & capacity char\* char\*

But in C++11, we prohibited it.



char\*

### Was the C++11 std::string ABI break the right decision?



### Was the C++11 std::string ABI break the right decision?



#### C++17 Non-Allocating std::system\_error::message

```
virtual
~error_category();

virtual char const*
name() const noexcept = 0;

virtual error_condition
default_error_condition(int) const noexcept;

virtual bool
equivalent(int, error_condition const&) const noexcept;

virtual bool
equivalent(error_code const&, int) const noexcept;
```

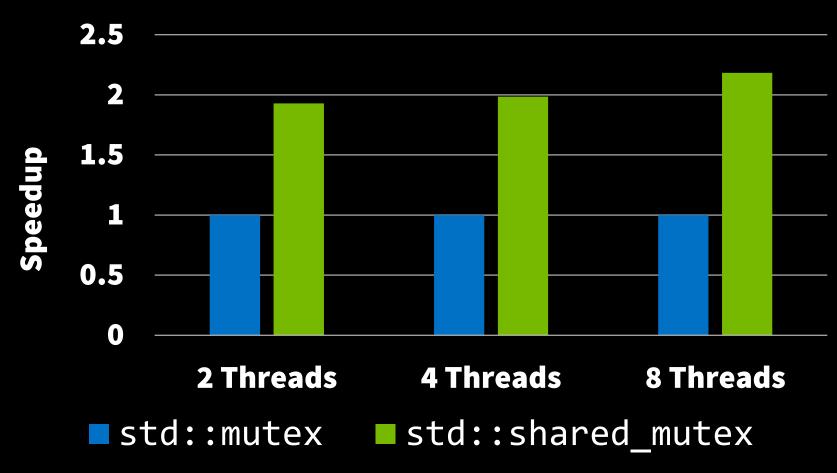
Proposed addition was non-pure; existing derived classes would continue to compile.

```
virtual char const*
message(int, char*, size_t) const noexcept;
```

```
virtual char const*
message(int, char*, size) const = 0;
```



### std::mutex Performance with MSVC





### std::mutex Performance with MSVC



### The C++ Standard Library is:

Good at stability.

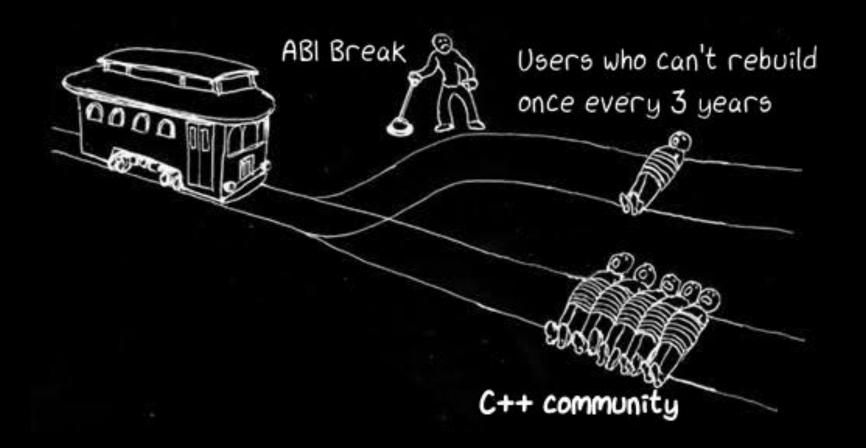


### The C++ Standard Library is:

- Good at stability.
- Bad at fixing mistakes.



### Stability vs Velocity





### Stability vs Velocity





# Stability vs Velocity is a myth. We can't make a binary choice here.



Today, all major implementations guarantee some degree of long term stability.

It is unrealistic to think we will stop caring about stability.



### But stability inhibits velocity.



# But stability inhibits velocity. We can't fix this via policy.



But stability inhibits velocity. We can't fix this via policy. We need technical solutions.



```
namespace std {
inline namespace __cxxNN {
template <
  class C,
  class T = std::char traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic_string<char>;
```



```
namespace std {
inline namespace __cxxNN {
template <
  class C,
  class T = std::char traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

void f(std::string& s) {
   /* ... */
}
```

```
B Compiled as C++23

void g() {
  std::string s("BAL");
  f(s);
}
```



```
namespace std {
inline namespace cxxNN {
template <
  class C,
  class T = std::char traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

void f(std::__cxx11::string& s) {
   /* ... */
}
```



```
namespace std {
inline namespace cxxNN {
template <
  class C,
  class T = std::char traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

void f(std::string& s) {
   /* ... */ Mangling:
   _Z1fRNSt7_cxx1112basic_stringIcSt11char_traitsIcESaIcEEE
```

```
B Compiled as C++23

void g() {
   std::string s(/* ... */);
   f(s); Expected Mangling:
   _Z1fRNSt7_cxx2312basic_stringIcSt11char_traitsIcESaIcEEE
```



```
namespace std {
inline namespace __cxx11 {
using string = basic string<char>;
inline namespace __cxx23 {
using string = basic string<char>;
```

```
A Compiled as C++11

void f(std::string& s) {
   /* ... */
}
```



```
namespace std {
inline namespace __cxxNN {
template <
  class C,
  class T = std::char_traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

std::string f() {
   /* ... */
}
```

```
B Compiled as C++23

std::string g() {
   std::string s = f();
   return s + "bryce";
}
```



```
namespace std {
inline namespace cxxNN {
template <
  class C,
  class T = std::char traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

std::__cxx11::string f() {
   /* ... */
} Mangling: _Z1fv
```

```
B Compiled as C++23

std::_cxx23::string g() {
  std::_cxx23::string s = f();
  return s + "bryce";
}

Expected Mangling: _Z1fv
```



```
namespace std {
inline namespace __cxxNN {
template <
  class C,
  class T = std::char_traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

std::__cxx11::string f() {
    /* ... */
}
```



```
namespace std {
inline namespace cxxNN {
template <
  class C,
  class T = std::char_traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

struct X {
   std::string s;
};
X make_x();
```



```
namespace std {
inline namespace cxxNN {
template <
  class C,
  class T = std::char traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic string<char>;
```

```
A Compiled as C++11

struct X {
   std::_cxx11::string s;
};
X make_x();
```



```
namespace std {
inline namespace __cxxNN {
template <
  class C,
  class T = std::char traits<C>,
  class A = std::allocator<C>>
class basic string;
using string = basic_string<char>;
```

ABI Problem	Diagnoses?	Solves?
Parameters	V	×
Return Types	×	×
Non-Local Variables		×
Data Members	×	×
Inlining	×	×
Constant Evaluation	Ø	×
Polymorphism		×



### Interfaces

```
struct point {
 interface(std::cxx23) {
    int x, y, z;
    interface(std::cxx26) int w;
    int get x() const { return x; }
    int get y() const { return y; }
    int get_z() const { return z; }
    int get_w() const interface(std::cxx26) { return w; }
sizeof(interface(std::cxx23) point) == 12
sizeof(interface(std::cxx26) point) == 16
```



### Interfaces

```
struct point {
 interface(std::cxx23) {
    int x, y, z;
    interface(std::cxx26) int w;
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    int get_w() const interface(std::cxx26) { return w; }
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```
struct point {
  interface(std::cxx23) {
    int x, y, z;
    interface(std::cxx26) int w;
    int get x() const { return x; }
    int get y() const { return y; }
    int get_z() const { return z; }
    int get_w() const interface(std::cxx26) { return w; }
sizeof(interface(std::cxx23) point) == 12
sizeof(interface(std::cxx26) point) == 16
```



```
struct point {
 interface(std::cxx23) {
   int x, y, z;
    interface(std::cxx26) int w;
    int get x() const { return x; }
    int get y() const { return y; }
    int get_z() const { return z; }
    int get_w() const interface(std::cxx26) { return w; }
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```
struct point {
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    int x, y, z;
    interface(std::cxx26) int w;
    int get x() const { return x; }
    int get y() const { return y; }
    int get_z() const { return z; }
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struct point {
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    int x, y, z;
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    int get x() const { return x; }
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sizeof(interface(std::cxx23) point) == 12
sizeof(interface(std::cxx26) point) == 16
```



```
struct point {
 interface(std::cxx23) {
    int x, y, z;
    interface(std::cxx26) int w;
    int get x() const { return x; }
    int get y() const { return y; }
    int get_z() const { return z; }
    int get_w() const interface(std::cxx26) { return w; }
sizeof(interface(std::cxx23) point) == 12
sizeof(interface(std::cxx26) point) == 16
```



```
struct point {
  interface(std::cxx23) {
    int x, y, z;
    interface(std::cxx26) int w;
    int get x() const { return x; }
    int get y() const { return y; }
    int get_z() const { return z; }
    int get_w() const interface(std::cxx26) { return w; }
sizeof(interface(std::cxx23) point) == 12
sizeof(interface(std::cxx26) point) == 16
```



void f(interface(std::cxx23) std::string& s);



```
void f(interface(std::cxx23) std::string& s);
```

```
void f(interface(std::cxx23+) std::string& s);
```



```
void f(interface(std::cxx23) std::string& s);
```

```
void f(interface(std::cxx23+) std::string& s);
```



ABI Problem	Diagnoses?	Solves?
Parameters		V
Return Types		V
Non-Local Variables		V
Data Members	<b></b> ✓	$\checkmark$
Inlining		V
Constant Evaluation		V
Polymorphism		$\checkmark$



# The Stability Thesis:

Until we learn to change things after we ship them,

the C++ Standard Library should only contain things that are unlikely to need many changes.



## Today, the C++ Standard Library is:

- Good at stability.
- Bad at fixing mistakes.



# The C++ Standard Library shouldn't innovate.

The C++ community should innovate.



# The C++ Standard Library *should* standardize existing practice.



Anything that goes into the C++ Standard Library must stand the test of time.

Will we be happy with it in 10 to 20 years?

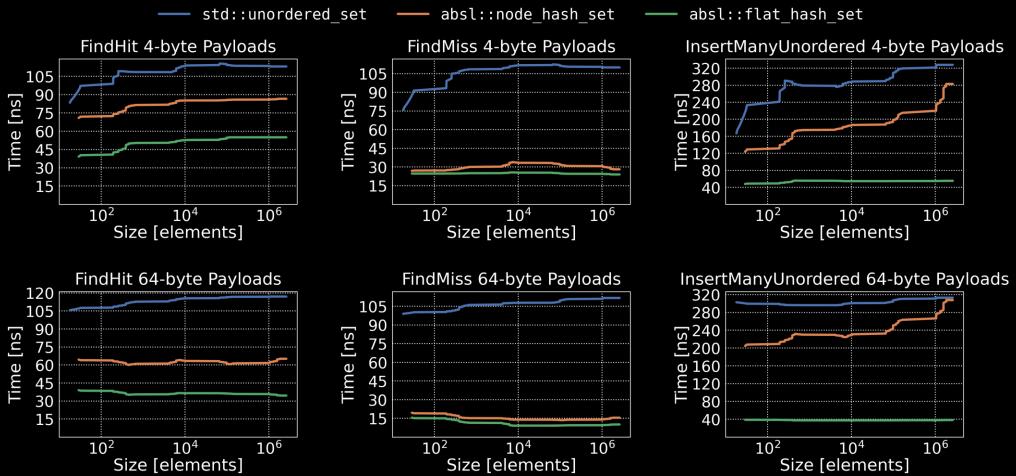


# Avoid premature standardization in evolving fields.

If there's substantial active research, or the best practices change every few years, it's not ready yet.



#### std:: Unordered Containers Performance





# We need to see *field experience* before we can standardize.



# Implementation Experience:

Experience implementing a proposed design.



# Usage Experience:

Experience using implementations of the proposed design.



# Deployment Experience:

Experience evolving and maintaining the proposed design over time.



# Field Experience:

- > Implementation Experience.
- Usage Experience.
- > Deployment Experience.



If we can't change a feature after it ships, then we should...

Ship only what is needed; we may be unable to fix any mistakes.

Smaller Scope Larger Scope



If we can't change a feature after it ships, then we should...

Ship only what is needed; we may be unable to fix any mistakes.

Ship as much as possible; we may be unable to add more later.

Smaller Scope

Larger Scope



If we can't change a feature after it ships, then we should...

Ship only what is needed; we may be unable to fix any mistakes.



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Smaller Scope

Larger Scope

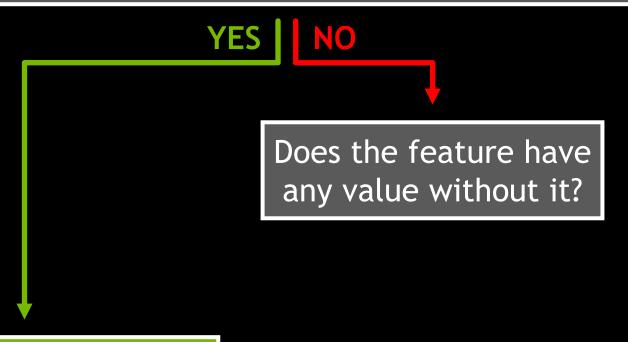




YES

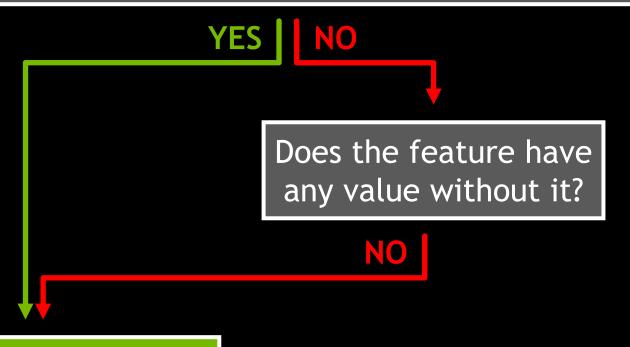
It must be included in the initial release.





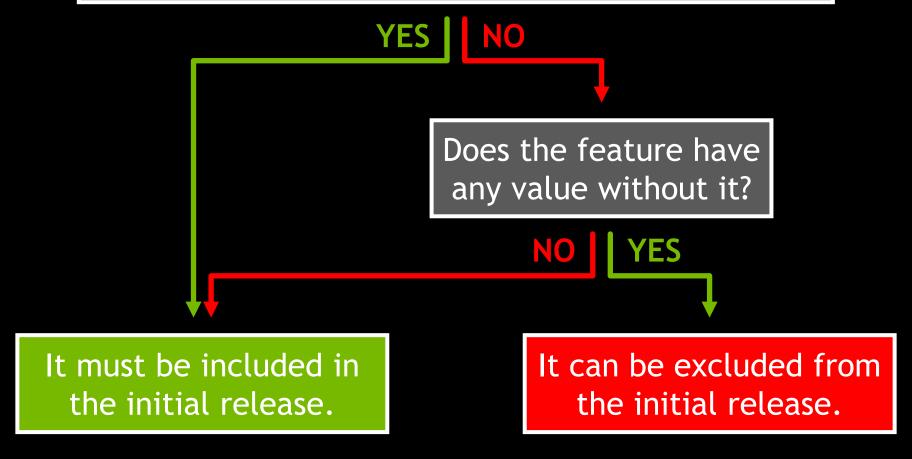
It must be included in the initial release.





It must be included in the initial release.







# The Stability Thesis:

Until we learn to change things after we ship them,

the C++ Standard Library should only contain things that are unlikely to need many changes.



# The Necessity Thesis:

The C++ Standard Library should only contain facilities that can't live elsewhere.



Facilities that require language support for correct or optimal implementation.



<type\_traits>



- <type\_traits>
- std::stacktrace



- <type\_traits>
- std::stacktrace
- >> std::tuple\_element



## Language Support:

- <type\_traits>
- std::stacktrace
- > std::tuple\_element
- > std::memcpy



Facilities that provide portable abstractions of platform-specific behavior and interfaces.



> std::chrono



- std::chrono
- > std::atomic



- > std::chrono
- > std::atomic
- std::sort



- std::chrono
- > std::atomic
- > std::sort
- std::numeric\_limits



Facilities that need a common definition for interoperability across the C++ ecosystem.



```
void my_f(std::ranges::input_range&& r);
void your_f(std::ranges::input_range&& r);
```



```
void my_f(std::ranges::input_range&& r);
void your_f(std::ranges::input_range&& r);
void my_g(std::string_view s);
void your_g(std::string_view s);
```



```
void my_f(std::ranges::input_range&& r);
void your_f(std::ranges::input_range&& r);
void my_g(std::string_view s);
void your_g(std::string_view s);
```



Concepts



- Concepts
- Containers and Views



- Concepts
- Containers and Views
- <algorithm>



- Concepts
- Containers and Views
- > <algorithm>
- > std::format



## The Necessity Thesis:

The C++ Standard Library should only contain facilities that can't live elsewhere.

- Language Support
- Portability
- Vocabulary



#### The Usefulness Thesis:

The C++ Standard Library should expand in scope to contain anything that is useful to C++ programmers.



I hate to be the person that says we can't have nice things,

but nice is not a sufficient motivation for standardization.



## Default availability.



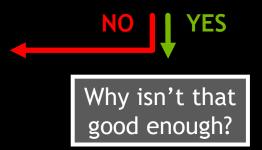


There's no existing practice; how could we standardize it?





There's no existing practice; how could we standardize it?





There's no existing practice; how could we standardize it?



Why isn't that good enough?

My company or project only lets me use things in the C++ Standard Library.



There's no existing practice; how could we standardize it?



Why isn't that good enough?

My company or project only lets me use things in the C++ Standard Library.



There's no existing practice; how could we standardize it?



Why isn't that good enough?

There's a specific reason it would be better in the C++ Standard Library.

My company or project only lets me use things in the C++ Standard Library.



There's no existing practice; how could we standardize it?

NO YES

Why isn't that good enough?

There's a specific reason it would be better in the C++ Standard Library.

My company or project only lets me use things in the C++ Standard Library.

Can you live with making no breaking changes to it for the next 20 years?



There's no existing practice; how could we standardize it?

NO YES

Why isn't that good enough?

There's a specific reason it would be better in the C++ Standard Library.

My company or project only lets me use things in the C++ Standard Library.

Standardization is not a substitute for culture change.

Can you live with making no breaking changes to it for the next 20 years?

YES

Is it worth 5x the effort and time that it would take just to put it on GitHub?



There's no existing practice; how could we standardize it?

NO YES

Why isn't that good enough?

There's a specific reason it would be better in the C++ Standard Library.

My company or project only lets me use things in the C++ Standard Library.

Standardization is not a substitute for culture change.

Can you live with making no breaking changes to it for the next 20 years?

**YES** 

Is it worth 5x the effort and time that it would take just to put it on GitHub?

**↓** YES

Okay let's talk.



There's no existing practice; how could we standardize it?

NO YES

Why isn't that good enough?

There's a specific reason it would be better in the C++ Standard Library.

My company or project only lets me use things in the C++ Standard Library.

Managing dependencies is hard.

Can you live with making no breaking changes to it for the next 20 years?

**1** YES

Is it worth 5x the effort and time that it would take just to put it on GitHub?

**↓** YES

Okay let's talk.



There's no existing practice; how could we standardize it?

NO YES

Why isn't that good enough?

There's a specific reason it would be better in the C++ Standard Library.

My company or project only lets me use things in the C++ Standard Library.

Standardization is not a substitute for culture change.

Managing dependencies is hard.

Have you tried a C++ package manager?



Can you live with making no breaking changes to it for the next 20 years?

NO YES

Is it worth 5x the effort and time that it would take just to put it on GitHub?

NO YES

Okay let's talk.



# The C++ Standard Library is not a package manager.



## The problem isn't that C++ has no package manager. The problem is that there are too many.















# Can C++ standardize package management?



As C++ committee members, package management may be out of our scope.



As C++ committee members, package management may be out of our scope.

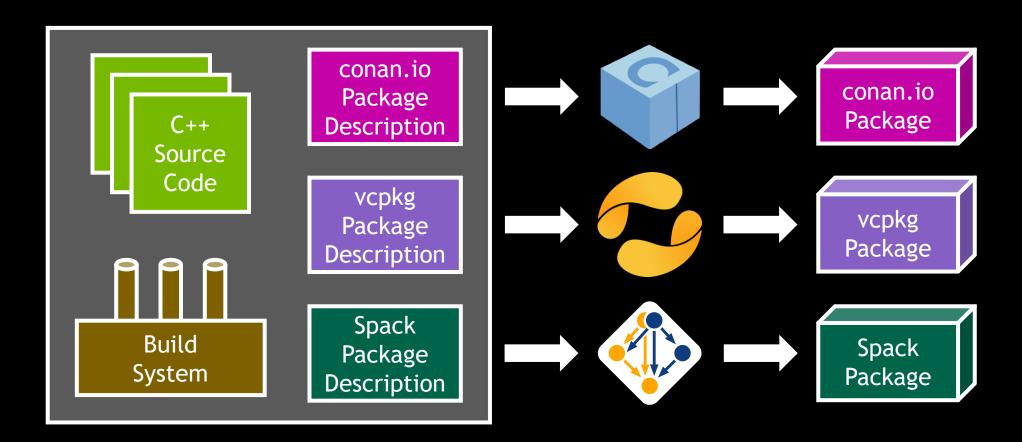
As leaders of the C++ community, it is our duty and responsibility to act.



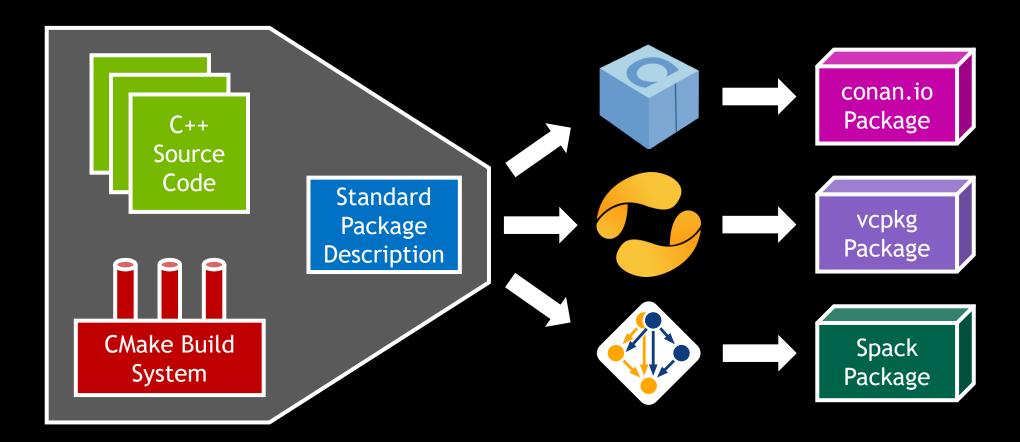
Using external libraries in C++ should be an order of magnitude easier than it is today.

This should be the primary goal for C++ in the next decade.

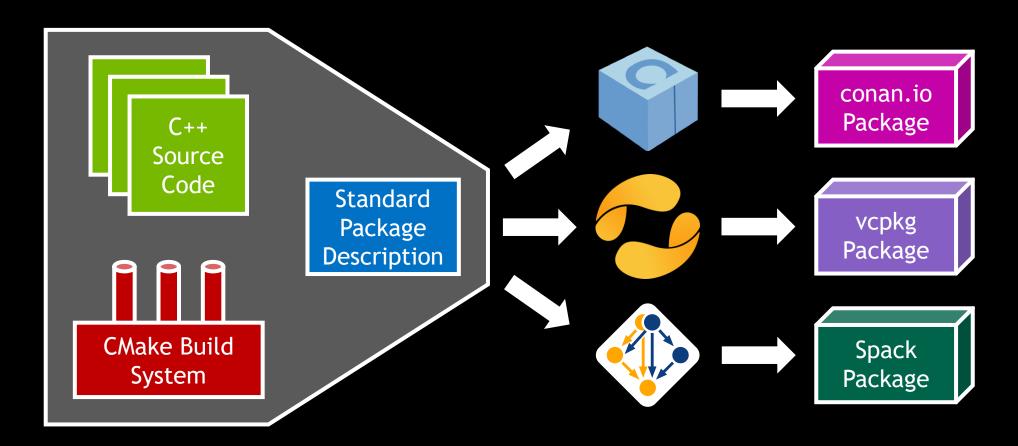




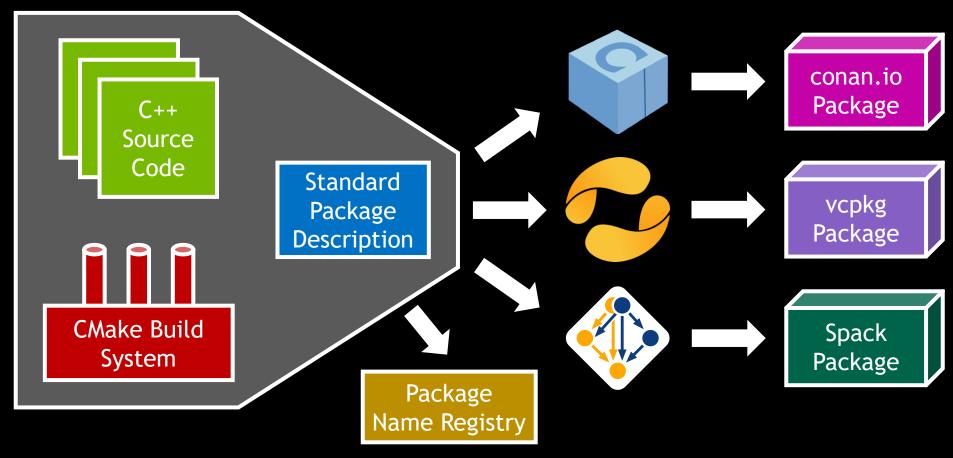














## The Necessity Thesis:

The C++ Standard Library should only contain facilities that can't live elsewhere.

- Language Support
- Portability
- Vocabulary



## We must find a balance between Stability and Velocity.

We need new tools to make that happen.



## The Stability Thesis:

Until we learn to change things after we ship them,

the C++ Standard Library should only contain things that are unlikely to need major changes.



#### **Thanks**

- Hana Dusíková
  Tom Honermann
- Conor Hoekstra
- Corentin Jabot

Billy O'Neal

- Matt Kulukundis
- Olivier Giroux
- Casey Carter
- Michał Dominiak > Matt Calabrese



#### WHAT BELONGS IN



Bryce Adelstein Lelbach



**INVIDIA.** HPC Programming Models Architect
Standard C++ Library Evolution Chair, US Programming Languages Chair

